

# Conference Agenda

## Check-In

Please plan to check-in with us at our Welcome Desk during one of the times below:

**Friday 3:00 – 9:00 p.m. | Saturday 10:00 a.m. – 9:00 p.m.**

**Sunday 10:00 a.m. – 6:00 p.m.**

Partner:  **PointClickCare**  
OnDemand Long Term Care Software

A NETWORKING LOUNGE, WITH FREE WIRELESS INTERNET, IS OPEN THROUGHOUT THE CONFERENCE

## SATURDAY, MAY 30

5:15 – 7:00 p.m.

### Early Arrivals' Reception

If you arrive by Saturday, meet fellow attendees at this fun and casual reception before heading out to dinner.

Partner:  **RehabCare**

## SUNDAY, MAY 31

6:00 – 6:30 a.m.

### Fun Run

Partner:  **VCPI**

7:30 – 8:30 a.m.

### Executive MBA Breakfast

Partner:  **VCPI**

8:30 – 11:30 a.m.

### Executive MBA Program

Grant Provided By:  
 **CARESPRING**  
...The Future of Housing

#### Helping Successful Leaders Become Even More Successful

It stands to reason that you are successful *because* of who you are, but did it ever occur to you that you might be successful *in spite* of who you are? This is the 'superstition trap': believing the behavior that resulted in positive outcomes is solely responsible for our success - and so we keep repeating them.

In this fast-paced, interactive workshop, Dr. Marshall Goldsmith will explain how successful people fall into the superstition trap and why it can be so challenging for them to identify and change 'because of' and 'in spite of' behaviors to achieve even greater success.

You'll learn how to use 'what to stop' in personal development and coaching as well as Goldsmith's proven 'feedforward' process. Finally, you'll learn the essentials of coaching direct reports, peers and team members.

Presenter:



**Dr. Marshall Goldsmith** has been an executive coach for over 100 major CEOs and their management teams. He has been recognized by *Forbes* and *The Wall Street Journal* as a top executive coach and by the American Management Association as one of the fifty greatest thinkers and leaders who have influenced the field of management over the past eighty years. Dr. Goldsmith is the author of the 2008 best-selling *What Got You Here Won't Get You There*.

Executive MBA Break Partner:  **PointRight**  
Analytics to Answers

## Lincoln Executive Bookshop

Our on-site bookstore offers an eclectic mix of titles selected with healthcare CEOs in mind.

**Monday 7:00 a.m. – 2:00 p.m.**

**Tuesday 7:00 a.m. – 1:00 p.m.**

12:00 – 5:45 p.m.

### Recreation

See page 10 for recreation details.

12:00 – 4:30 p.m. Air Force Academy Tour

12:00 – 5:00 p.m. Golf Tournament Partner:  **STANLEY**  
Healthcare Solutions

12:45 – 5:45 p.m. Pikes Peak Cog Partner:  **Hill-Rom**  
Enhancing Outcomes for Patients and Their Caregivers...

6:00 – 6:30 p.m.

### Newcomer's Reception

LTC 100 and its board members would like to welcome all first-time provider attendees with this casual cocktail reception. (For first-time provider attendees only).

6:30 – 9:00 p.m.

### Opening Reception

We're kicking off LTC 100 with a live grass roots band, fire pits and roasted marshmallows.

Partner:  **TENA**  
a Personal Care brand by SCA

## MONDAY, JUNE 1

6:45 – 7:45 a.m.

### Breakfast

Partner:  **HFC**

6:45 – 7:45 a.m.

### CCRC & Hospital-Based Post Acute Care Breakfast Roundtables



Lincoln Healthcare Events will conduct a survey to quantify the top challenges facing the CCRC and Post Acute Care segments. The results will be shared and discussed in this engaging forum with an eye toward solutions. If you're an executive in either setting, this is an opportunity to expand your professional network and gain some new perspectives.

**CCRC Roundtable Host:** John Richter, Partner-in-Charge of Health Care, LarsonAllen

**Post Acute Care Roundtable Host:** Jeff Lemon, President, Spectrum Health Continuing Care

7:45 – 9:00 a.m.

**Opening General Session**

**Mind of the CEO: Priorities, Plans & Best Practices**

Faced with a recessionary economy, limited availability of lower-cost financing and question marks about future reimbursement rates, CEOs need to re-evaluate priorities, focus on innovation and re-examine long-held assumptions. In this session, top LTC CEOs will share how their organizations are adapting to the shifting industry landscape and the new thinking they are using to address these challenges. Topics will include:

- Managing the limited availability of lower-cost financing.
- Creating short stay medical rehabilitation facilities.
- Transforming today’s aging facilities to meet the demands of tomorrow’s consumers.
- Solving the occupancy/marketing challenge in a recession.
- Enhancing customer service and satisfaction through cultural change.



Panelists (from l to r):

**Scott Brown** (Moderator), Conference Director, Lincoln Healthcare Events  
**Steven Chies**, SVP, LTC Operations, Benedictine Health Systems  
**Jeff Jerebker**, President & CEO, Piñon Management  
**Andrew Kohlberg**, Founder & President, Kisco Senior Living  
**Tim Lukenda**, President & CEO, Extencicare, Inc.  
**Michael Torgan**, EVP, Country Villa Health (Photo Unavailable)

9:00 – 9:45 a.m.

**General Session**

**Washington Insider Forecast: 2009-2010**

This panel will offer a frank, up-to-the-minute forecast of D.C. healthcare policy developments that will impact long term care and seniors housing in 2009 and 2010. At some point, we can expect the economic stimulus from strong healthcare spending to be overtaken by the reality of the recession and needed fiscal restraint. Panelists will project the timing and scale of these issues, and address topics including: When will Medicare SNF and Medicaid reimbursement take a hit and how large will it be? What’s the likelihood of passing card-check legislation that will affect the unionization of senior care workers? What are the prospects for abolishing arbitration agreements? Will pay for performance become a reality for nursing homes?



Panelists (from l to r):

**Brian Fortune** (Moderator), Political Strategist, Marwood Group & Co.  
**Bob Hillis**, Chairman & CEO, Direct Supply  
**Alan Schabes**, Partner, Benesch, Friedlander, Coplan & Aronoff, LLP  
**David Schless**, President, American Seniors Housing Association  
**Bruce Yarwood**, President & CEO, American Health Care Association

9:45 – 10:15 a.m.

**Break**

Partner:



10:15 – 11:15 a.m.

**Concurrent Sessions**

**Achieving More with Less: Seizing Untapped Opportunities for Organizational Efficiency**

LTC management has always focused on expenses and in today’s tough economic climate it’s never been more important. But how can you continue to raise quality while reducing expenses? Doing more with less is easier said than done. This session will explore creative ways to trim costs without adversely affecting resident satisfaction or quality, including:

- What are you doing to manage expenses to become more efficient and conserve cash?
- How do you measure – and then maximize – the productivity of your personnel?
- Do building renovations need to be postponed or scaled back?
- How do you monitor and manage the expense/quality balance?
- What ‘out-of-the-box’ cost-saving ideas are you exploring?

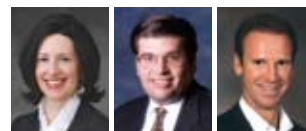


Panelists (from l to r):

**Jim Klausman**, President & CEO, Midwest Health Management  
**Jim Unverferth**, President, HCF Management Inc.  
**Ty Weston**, President, Deseret Health Group

**Opportunistic Deal-Making and Financing**

Acquisitions in long term care have slowed to a trickle, deal prices are dropping, and credit continues to be incredibly scarce. By June 2009, we may be at or near a market bottom. What are the smartest acquirers doing in this environment – are they buying now, or waiting for even better values in 2010? Who is successfully doing deals and how are they getting them done? Where are buyers finding both equity and debt in this market? What are some creative ways to finance a deal today? We’ll also look at refinancing – when and how smart operators are refinancing debt.



Panelists (from l to r):

**Julia McMillen** (Moderator), Associate, Proskauer Rose  
**Patrick Hurst**, Managing Director, Houlihan Lokey  
**Arnold Whitman**, CEO & Co-Chairman, Formation Capital  
**Additional Panelists To Be Announced**

## Monday Conference Agenda Continued

### **CCRC CEO Roundtable: Best Practices in a Tough Environment**

Today's recession and housing market collapse is adversely impacting applications, slowing the pace of new resident conversions, and creating sales and financial challenges. Five leading CCRC CEOs will discuss how they are navigating through this challenging environment and discuss their construction and remodeling priorities, and their vision for meeting the future needs for senior care. Topics will include:

- Marketing and sales strategies for attracting new residents, including community outreach.
- Construction and remodeling priorities, including differentiating a CCRC in its market.
- Best practices in life care pricing and rental model pricing.
- How the desire to age at home affects plans for future SNF beds.
- Visions for the successful CCRC model in five years.

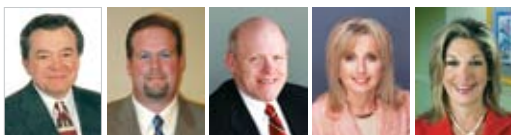


*Panelists (from l to r):*

**John Richter** (Moderator), Partner-in-Charge, Health Care, LarsonAllen  
**Cynthia Dunn**, President & CEO, Judson Services, Inc.  
**John Kotovsky**, President, Lutheran Senior Services  
**Marvin Mashner**, President & CEO, ACTS Retirement-Life Communities  
**Stephen McPherson**, President & CEO, Masonicare  
**Pearl Merritt**, President, Buckner Retirement Services

### **The Assisted Living Outlook: Strategies for Navigating the Shifting AL Landscape**

CEOs of senior care companies with large AL portfolios will discuss the short- and medium-term trends they foresee happening. What are some contrarian acquisition and operating opportunities in today's difficult AL environment? How will the landscape change once the current 'bust' cycle plays out? Will business models trend toward becoming part of a care continuum? Where do CEOs stand on AL's capability to serve more medically needy residents? Government regulatory and payment trends in assisted living? Pricing, specialized units and room amenity trends? Will unionization work among AL staff?



*Panelists (from l to r):*

**Eugene Grace** (Moderator), President, Grace Management  
**Joe Eby**, COO, Bickford Senior Living  
**Bill Pettit**, President & CEO, Merrill Gardens  
**Tiffany Tomasso**, EVP, European Operations, Sunrise Senior Living  
**Patricia Will**, President & CEO, Belmont Village Senior Living

11:15 – 11:45 a.m.

### **Break**

Partner:



11:45 a.m. – 12:45 p.m.

### **Concurrent Sessions**

#### **Silver Lining Think Tank: New Opportunities in Today's Market**



There is a silver lining to any difficult situation, and this recession, while quite serious, is no exception. LTC 100 is convening a think tank of leading providers, deal-makers and thought leaders to canvass, discuss, and select the best silver lining ideas that have been forged in long term care and senior care during this recession. This session will present the group's findings and top ideas on acquisition plans, increasing revenue, financing strategies, organizational and staffing changes, unique business opportunities and creative ideas for streamlining operations.



*Panelists (from l to r):*

**David Ellis** (Moderator), President, Lincoln Healthcare Events  
**Blake Jackson**, Partner, Turtle Creek Management  
**Steven Littlehale**, Executive Vice President, PointRight  
**Leonard Lucas**, First Vice President, Love Funding  
**Bill Mathies**, President, SunBridge, Sun Healthcare Group  
**Additional Panelist To Be Announced**

#### **Hometown Hospitality: An Inspirational Case Study on Engaging and Retaining Employees**

Motivated by the presentation of Ritz Carlton's Horst Shultz at the 2004 LTC 100, Clay Crosson, President and COO of Americare, wanted to raise the level of customer service in his 90+ SNF and AL facilities. He set out to customize the urban chic hospitality program of a large-scale hotel into something more appropriate for his Midwest rural landscape. The result was the Americare Home Town Hospitality (HTH) program.

This session will walk you through the steps taken to identify Americare's unique brand, and to learn what would meaningfully motivate employees to follow the HTH program while simultaneously creating a developmental path where they could advance, contribute, and feel valued. This session will cover the strategies and resources they utilize for success, and you'll hear from one employee about how the program motivates them to stay and grow.



*Panelists (from l to r):*

**Clay Crosson** (Moderator), President & COO, Americare  
**Steve Hatlestad**, SNF Divisional VP, Americare  
**Jean Summers**, AL Divisional VP, Americare

## Conference Agenda Continued

### Expanding into Home and Community-Based Services: Making the Right Choice

If you're considering expanding your continuum beyond institutional long term care then home care and/or hospice must be considered. This session will guide you through the three approaches for getting into the home health business: acquisition, develop your own (de novo), or joint venture. Companies that have successfully used each of these approaches will show you the way in this fact-filled session, including:

- What are the pros and cons of each approach? What is the right choice for you?
- If you decide to acquire or JV, how do you determine value? What types of due diligence will be required?
- What challenges should you expect when starting a de novo business?
- Should you focus on hospice, Medicare certified home health or unskilled home care, or all three? How do your choices affect the bottom line?



Panelists (from l to r):

**Kathleen M. Griffin** (Moderator), National Director, Post Acute Care & Senior Services, Health Dimensions Group

**Joseph Brinker**, EVP & COO, Bethesda Health Group

**Additional Panelists** To Be Announced

### Disaster Preparedness – Are You Ready?

With the Gulf Coast continuing to recover from Hurricanes Katrina and Rita, and the CDC predicting a widespread pandemic in the near future, LTC operators are becoming more attuned to preparing for the next disaster. Recent surveys of LTC facilities showed that although disaster plans were indeed in place, none were without major issues. Learn what's missing from your plan and hear LTC professionals who have experienced a disaster first-hand discuss where their plans worked – and where they fell short. In this session you'll learn:

- How to insure that your communication channels – the lifelines to outside resources – remain open.
- The similarities – and important differences – between your plan for a pandemic vs. other disasters.
- How to plan for widespread disasters vs. local disasters.
- What are the psychological effects of a disaster for both staff and residents? How do you mitigate them?



Panelists (from l to r):

**Tim Graves**, President, Texas Healthcare Association

**Francis P. Kirley**, President & CEO, Nexion Health

**Pam Vap**, RN, Executive Nurse Consultant, ABCM Corporation

1:15 – 5:45 p.m.

### Recreation

(See page 10 for recreation details. All activities include lunch.)

1:30 – 4:30 p.m. Mountain Horseback Riding



1:30 – 4:30 p.m. Mountain Bike Tour

Partner:



1:30 – 4:30 p.m. Cheyenne Canyon Hike

Partner:



1:15 – 5:45 p.m. White Water Rafting

Partner:



1:15 – 5:45 p.m. Fly Fishing

Partner:

6:30 – 10:30 p.m.

### Howl At The Moon Evening

This special evening of dinner and entertainment will feature a dinner speaker followed by dueling pianos in a night club atmosphere. *Jackets for men and equivalent attire for women.*

6:30 – 7:30 p.m. Reception

Partner:



7:30 – 9:00 p.m. Dinner

Partner:



9:00 – 10:30 p.m. After Dinner Social

Partner:



## TUESDAY, JUNE 2

6:45 – 7:45 a.m.

### Breakfast

Partner:



7:45 – 8:45 a.m.

### General Session

#### Face-Lift Face-Off: A Live Competition on Repositioning the Older Facility

Watch three leading architectural firms compete to reposition an older SNF for a new generation of consumers. Competitors will develop designs for a SNF facility in need of renovation, and present their proposals to the operator. They'll show how to achieve impressive results – with modest to medium investment – in terms of an inspiring design and a business model that yields a higher quality payer mix. The latest thinking in rehabilitation, neighborhoods, culture change, operational efficiency and consumer appeal will be incorporated into their proposals. Each designer will also outline the provider's new business model including payer mix, expected occupancy and revenues. A team from the provider company will ask probing questions to get to the heart of the architects' aesthetic reasoning and challenge them on the economic factors that will ultimately sway their decision.



Panelists (from l to r):

**Joel Treffert** (Moderator), VP of Sales, Direct Supply

**Andrew Lee Alden**, Designer, Engberg Anderson

**Eric Brehm**, LTC Specialist, Welman Architects

**Eugene R. Guskowski**, Principal, AG Architecture

**Provider Participant** To Be Announced

## Tuesday Conference Agenda Continued

8:45 – 9:15 a.m.

### Break

Partner:  MDI Achieve

9:15 – 10:15 a.m.

### Concurrent Sessions

#### ***Small House in the Big Facility***

The small house model has demonstrated a number of positive outcomes, including improved QI's, high levels of resident and family satisfaction, decreased staff turnover, greater occupancy levels, and improved marketability of facilities. Is there a way to leverage this approach without investing in bricks and mortar?

This session will focus on how components of this model are being successfully implemented in existing facilities. You will learn how specific elements of the small house model can be incorporated into traditional settings, and see examples of companies successfully implementing these elements. A case study of Erickson Communities at Fox Run, where self-directed work teams, liberalized dining and person-centered care are currently being phased in, will be featured.



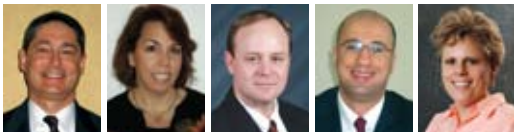
Panelists (from l to r):

**Jude Rabig** (Moderator), President & CEO, Rabig Consulting  
**Jean Landreville**, Renaissance Gardens Administrator, Erickson Retirement Communities

#### ***Increasing Occupancy: Overcoming the Financial Challenges of Prospective Residents***

Seniors and their families are struggling to raise enough money to cover the costs of senior living. In this environment, more senior living companies have been taking advantage of new consumer funding programs to help solve this dilemma.

This session will review funding options such as life insurance settlements, personal loans, and the VA Aid & Attendance benefit and present case studies/best practices from providers who are using these programs to help consumers over the financial hurdle. Successfully integrating a customized funding solution program into the admission process will also be covered.



Panelists (from l to r):

**Scott Brown** (Moderator), Conference Director, Lincoln Healthcare Events  
**Sharon Fisher**, Corporate Director, Business Development, 5 Star  
**Chris Orestis**, Principal, Life Care Funding Group  
**Elias Papasavvas**, Founder & CEO, Elderlife Financial Services  
**Jayne Sallerson**, Senior Vice President of Marketing, Emeritus Senior Living

#### ***Managing the Cost of Risk: Healthcare Insurance Realities In 2009 & Beyond***

Insurance costs for liability and property are predicted to increase for many providers in 2009. Property and casualty insurers are experiencing significant financial stress and lenders have implemented stricter lending practices, including more stringent review of the creditworthiness of liability insurance providers. Even if you have your own captive, the cost of letters of credit will undoubtedly become expensive. What can you do about it? Our panel of industry experts from the lending, reinsurance, brokerage, and alternative risk financing industries will share creative approaches for obtaining affordable, sustainable and valuable coverage, and provide insight on how to combat increases in a year when your reimbursements could be reduced.



Panelists (from l to r):

**Sandy Elsass** (Moderator), President & CEO, The Uni-Ter Group  
**Joseph Lukens**, Lippa Insurance Services  
Additional Panelists To Be Announced

10:15 – 10:45 a.m.

### Break

10:45 – 11:45 a.m.

### Closing Keynote Session



#### ***Leadership in Long Term Care:***

#### ***Creating an Ethical Foundation for Your Business***



**Brigadier General Malham Wakin**, USAF, Retired

Leadership integrity bolsters organizational integrity, employee loyalty and business success.

However, many companies make the mistake of adopting 'ethics of the bottom line,' which can lead to potentially damaging behaviors and decision-making. When leaders demonstrate strong positive values and promote ethical standards, they create the foundation for a thriving business. In the long term care environment, this means stressing the principles of non-maleficence ('do no harm'), benevolence, and distributive justice to positively impact employee and resident well-being and satisfaction.

**Brigadier General Malham Wakin**, Emeritus Professor of Philosophy at the U.S. Air Force Academy, is an authority on the issues of ethics and leadership. He has taught at the Air Force Academy since 1959 and served as Professor and Head of the Department of Philosophy. In 2007 he received the Distinguished Service Award from the Academy. He was also National Chairman of the Joint Services Conference on Professional Ethics from 1979 to 1992 and a member of the Ethics Oversight Committee for the U.S. Olympic Committee for 13 years.

### LTC 100 EZ Pass

Take advantage of our Express Checkout service on Tuesday. After the concluding session by Brigadier General Wakin, we'll have your boarding pass printed so that you can stay for the entire conference and then depart quickly. We suggest scheduling your departure for after 2:30 p.m.

Partner:  KRONOS