April 30 – May 3, 2017
The Breakers
Palm Beach, Florida

The Silver Lining Ahead for SNFs

19th Annual ▪ By Invitation Only
Post Acute CEO,

These are challenging times for SNF operators. But – there are silver linings. Innovation is breaking out in our sector! We will showcase some promising new business models at the 2017 LTC 100 to help inform your own path of change.

Republicans now control Congress – might this slow value-based care? We think not – more likely it will accelerate it. Overall: CMS’ power and regulatory pressures may ease, and consumers’ power and competitive forces should grow. Good news if you are ready to change and compete in a leveling playing field!

If you have never been to LTC 100, this would be a great year to start. Extremely stimulating content that will give you a great return on your time here. The best collection of minds in our field. And at the wonderful Breakers, the most valuable property in Palm Beach (sorry, DJT!).

To attend, visit ltc100.com or call Miriam Adams at (203) 644-1734. Don’t wait long, as we expect to fill all slots, like last year.

Warm regards,

David Ellis
Managing Director, LTC 100
Founder & President,
Lincoln Healthcare Leadership

To Reserve Your Place at Palm Beach, See Page 18
MONDAY, MAY 1
8:00 – 8:55 am
Opening General Session

SNF Policy Outlook: What to Expect from a Republican-Led CMS

LTC 100 takes place exactly 100 days after the inauguration of President Trump. What will these first 100 days tell us in the way of policy direction, what will “repeal and replace” of the ACA look like, and how will policy changes affect post acute care providers? This panel will discuss what the skilled nursing industry can expect from a Republican-led CMS over the next four years:

- What will happen to IMPACT, MACRA, PBJ?
- What is the future of value-based care initiatives (particularly bundling, ACOs and Value-Based Purchasing)?
- Will the Trump Administration’s preference for consumer-directed care (and minimal regulations) have any material impact on long term care providers?

Cheryl Field has more than 25 years’ nursing experience specializing in rehab in acute and sub-acute, with a concentration in reimbursement.

Brian Fortune, a Washington-based political strategist specialized in regulatory and legislative healthcare research, is the Co-Founder of investment advisory firm Farragut Square Group.

Jade Gong is a national expert in health care strategy with insight into value-based payment models.

Dr. Jacquelyn Kung is a consultant and entrepreneur in the aging space. Her company, ClearCare Online, supports over 200,000 seniors at home.
Solving the Caregiver Staffing Shortage

Lincoln is conducting a think tank February 13-14 in Nashville, Tennessee to address the exacerbating staffing shortage of caregivers across healthcare and long term care. We will summarize the findings of this think tank in this session.

The think tank will present and discuss creative solutions in five principal areas: recruiting, retention, training, technology and reengineering the work force. Our goal is to give LTC 100 providers the very best human capital ideas drawn from across all industries – actionable ideas that are working for companies right now.

Think tank participants are a mix of top executives from skilled nursing, senior living, home health, hospice and health systems – plus human capital experts from outside healthcare.

Keys to Cultivating Exceptional Administrators

The role of the Administrator has always been vital. But in an age of readmissions penalties, health-records management, higher patient acuity, and an increasing rate of patient churn, a top-quality Administrator is now critical to the success of a facility. This panel will share their philosophies and best practices for acquiring and developing top talent for the role of Administrator/Executive Director. Panelists will discuss:

- The importance of a healthcare background (Is SNF experience a help or perhaps a hindrance?)
- Degree requirements (Is an MBA helpful?)
- Grooming and training (How long and by whom?)
- The recommended role of the CEO in developing exceptional future Administrators.

Presenters

To Be Announced

TUESDAY, MAY 2
8:00 – 8:55 am
Lincoln Think Tank

Donna Kelsey
CEO, American Senior Communities/Turtle Creek Management

Keith Helmer
COO, Medical Facilities of America

Karen Reich
CEO, Bon Secours St. Petersburg Health System

BE EXCEPTIONAL

Presenters

To Be Announced
MONDAY, MAY 1
8:55 – 9:50 am
General Session

The Payer Outlook on SNF Utilization

Are low SNF occupancy rates, “SNF diversions” and shorter lengths of stay in the beginning, middle or latter stages of rollout? A panel of progressive payers will weigh in on this question and share how at-risk payment models are affecting their referral decisions to SNFs. The panel will show the criteria they use to evaluate post acute patient placement, including SNF versus IRF, LTAC, home health, and outpatient care; and share their plans on any further tightening of preferred SNF networks.

naviHealth is a management services and technology solutions company for post acute care and a division of Cardinal Health.

Hebrew SeniorLife, an affiliate of Harvard Medical School, operates nine SNF and senior living campuses and communities in the Greater Boston area.

Collaborative Health Systems, part of Universal American insurance company, manages 24 MSSP ACOs, with 3,200 providers and 280,000 Medicare beneficiaries.

Presenter
To Be Announced
How Post Acute Wins in Value Based Care

Geoff Teed will lay out his provocative vision of how post acute and community-based care can move up the food chain in value-based healthcare. Among his views: health systems’ role in the future will be diminished, while primary care physicians will be enhanced; hospitals and skilled nursing are both overbedded by 50% — only those SNFs who move into higher or lower acuity will emerge winners; post acute can do care management better than managed care; taking on risk is not as risky as you think; and next generation ACOs present a big opportunity for assisted living and home health operators who partner with primary care physicians.

Paradigm Provider Partners is an advisory firm started by Geoff Teed, whose background includes Optum/United Health Care and Remedy Partners.

LTC 100 Wrap Up

The goal of this year’s LTC 100 is to shed a bright light on some promising “silver lining” opportunities for SNF providers. This closing session will summarize those opportunities, help you prioritize the ones to take action on, and invite us all to share what we have learned over the three days here.
TUESDAY, MAY 2
11:15 am – 12:10 pm
General Session
Going All In On the Long-Stay Medicaid Model

LTC 100 is assembling a team of Medicaid experts to develop a business model for SNFs to exclusively serve the long stay Medicaid population. We will deconstruct the current business model in an effort to streamline the SNF cost structure, and make Medicaid actually profitable! We will look at metrics like bed count; acuity level; ancillary services; staffing levels; Part B therapy; and case mix rate.

TUESDAY, MAY 2
1:00 – 2:00 pm
General Session
Chronic Care Management: The Holy Grail

In a fully evolved value-based care system, the current top of the food chain – payers and health systems – could plausibly be supplanted by whoever is the best at population health/chronic care management (CCM). Might that be some SNF/post acute providers? Our view is yes. Once truly capitated forms of payment become widespread, post acute’s natural advantages will help draft you upward – and if you put the right pieces in place over the next few years, you could go all the way to the top. This session will describe what future winning CCM entities will look like – by size, scope of services, capabilities, risk tolerance mend paths that ambitious post acute providers can take to run it all.

WEDNESDAY, MAY 3
9:15 – 11:05 am
Concurrent Sessions
Three sets of two concurrent sessions on emerging alternative models of skilled care delivery.

9:15 – 9:45 am
Kindred’s New ‘SNF Partnership’ Model

Kindred Healthcare is getting out of SNF ownership altogether, in favor of a new “Preferred Provider Partnership” strategy. Jason Zachariah will explain the reasoning behind this decision; what it means for SNFs in markets where Kindred operates; and their strategy to develop 23 “Integrated Care Markets” across the nation.
9:15 – 9:45 am

**The PACE Opportunity for SNFs**

Both NFP and FP skilled nursing organizations are now becoming capitated care coordinators under PACE. National PACE Association’s Peter Fitzgerald will outline how this provider-based managed care model works, including a case study from Volunteers of America, which is using PACE to gain direct exposure to capitation.

9:55 – 10:25 am

**Bringing Palliative Care to Skilled Nursing**

Aspire Health, the Nashville-based start-up founded by former U.S. Senate Majority Leader Bill Frist and backed by Google Ventures, has found an untapped niche in non-hospice, community-based palliative care. CEO and Co-Founder Brad Smith will show how Aspire – which uses data analytics to target care to individual patient needs – is bringing much-needed pain management solutions to the SNF setting.

9:55 – 10:25 am

**Direct to SNF: The Case for Hospital Diversion**

Marshfield Clinic, a physician-owned ACO in Central Wisconsin and its insurance arm, Security Health Plan, have teamed up with long term care operator Grace Lutheran Communities for the development of a new SNF on the Marshfield campus. This session will highlight the unique setup, including a patient pathway directly from ASC to SNF, without ever setting foot in an acute care setting.

10:35 – 11:05 am

**The Symphony “Super SNF”**

Symphony Post Acute Network is turning medically complex patients to its advantage by building Super SNFs: med-surge like facilities equipped to handle hemodialysis, ventilators, tracheotomies and cardiac rehab. President Tim Fields will share the strategy behind the Super SNF model (compared to conventional SNFs); as well as how Symphony is positioned as a preferred provider.

10:35 – 11:05 am

**Genesis Turns to Telehealth**

Some future-looking SNFs are turning to tele-technology in markets where alternative payment dynamics make it valuable. Presenters will discuss how Genesis is using a physician-focused telehealth model as a risk mitigation tool in areas heavily influenced by bundled payments and ACOs.
MONDAY, MAY 1
1:30 – 2:30 pm
General Session

Strategy Blueprint for Re-Engineering Your Staffing Cost Structure

In the months preceding LTC 100, we are leading a prescriptive analysis that will identify and remove waste (10% to 20%) from the staffing cost structure of skilled nursing organizations. Using process improvement techniques (LEAN and Six Sigma), we will analyze potential cost reductions and staffing changes, including a look at: staffing ratios; state nursing statutes; top of the license; return on training; retention; scheduling; and tele-technology.

MONDAY, MAY 1
2:45 – 3:45 pm
Brand new format: thoughtfully arranged roundtable discussions on important issues facing skilled nursing. Each moderator will develop a detailed agenda based on advance input from attendees. We expect you to actively participate in these small-group learning sessions.

- The Dilemma of “Two Canoes”
  What is the right strategy for balancing fee-for-service today with positioning for alternative payment in the future?

- Diversifying Your Portfolio
  For SNFs who aim to become integrated post acute care organizations (with IRF, SNF, AL, Home Health, Hospice, Care Management, etc.) what is the right way to get there – building or buying?

- Staffing Cuts
  Is it possible to meaningfully reduce staffing costs without sacrificing quality or inclusion in preferred provider networks?

- Medical Records
  What’s the right EHR strategy to ensure a seamless exchange of outcomes data with upstream payers and providers?

- Nursing Home Liability
  What can SNFs do to mitigate exposure to potentially costly litigation?

Moderator:
Nanci Wilson
VP Research & Development
Plum Healthcare Group

Moderator:
Bill Mulligan
Managing Director & Group Head, Ziegler

Moderator:
Aryeh Goldberg
Director of Corporate Strategy
S&F Management Company

Moderator:
Nancy Schwalm
Chief Business Development Officer
Vivage Senior Living

Moderator:
David Beck
Chief Legal Officer
Golden Living Corporation

Lincoln Crowd-Sourced Conversations

John Capasso
EVP, Continuing Care Group
Trinity Health

Mark Crandall
CIO
Consulate Health Care

Julia King
COO
Jarlette Health Services

Presenters To Be Announced
MONDAY, MAY 1
10:20 – 11:00 am
Lincoln Think Tank

The Role of Data in Payer-Provider Partnerships

This session will report on the findings of a Lincoln Healthcare Leadership think tank, conducted in December 2016 in Nashville, Tennessee. This think tank brought together payers, providers and data experts to understand how data influences payers’ selections of preferred post acute providers. Our aim with this think tank is to create a forward-looking strategy blueprint for excelling in post acute partnerships.

What information do payers value most right now? Which is more important: hard data (like outcomes and metrics) or soft data (like adaptability and ease of relations)? What are the ramifications of better data for your clinical operations and IT systems? And for providers who want to own risk themselves, what data should they be collecting and measuring?

TUESDAY, MAY 2
10:20 – 11:15 am
General Session

“IRF to Home” vs “SNF to Home” – How SNFs Can Win

Health South and other IRF providers are making an aggressive pitch to health systems and managed care that IRFs are better suited to handle post acute patients (better outcomes, safer, higher overall value) than SNF’s transitional care units. Is this argument true? (We don’t think so.)

* A quick primer on IRFs – what their business model is, how many there are, how many IRFs are embedded in hospitals vs. freestanding.
* What is the IRF pitch, and what is the SNF sector’s best counter-pitch?
* What can SNFs do, strategically as well as tactically, to out-compete IRFs?
Sunday, April 30

12:00 – 5:00 pm
Golf Tournament
Ocean Course at The Breakers

The Ocean Course has fascinated the most avid golfers for over a century. In 2000, it was redesigned by Brian Silva, a visionary named “Architect of the Year” by *Golf World*.

12:30 – 5:00 pm
Palm Beach Culinary Walking Tour

Taste the melting pot of cultures that make up Palm Beach! Learn about more than 100 years of Palm Beach history while traveling to local and family-owned eateries for food tastings.

12:30 – 5:00 pm
Catamaran

Enjoy a cold beverage and the sea breeze aboard a spacious catamaran that will take you past sprawling estates and luxury yachts. When you anchor, the ocean becomes your playground with time for snorkeling and swimming.
2:00 – 5:30 pm

**Beach Blast**

Dive into your choice of watersports – hobie cat, paddle board, wave runner, or snorkel. Prefer to relax? Lounge in private bungalows on the beach with concierge service and amenities.

2:45 – 4:15 pm

**Sushi Creation Class**

The Breakers’ very own sushi chef from award-winning Echo restaurant will demonstrate techniques of making sushi, sashimi and tataki. Enjoy the fruits of your labor and take home tools of the trade - sushi rolling mat and metal chopsticks.

2:30 – 4:15 pm

**The Breakers Reef Snorkeling Adventure**

The Breakers Reef holds the remains of a 1,000-foot pier built in front of the hotel that was demolished by a 1928 hurricane. It is one of the most colorful live coral reefs in the world, with large schools of tropical fish.

2:30 – 4:45 pm

**Palm Beach Socialite Bike Tour**

Some of the country’s wealthiest spend their winters in Palm Beach and you’ll see the architecture of their spectacular houses – and colorful stories about the people who live in them! This leisurely six mile trip along the Intracoastal Waterway is appropriate for all fitness levels.

2:00 – 5:30 pm

**Flagler Museum Tour**

Flagler Museum, also known as Whitehall, is one of the most prestigious and beautiful homes in all of America. Completed in 1902, it was Henry Flagler’s wedding present to his third wife. Steeped in history, and now restored to its original glory, you’ll get a private tour of the home that was hailed as “more wonderful than any palace in Europe, grander and more magnificent than any other private dwelling in the world.”
**Sunday, April 30**

12:00 – 5:00 pm

**Recreation ◆**

See Page 12 for Activity Descriptions

- Golf Tournament
- Palm Beach Culinary Walking Tour
- Catamaran

6:00 – 7:30 pm

**Opening Reception ◆**

**Monday, May 1**

7:30 – 9:00 am

**Breakfast ◆**

9:30 am – 2:00 pm

**Worth Avenue Walking Tour & Lunch ◆**

Led by a local expert, this tour provides a historical narrative of Palm Beach and commentary on its famed architecture, including homes of the rich, famous and infamous. End with lunch at Ta-Boo, a restaurant that’s become a haven for local celebrities.

6:00 – 8:30 pm

**Dinner ◆**

**Tuesday, May 2**

7:30 – 9:00 am

**Breakfast ◆**

10:30 – 11:30 am

**Tour of The Breakers ◆**

A private tour takes you through the resort to learn its history and appreciate the grandeur of the century old landmark.

11:30 am – 1:00 pm

**Lunch in The Breakers Gold Room ◆**

The Gold Room is an iconic link to the grandeur of The Breakers. Named for its gorgeous paneled ceiling, the Gold Room is a replica of a room in Venice’s Galleria Accademia.

2:00 – 5:30 pm

**Recreation ◆**

See Page 13 for Activity Descriptions

- Beach Blast
- The Breakers Reef Snorkeling Adventure
- Palm Beach Socialite Bike Tour
- Flagler Museum Tour
- Sushi Creation Class

6:30 – 9:30 pm

**Roaring 20s Gala ◆**

**Wednesday, May 3**

8:00 – 10:00 am

**Breakfast & 2018 Planning Meeting ◆**
Thank You to the LTC 100 Advisory Board

Connie Bessler
President & CEO
Greystone Health Network

Bill Briggs
Vice President
Prime Care Technologies

Joe Brinker
President & CEO
Bethesda Health Group

Greg Colaner
President
Altercare of Ohio

John Damgaard
President & CEO
MainCare

David Ellis
President & Founder
Lincoln Healthcare Leadership

Larry Florio
Director, Post Acute & Senior Living, Krones Incorporated

Brian Fuller
VP, Value Based Care
naviHealth

Kathleen Griffin
President & CEO
Care Management Innovations

Jennifer Haught-Easton
Director of Sales, National Accounts, SCA Personal Care

Keith Helmer
COO
Medical Facilities of America

Donna Kelsey
CEO, American Senior Communities / Turtle Creek Mgmt.

Stuart Lindeman
President & CEO
Mission Health Communities

Steven Littlehale
EVP & Chief Clinical Officer
PointRight Inc.

Timothy Phillippe
President & CEO
Christian Homes

Jeff Pickering
SVP, Sales & Marketing
RehabCare

Nancy Schwalm
Chief Business Development Officer, Vivage Senior Living

Raymond Sierpina
Vice President
Kindred Healthcare

Mike Slavik
Chief Industry Officer
CliftonLarsonAllen LLP

Joe Steier
President & CEO
Signature Healthcare

Jeremie Trochu
VP Sales & Marketing
Omnicare

Nanci Wilson
VP Research & Development
Plum HealthCare Group

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Thank You To Our Partners (as of January 12)

Our sponsoring partners look forward to helping you drive positive change in your organizations. Visit ltc100.com for additional partners.

UNDERWRITER

KRONOS

The Kronos for Long Term Care software suite helps post-acute and senior living communities manage labor costs and develop a high performing workforce. The Kronos solution can be licensed on-premise, or delivered through a SaaS model, allowing them to support providers of all sizes.

Larry Florio
Director, Post Acute & Senior Living

MatrixCare

MatrixCare is the largest LTPAC technology provider, offering a fully integrated EHR solution that coordinates care and addresses the needs of resident populations with rising levels of acuity as we migrate to a fee-for-value healthcare system.

John Damgaard
President & CEO

Omnicare

a CVSHS Health company

From comprehensive pharmacy services and cost-saving clinical programs to user-friendly electronic tools that support a variety of medication management functions, Omnicare consistently delivers a wide range of practical and innovative solutions designed to fit your long term care pharmacy needs.

Jeremie Trochu
VP Sales & Marketing

Prime Care Technologies

Prime Care Technologies solves data and technology support challenges facing post-acute providers. Cutting edge IT infrastructure solutions with on-demand data analytics and integration from third-party and in-house systems provide real-time dashboard applications to impact operations, e-commerce expenses, claims revenue/managed care contracting, HR and financial performance.

Jim Hoey
President & CEO

RehabCare

RehabCare is the most experienced rehabilitation services provider that partners with facilities across the continuum of care. RehabCare is a trusted partner and leading expert, we are passionate about providing the best patient care and client experience through proven programs and services.

Jeff Pickering
SVP Sales & Marketing

SCA

SCA is the world leader in incontinence care with the brand names TENA® and Serenity® and a leading provider of skincare products. In over 100 countries around the world, our products are marketed under the TENA® brand name.

Jennifer Haught-Easton
Director of Sales National Accounts
<table>
<thead>
<tr>
<th>McKesson</th>
<th>CareWorx</th>
<th>LTC Properties (NYSE:LTC)</th>
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<tr>
<td>McKesson Medical-Surgical is a leading distributor of medical supplies and business solutions to home care, physician practices, surgery centers, and extended care facilities. Our distribution solutions include a network of 22 distribution centers strategically located nationwide.</td>
<td>CareWorx is the industry’s largest provider of EHR Devices, Wireless Networks and Managed Services. More than 4,000 facilities currently operate over 60,000 CareWorx touchscreens daily.</td>
<td>LTC Properties (NYSE:LTC) owns 200+ AL, MC and SNF properties in 30 states. We finance operator growth through sale-leaseback, development, preferred equity and mezzanine financing.</td>
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<th>Omega</th>
<th>Reliant</th>
<th>Salesforce</th>
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<td>Omega is a self-administered REIT with a portfolio of 950+ healthcare facilities, in 40+ states and the UK that are operated by 80+ third-parties.</td>
<td>Reliant provides integrated therapy and medical management services. We partner with SNFs to improve clinical and financial outcomes, decrease re-hospitalizations and increase census.</td>
<td>Salesforce, the #1 Customer Relationships Management solution and platform, empowers healthcare organizations to connect to their customers, patients and physicians in a whole new way.</td>
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<th>Satchel</th>
<th>SigmaCare</th>
<th>TripleCare</th>
<th>Vikus</th>
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<tr>
<td>Satchel is a data-first approach to telemedicine that eliminates wasteful spending and enables post acute care providers to participate in new reimbursement opportunities.</td>
<td>SigmaCare® ensures the success of LTPAC providers by delivering an EHR platform featuring clinical, financial and marketing solutions, with a commitment to responsive service.</td>
<td>TripleCare provides physician-based telemedicine care to post-acute patients. Clients have improved their clinical outcomes, reduced hospitalizations and increased census and revenue.</td>
<td>Vikus is the only hiring software built specifically for Senior Care. The best care begins with the best hires.</td>
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LTC 100 Attendance Information

Visit [ltc100.com](http://ltc100.com) or call (203) 644-1734 to guarantee your place

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<th>Attendance Qualifications</th>
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<td>LTC 100 is designed for CEOs and C-level executives from large skilled nursing organizations. The number of executives per company permitted to attend is shown below.</td>
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<th>Conference Attire</th>
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<td>Executives: LTC 100 is business casual except for Tuesday night, which is cocktail attire (men, jacket and women, equivalent) or Roaring 20’s attire (striped suit, homburg hat, flapper dress, fringe, beads, feathers). Recreation attire is casual.</td>
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<tr>
<td>Spouses: LTC attire is resort casual, except for Tuesday night’s cocktail or Roaring 20’s attire.</td>
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Getting to LTC 100

The airports that service The Breakers are:

- Palm Beach International Airport (PBI): 12 minute drive, 5 miles
- Fort Lauderdale-Hollywood International Airport (FLL): 1 hour drive, 52 miles
- Miami International Airport (MIO): 1 hour 15 minute drive, 74 miles

Complimentary Airport Transportation

LTC 100 will provide complimentary car service to and from Palm Beach International Airport. Attendees arriving within 20 minutes of each other will be grouped together.

Questions

Visit [ltc100.com](http://ltc100.com) or contact Miriam Adams at madams@lincolnhc.com or (203) 644-1734.
### Schedule At A Glance

#### SUNDAY, APRIL 30
- 6:00 – 7:30 pm: Opening Reception
- 12:00 – 5:00 pm: Recreation
  - Golf Tournament
  - Palm Beach Culinary Walking Tour
  - Catamaran
- 6:00 – 7:30 pm: Dinner

#### MONDAY, MAY 1
- 7:00 – 8:00 am: Breakfast
- 8:00 – 8:55 am: General Session
- 8:55 – 9:50 am: General Session
- 10:20 – 11:00 am: Think Tank
- 11:15 am – 12:30 pm: Speed Meetings
- 12:30 – 1:30 pm: Lunch
- 1:30 – 2:30 pm: General Session
- 2:45 – 3:45 pm: Lincoln Conversations
- 6:00 – 8:30 pm: Dinner

#### TUESDAY, MAY 2
- 7:00 – 8:00 am: Breakfast
- 8:00 – 8:55 am: General Session
- 8:55 – 9:50 am: General Session
- 10:20 – 11:01 am: General Session
- 11:15 am – 12:10 pm: General Session
- 11:15 am – 12:30 pm: Speed Meetings
- 1:30 – 2:30 pm: General Session
- 2:45 – 3:45 pm: Lincoln Conversations
- 6:00 – 8:30 pm: Roaring 20s Gala

#### WEDNESDAY, MAY 3
- 7:00 – 8:00 am: Breakfast
- 8:00 – 8:45 am: General Session
- 9:15 – 11:05 am: Concurrent Sessions
- 11:20 am – 12:00 pm: LTC 100 Wrap Up
The Silver Lining Ahead for SNFs

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