



**EXECUTIVE
LEADERSHIP**
INSTITUTE

MANAGEMENT SERIES

APRIL 10, 2019

**Communicating Your Vision and
Creating Accountability**

9:00 am–1:15 pm

APRIL 18, 2019

**A Culture of Diversity and Inclusion 2020+ and Beyond:
Why here, Why now, Why YOU**

9:00 am–3:30 pm

MAY 15, 2019

The Leader's Role in Occupancy and Mix

9:00 am–3:30 pm

JUNE 19, 2019

**Coaching the Next Tier: Investing in Your
Organization's Future Leadership**

9:00 am–1:15 pm

Location: Handelman Conference Center
7090 Samuel Morse Drive, Suite 400, Columbia, MD 21046

April 10, 2019

Communicating Your Vision and Creating Accountability

9:00 am–1:15 pm CEU 4.0

Lou Ann Brubaker

Every single success in post-acute care springs from leaders' ability to develop/describe specific goals, assure their correlation to others' daily task approaches, and hold the team accountable. Whether the target is financial, regulatory, occupancy, or staffing in nature, leaders' communication style and effectiveness are primary factors in achievement.

Two important elements that contribute to success are whether leaders can:

- (1) Self-identify where their individual communication style either supports/detracts from staff understanding of goals (and their importance to increase buy-in and address change resistance);
- (2) 'Translate' overarching goals from a broader brush stroke to on-the-ground action. How do you move beyond "This is our X% margin objective..." to a staff member knowing "To support that objective I'll do this differently out on the floor..."

In this dynamic and engaging **half-day program** participants first will examine their communication styles (via a self-assessment) and then enhance/expand their skills to operationalize performance targets at the level where success is really found—in the daily actions of managers and front-line staff.

Following this program, participants will be able to:

- Describe how their personality predilections can impact their communication effectiveness with facility team members;
- Create fully measurable financial/regulatory compliance/occupancy/staff objectives;
- Describe the hierarchy that impacts how objectives are viewed at different staffing levels within the facility;
- "Translate" top-tier objectives to actionable steps by department heads and front-line staff;
- Increase impact of operational meetings to create higher levels of performance accountability.

April 18, 2019

A Culture of Diversity and Inclusion 2020+ and Beyond: Why here, Why now, Why YOU

9:00 am–3:30 pm CEU 5.0

Dr. Jeffrey Ash

This session will offer provocative discussion, around the key drivers to diversity and inclusion, and what are considered the threats to inclusion. This experience will be the first step in developing your diversity and inclusion strategy for you and your organization in preparing for a changing demographic in terms of workforce and future occupants.

Important Essential Elements of Diversity and Inclusion will include the following:

Unpacking yourself, your belief structure, and the role of the leader in both culture expectation setting and leading culture change. Exposing the audience to both Implicit (unconscious bias) and understanding the importance of "Trust" in the organization, while preparing for Diversity and Inclusion 2020 and beyond

In this interactive, engaging **full day session** attendees will be able to first start to look at themselves and answer the question "who am I". In this session we will begin to explore ourselves, and what we think and believe about others (particularly those who are different than ourselves) and understand when, where, and why we have these beliefs.

Following this session, participants will be able to :

- Describe diversity and inclusion and understand the markers and threats to an inclusive environment
- Fully understand how we all have bias (without any shame or guilt) and how bias permeates within our beliefs, policies, and organizational practices and thinking
- Be in a better place for a paradigm shift in fully embracing Diversity and Inclusion, not from a place of only Race and Gender, but as way of life for the individual and an important organizational value for 2020+

May 15, 2019

The Leader's Role in Occupancy and Mix

9:00 am–3:30 pm CEU 5.0

Lou Ann Brubaker and Dr. Jeffrey Ash

Attracting Medicare A and third-party payer residents has never been more challenging. Pressure on facilities to exceed acute care AND payers' outcome expectations (while reducing length of stay) is creating turmoil.

Methods that once worked are less than effective in the current post-acute care marketplace. Far beyond marketing team outreach and optimum inquiry handling, success is driven by facility leadership—with the right message to the right people.

At this **full-day** intensive program leaders will be challenged to

- Differentiate between what once was (versus now) is a competitive advantage;
- Describe why leadership's primary focus on admissions-to-date distract from more admissions valuable indicators;
- Calculate the 3 most valuable benchmarks that predict rise/fall in occupancy;
- Develop a report for use with hospital/insurance decision makers which positions the facility as a desired referral recipient;
- Evaluate internal barriers to selection following referral acquisition;
- Leverage available hospital data in developing additional facility compelling argument for selection;
- Address opportunities within the upcoming Patient Driven Payment Model (PDPM) in respect to occupancy/mix;
- Evaluate downstream providers to assure their optimum facility marketplace reputation.

As an additional resource, **Dr. Jeffrey Ash, Ed.D.**, *Associate Dean, Diversity and Inclusion, Assistant Professor, University of Maryland's, School of Nursing*, will address staff and resident response to changing resident diversity. As we introduce new acuity groups into the “dominant” culture(s) the dynamics of relationships change instantly, and challenge or go against the thoughts and beliefs of how we have socialized. This session will explore how we move beyond our fear, insecurity, ignorance, and confusion to a place where we understand the positive benefits to diversity and inclusion, its economic impact and the greater social capital and awareness shared by residents, staff and management. After this session leaders will be able to better understand and assess themselves and the cultural component of their organization moving forward to do it. This session will deeply explore the juxtaposition of assimilation and survival versus both residents and staff thriving.

Following this session leaders will be able to...

- Describe why changes in resident diversity may create issues related to resident/staff relationships;
- Address staff discomfort and resistance (and perceived dissatisfaction from many avenues) to admission of residents whose demographic, clinical or Psycho-social needs may provide additional challenges as part of market expansions.

June 19, 2019

Coaching the Next Tier: Investing in Your Organization's Future Leadership

9:00 am–1:15 pm CEU 4.0

Lou Ann Brubaker

Are your department managers and next-tier supervisors ready to fuel your organization's future growth? Too often great staff is promoted into positions of responsibility/authority without preparation for management, impacting their competence and confidence.

Different than succession planning in focus, this half-day program encourages leaders to develop promotion pipelines. Rather than preparing for one individual's succession ability, great value can be derived by investing in a group of people to develop their leadership readiness over a period of time.

Following this program, participants will be able to:

- Differentiate between leadership development and leadership readiness;
- Use the five components of 'learning agility' as criteria to identify individuals whose development will more substantially pay off over time;
- Describe the management skill sets that create the foundation for future impact;
- Create a development plan to assure these foundation skills are in place;
- Coach team members for greater impact within current responsibilities and prepare for upcoming challenges.

Lou Ann Brubaker



Lou Ann Brubaker is a highly accomplished Senior Healthcare Consultant, Entrepreneur, and Educator with more than 30 years of success in the post-acute care marketplace. Her areas of focus include staff management, occupancy, information services & technology, and data analytics. Leveraging extensive experience teaching senior care professionals ranging from C-suite to the front-line, Lou Ann is a valuable asset for healthcare senior care provider organizations, as well as ancillary products/services companies, and tech and data management companies seeking expert assistance with new market development, strategy, postacute care service rollout, or governance challenges. Her key areas of expertise include sales strategy, customer relationship management, financial viability, and recruitment/retention of staff. Lou Ann has received national recognition for her senior care management and marketing seminars.

She is the President and Founder of Brubaker Consulting, a company providing management and marketing educational programming for a wide range of people working in the post-acute care environment. In addition, for more than 20 years Lou Ann has offered sales education programs to ancillary organizations that provide services and products and wish to expand their market share within post-acute care.

Lou Ann has a diverse background in many areas of the industry. She has administrated a senior citizen utility assistance program, transitioned an in-house advertising agency at a leading medication distribution systems company to a revenue-generating division, during which she led the sales and marketing strategy of that organization.

Before founding her own company, Lou Ann directed the North American marketing for a technology division of the American Chemical Society. In three years, this division grew to become the world's largest provider of online medical, scientific, and technical information.

Lou Ann holds a B.S., Public Policy & Political Science from Kent State University. She is Past Chair and Past Director of the Board of Trustees for The Beacon Institute (the educational affiliate of Mid-Atlantic Lifespan, the largest senior care association in Maryland). She also served as a nationally elected Director of the Business & Professional Women's Foundation.

Jeffrey R. Ash



Jeffrey R. Ash is currently Associate Dean, Diversity and Inclusion, and Assistant Professor at the University of Maryland, Baltimore, (UMB) School of Nursing and Senior Executive Advisor for the School of Social Work at the University of Maryland, Baltimore. Of note both the School of Nursing and School of Social Work have been recognized and are the recipients of Insight Into Diversity, highly acclaimed, Healthcare Professions Higher Education Excellence in Diversity (HEED) Award. In his role, Dr. Ash serves as the primary advisor to the Dean and Senior Leadership on all diversity and inclusion issues within the School of

Nursing and School of Social Work. In addition, Dr. Ash currently serves on the Board of Trustees at Mary Baldwin University, Staunton, Virginia. Prior to becoming part of the UMB family, Dr. Ash, was at The University of Maryland, Baltimore County (UMBC) as Clinical Associate Professor, in the Erickson School, for Management of Aging Services.

Dr. Ash's professional experience also includes eleven years at the University of Maryland, College Park where he served as a Benefits Retirement Counselor and Organizational Development and Training Counselor. Dr. Ash instructional expertise has been in teaching Leadership Development, Race and Gender Relationships, and Dialogue Facilitation in Diversity and Inclusion. Dr. Ash is currently working toward authoring a book, 9 School House Lane, a tribute to Grandmother's underscoring the importance of older adults in the family in establishing hope and faith in children at an early age. He has also recently published The Changing Face of Academic Nursing: Nurturing Diversity, Inclusivity, and Equity Journal of Professional Nursing (JPN) and a chapter "Dimensions of Diversity" in the Ronch, Weiner text, Person Centered Elder Care (2013) and a sidebar article, The Underground Communications Network in the Nov/Dec. 2009 Issue of Diversity Executive. His academic background includes: Dr. Ash is an experienced presenter, presenting at conferences, leading plenary sessions, and keynote speaker. Dr. Ash academic background includes: Bachelor of Science Degree in Economics, from Towson University, Master of Science Degree in Human Resources Management from University of Maryland, University College, and a Doctoral Degree in Urban Educational Leadership, from Morgan State University.

Target Audience

Leaders/C-Suite Decision-makers in Continuing Care Retirement Communities, Skilled Nursing and Rehabilitation Centers, Assisted Living Communities, and Home Health Providers.

Including: Owners, CEOs, Executive Directors, Administrators

Registration and Cancellation Policy

Visit our website www.lifespan-network.org to read the Registration Policy. Refunds, minus a \$75.00. processing fee per registrant, will be honored if requested in writing SEVEN (7) business days prior to the date of each course. In the event of emergency, attendees may send substitutions in their places without prior notification. Additional fees may apply.

Continuing Education

The program is sponsored by The Beacon Institute. Courses is approved for continuing education credit hours.

NH Administrator:

This program is approved by the National Continuing Education Review Service (NCERS) of the National Association of Boards of Examiners of Long Term Care Administrators.

Assisted Living Managers:

The program is approved by the Office of Health Care Quality (OHCQ) for continuing education credits for assisted living managers.

Social Worker:

This course is approved by the Maryland Board of Social Worker Examiners for Category I continuing education for social workers licensed in Maryland.

Directions: Handelman Conference Center

7090 Samuel Morse Drive, Suite 400, Columbia, Maryland 21046

Located at rear of building.

From Interstate 95

Take the MD-175 W EXIT 41, toward Columbia. Merge onto MD-175 W/Rouse Parkway. Turn slight right onto ramp to merge onto Columbia Gateway Drive. Turn left onto Samuel Morse Drive. (If you reach Robert Fulton Drive you've gone too far). 7090 is on the right and at the end of Samuel Morse Drive. Turn towards the office building. Follow the signs for the **Handelman Conference Center**. The Conference Center is located at the rear of the building.

From Route 32

Take Exit 14 for Broken Land Parkway. Merge onto Broken Land Parkway. Turn right onto Snowden River Parkway. Use the right lane to take the ramp onto Robert Fulton Drive. Turn right onto Columbia Gateway Drive. Take the first right onto Samuel Morse Drive. (If you reach Albert Einstein Drive you've gone too far). 7090 is on the right and at the end of Samuel Morse Drive. Turn towards the office building. Follow the signs for the **Handelman Conference Center**. The Conference Center is located at the rear of the building.

From Frederick

Merge onto I-70 E via the ramp on the left toward /Baltimore/Washington. Continue on I-70 to merge onto US-29 S/Columbia Pike S via EXIT 87A toward Columbia/Washington. Keep left to take MD-100 E via EXIT 22 toward Glen Burnie. From MD-100 take the Snowden River Parkway exit, EXIT 3 and turn slight right onto ramp to merge onto Robert Fulton Dr. Turn right onto Columbia Gateway Drive. Take the 1st right onto Samuel Morse Drive. (If you reach Albert Einstein Drive you've gone too far). 7090 is on the right and at the end of Samuel Morse Drive. Turn towards the office building. Follow the signs for the **Handelman Conference Center**. The Conference Center is located at the rear of the building.

Registration

MANAGEMENT SERIES

Please check each course you are registering for:

- COURSE 1: **Communicating Your Vision and Creating Accountability**
- COURSE 2: **A Culture of Diversity and Inclusion 2020+ and Beyond**
- COURSE 3: **The Leader's Role in Occupancy and Mix**
- COURSE 4: **Coaching the Next Tier**

REGISTRATION FEE

COURSE 1 and 4

- Lifespan Member \$150.00 per course Non-Members \$225.00 per course

COURSE 2 and 3

- Lifespan Member \$225.00 per course Non-Members \$300.00 per course

TOTAL \$ _____

Name _____ Title _____

Work Email (REQUIRED) _____

NH Administrator License # _____ NAB CE Registry ID# _____

Organization Name _____

Organization Address _____

City _____ State _____ Zip _____

Work Phone _____ Fax _____

Total Amount Due: _____

Please mail with check payable to: **THE BEACON INSTITUTE**
7090 Samuel Morse Drive, Suite 400, Columbia, MD 21046

Or fax with credit card information to 410.381.6061



Name on Card _____

Account No. _____

CVV2 Security Code _____ Expiration Date _____

Signature _____

Credit Card Billing Address _____

City _____ State _____ Zip _____

Card Holder Email _____

FOR ADDITIONAL INFORMATION PLEASE CALL

Anmarie Gordon at 410.381.2401, x240 or agordon@lifespan-network.org



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