



**EXECUTIVE
LEADERSHIP
INSTITUTE**

MANAGEMENT SERIES

Survival Guide: Strategy and Innovation in an Era of Disruptive Change

AUGUST 23, 2018

**Emerging Issues, Potential Disruptors
and Drivers of Change**

9:00 am–12:15 pm

AUGUST 29, 2018

Developing Strategy

9:00 am–3:30 pm

SEPTEMBER 19, 2018

Innovation and Entrepreneurship

9:00 am–1:15 pm

SEPTEMBER 25, 2018

Turning Great Strategy into Great Performance

9:00 am–12:15 pm

Location: Handelman Conference Center

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

-LEADER



Executive Leadership Institute

The aging services field is undergoing a transformation. A revolution in payment, the impact of players outside the field, deteriorating utilization rates for certain services, and changed consumer preferences have all combined to create a firestorm of revolution. At the same time, the demographic wave is creating almost exponential opportunity.

Providers have two options: wait to see how the transformation works out and what impact it will have—or move quickly and strategically to position their organization to capitalize on the opportunities, anticipate the drivers of change, and maintain or establish competitive advantage. When presented as an option, nearly every provider will identify strategic positioning as the preferred course, as should be the case. But windows of opportunity can slam shut quickly and an assault on an organization's competitive advantage can sometimes occur without notice.

Creating strategy is much more than gathering for a retreat or brainstorming session and hoping that it will yield the right direction or approach. Similarly, innovation is more than the occasional good idea being transformed into an operational change or refinement. Both require discipline, focus, and execution, and The Beacon Institute is offering it through a master's-level course in strategy and innovation.

Participants will receive an unprecedented education on these two, interrelated topics. Taught by one of the nation's foremost senior living strategists and former professor at UMBC Aging/The Erickson School, the five-session course will give aging services leaders the knowledge and tools to take their strategy development and innovation to the next level.

What you will learn in these courses:

- Four approaches to developing strategy, including Blue Ocean, Scenario Planning,
- Vision-Driven and Porter's Five Forces, with hands on/applied learning.
- How to ensure effective implementation/execution of strategy, with tools to minimize the risk of strategies being placed on the proverbial shelf
- How to create an innovation flywheel or infrastructure within your organization that increases the probability that you will be the disruptor—not the disrupted
- How to integrate entrepreneurial thinking and action into even the most conservative organization, ensuring faster, less risky decision-making

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



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Emerging Issues, Potential Disruptors and Drivers Of Change

9 am–12:15 pm CEU 3.0

Provocative, direct discussions regarding emerging issues, opportunities and disruptors. Likely includes analogies to other industries – especially those that no longer exist or don't exist in the traditional form. This session would also include the basics of strategy – setting up the following two sessions.

August 29, 2018

Developing Strategy

9:00 am–3:30 pm CEU 5.5

For too long, planning sessions or retreat were thought to be the basis for effective 'strategic plans'. In reality, true strategy and competitive advantage are rarely developed in those environments. During this session, attendees will learn how to apply four proven approaches to developing strategy. This session uses didactic and interactive approaches to developing strategy.

September 19, 2018

Innovation and Entrepreneurship

9:00 am–1:15 pm CEU 4.0

Innovation without strategy will tend to lead nowhere – or will have little impact on the organization. Strategy without innovation will tend to sentence an organization to 'spitshining the status quo'. Real innovation + real strategy = growth. Entrepreneurship is the glue that binds the two (innovation and strategy) together to produce potential exponential growth and dominant market position. Content includes: identifying the danger of intermittent innovation; creating an innovation 'flywheel' within organizations; determining the entrepreneurial character of an organization – and then increasing it.

September 25, 2018

Turning Great Strategy into Great Performance

9:00 am–12:15 pm CEU 3.0

What does it take for a CEO to also serve as 'chief strategist'? This session will also focus on when to use outside resources or an internal team – and the expectations of both. Role of stakeholders. For nonprofits – the role of a committee and board. The success of a strategic plan can best be measured by determining whether it is implemented or executed (as opposed to sitting on the proverbial shelf, gathering dust). Practical tools and tips to ensure that the plan is integrated into the organization.

Scott E. Townsley

Principal

TRILOGY CONSULTING, LLC

STRATEGY | RESEARCH | INNOVATION



Scott has more than 30 years experience in the senior living and senior care field. He formed Trilogy Consulting, LLC, after serving as the managing principal of Third Age, Inc., one of the largest firms dedicated to consulting and strategy for senior living organizations. He was also a principal within the senior living practice of CliftonLarsonAllen, LLP. Scott has worked with hundreds of organizations across the country as they have grappled with how to successfully navigate and drive change. He is known for his willingness to ask provocative questions and probe traditional thinking. His consulting work is focused on strategy development, market research/consumer research, and affiliations/ mergers. Scott is a frequently requested speaker at both national and state association meetings—focusing on trends and innovations within the senior living and aging service fields.

Scott is known in the field as someone with extraordinary insights into the future. He will share perspectives and examples from across the country that inspire creativity and provide ideas for all who want to shape the future of their own organizations and the field of aging services.

Scott also served on the faculty of the University of Maryland Baltimore County's Erickson School, where he led graduate program courses on Strategy, Entrepreneurship, and Innovation. He most recently co-founded the Center for Innovation, a newly formed social enterprise and innovation accelerator that is the sponsor for The Green House Project.

Scott holds a bachelor's degree from Drexel University, a Juris Doctorate from Villanova University, and has been licensed as a nursing home administrator. Most importantly, Scott is the lucky human who is owned by Ollie the Dog, the world-famous canine who spends much of his free time sailing the waters off of Florida's Gulf Coast, and generally making everyone that he meets happier and healthier.



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

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

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Please check each course you are registering for:

- COURSE 1: **Emerging Issues, Potential Disruptors and Drivers of Change**
- COURSE 2: **Developing Strategy**
- COURSE 3: **Innovation, Strategy and Entrepreneurship**
- COURSE 4: **Turning Great Strategy into Great Performance**

REGISTRATION FEE

COURSE 1, 3 and 4

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

COURSE 2

- 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

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



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