

aahsa future of aging services conference & leadership summit

february 22 – 24, 2010 marriott wardman park hotel washington, dc



letter from **win marshall**

Dear AAHSA Member:

As a provider of aging services, it is your job to advocate for public policies that will ensure quality and choice now and for years to come. In my years as an AAHSA member, I always enjoyed the Future of Aging Services Conference because it is an opportunity for us to combine our roles as servants and advocates, and to get inspiration for how to sustain this at home.

If we are to create lasting change in our country, we must learn how to make our voices heard. That's what Tuesday's Advocacy Caucus and General Session is all about—preparing you to tell your federal legislators how they can help to ensure people receive the services they need, when they need them, in the place they call home.

The conference will conclude with AAHSA's Leadership Summit. This day is focused on helping you become a leader who communicates efficiently and effectively. Michael Sheehan, a Harvard University lecturer and expert in message development, will kick off the program with his ideas on how providers like you can create messages that resonate both inside and outside your organization. Then, your team will come together to develop a framework for telling your story of not-for-profit leadership.

Be prepared to leave Washington with the tools you need to lead and advocate for the people you serve. I charge you to put them into action. Establish advocacy goals for your employees. Take your board to the state capitol. Host a monthly forum for local officials. Whatever you do, remember that it's your obligation to be the voice for older adults. And using that voice will help us create the future of aging services.

Sincerely,



Winthrop Marshall
AAHSA Board Chair, 2010





Future of Aging Services Conference

Advocacy Caucus and General Session	5
Congressional Briefing Visits	5
Continuing Education Credits	16
Education Sessions	7
Exposition	18
General Session	4, 6
Hotel Information	25
Pre-conference Seminar	7
Registration Categories	19
Registration Form	23
Registration Information	20, 22
Schedule of Events	2

Leadership Summit

Education Program	14
Schedule of Events	2

CEMO Annual Winter Retreat

is designed exclusively for CEOs of multi-site provider organizations.

Schedule of Events	3
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schedule of **events**

Future of Aging Services Conference

Sunday, February 21	
9:00 a.m. – 5:00 p.m.	Pre-conference Seminar*
1:00 – 5:00 p.m.	House of Delegates
Monday, February 22	
8:00 – 10:00 a.m.	Opening General Session
10:00 a.m. – 1:00 p.m.	Exhibit Hall Open/Boxed Lunch
1:00 – 3:00 p.m.	Concurrent Sessions (A)
3:15 – 4:45 p.m.	Concurrent Sessions (B)
5:00 p.m.	Exhibit Hall Open/Welcome Reception
Tuesday, February 23	
7:00 a.m.	Morning Coffee
8:00 – 10:30 a.m.	Advocacy General Session and State Caucus
10:45 a.m. – 12:15 p.m.	Concurrent Sessions (C)
12:15 p.m.	Boxed Lunch
1:00 – 5:00 p.m.	Congressional Briefing Visits
4:00 p.m.	Capitol Hill Reception
Wednesday, February 24	
7:30 a.m.	Networking Breakfast
8:30 – 10:00 a.m.	General Session
10:15 a.m. – 12:15 p.m.	Concurrent Sessions (D)
12:15 p.m.	Boxed Lunch
12:30 – 2:00 p.m.	Concurrent Sessions (E)

* Separate registration fee required.

Leadership Summit

Wednesday, February 24	
7:30 a.m.	Networking Breakfast
8:30 – 10:00 a.m.	General Session
10:15 a.m. – 12:15 p.m.	Workshop, Part I
12:15 p.m.	Networking Lunch
1:15 – 5:15 p.m.	Workshop, Part II



schedule of **events**

CEMO Annual Winter Retreat*

This event is designed exclusively for CEOs of multi-site provider organizations.

Wednesday, February 24	
6:00 p.m.	Welcome Reception
7:00 p.m.	Networking Dinner
Thursday, February 25	
7:00 a.m.	Continental Breakfast
8:00 a.m. – 12:00 p.m.	Keynote Workshop featuring Erik Peterson
12:00 p.m.	Networking Lunch
1:00 – 4:30 p.m.	Featured Sessions

For detailed information on the education program.

***Separate registration fee required.**



Registration Hours

Sunday, February 21	11:00 a.m. – 5:00 p.m.
Monday, February 22	7:00 a.m. – 5:30 p.m.
Tuesday, February 23	7:00 a.m. – 1:00 p.m.
Wednesday, February 24	7:00 a.m. – 2:00 p.m. and 5:00 – 7:30 p.m.
Thursday, February 25	7:00 a.m. – 12:00 p.m.

SAVE MONEY—*Register By January 8.*

opening general session

Monday, February 22

8:00 – 10:00 a.m.

New Rules for a New World

featuring Jeff Jarvis

The emergence of social media has created a dramatic paradigm shift in the way organizations relate to their stakeholders. It has already transformed many fields by taking out the middle man in industries such as real estate, retail and recruitment to engage consumers directly. This means critical new considerations for people, products and services. What does it mean for aging services providers? For those willing to explore the vast unencumbered land of blogs, tweets and links, it has the potential to transform the way we relate to seniors and their families and how we serve them.

Jeff Jarvis, author of *What Would Google Do?*, a book that is one part prophecy, one part thought experiment, one part manifesto and one part survival manual. As a media expert, Internet impresario and blogging pioneer, Jarvis has reverse engineered the fastest-growing company in history to discover 40 clear and straightforward rules to manage and live by. He will share with us a new world view of the Internet generation, how it challenges and destroys, but also opens up vast new opportunities.



advocacy caucus and general session



Tuesday, February 23

8:00 – 10:30 a.m.

Preparing for One-on-One Advocacy

featuring Donna Brazile

To affect positive change and have our voices heard, AAHSA members must have a clear direction and be equipped with the tools they need to tell their story. This information-packed morning is designed to do just that.

For the insider perspective, hear from political strategist **Donna Brazile**. She is an adjunct professor, syndicated columnist, and author of the best-selling autobiography *Cooking with Grease: Stirring the Pots in American Politics*. Her years on campaign trails give her in-depth knowledge of national politics and people, hometown grassroots efforts and the confidence to boldly tell it like it is.

For a look at AAHSA priorities, hear from the **AAHSA Advocacy staff** who will share the latest updates on critical policy issues facing AAHSA members. They will help you make sense of it all and funnel the information into key messages to deliver to your representatives and senators.

Then, caucus with other members from your state and prepare to go to Capitol Hill to proactively influence your legislators' views and actions.

1:00 – 5:00 p.m.

Congressional Briefing Visits

Valuable time during the conference has been set aside to enable AAHSA members to meet with their representatives and senators. Please check the appropriate box on your registration form, and your state association will be notified to make appointments with congressional offices.

If you have specific questions, please contact Louise Maus, AAHSA manager of member advocacy, at (202) 508-9487 or e-mail grassroots@ahsa.org.



general session

Wednesday, February 24

8:30 – 10:00 a.m.

The Power of Message

featuring Michael Sheehan

Whether you are advocating to your local or national politicians, having a conversation with prospective residents or telling your story to the media, being an effective communicator with a powerful message is more important than ever before. In a world increasingly inundated with sound bites and 24-hour news cycles, aging services leaders must communicate purposefully and strategically to multiple audiences and, in doing so, succinctly and passionately articulate the inspirational and meaningful work of their organizations.

Michael Sheehan is nationally known for his expertise in message development and communications training. He has coached more presidents, vice presidents, cabinet secretaries, governors and members of Congress than anyone in the country. Not only is he well-known inside the Washington beltway, he has also been profiled in national publications and has appeared on all three networks' news programs as well as those on CNN, CNBC and Fox News. Sheehan is a guest lecturer at Harvard's John F. Kennedy School of Government and was recently named to the Leadership Council for the Yale School of Drama.



Registered Leadership Summit attendees will also participate in a full-day, interactive workshop with Michael Sheehan and his associates. See p. 14 for workshop details.

conference program

Sessions denoted with a **T** icon contain governance-focused content that may be especially relevant to trustees.

Sunday, February 21

9:00 a.m. – 5:00 p.m.

Pre-conference Seminar

33-P. CARF-CCAC Accreditation: A Focus On Quality **T**

This full-day seminar will provide an overview of the accreditation standards for CCRCs, assisted living, adult day services, aging services networks, person-centered long-term care communities (nursing homes) and dementia specialty programs. The program will also highlight the practical application of the standards and examples of conformance from peer surveyors and accredited providers.

- Recognize the value of accreditation for your organization, consumers and the general public.
- Review the entire survey process and learn how to prepare for an on-site survey.
- Discuss proven strategies to get the most return on investment from CARF-CCAC accreditation.

Mary Burke, President & CEO, White Horse Village, Newtown Square, PA; Susanne Matthiesen, Managing Director, and Zoie Nikov, Business Development Executive, CARF-CCAC, Washington, DC

Monday, February 22

8:00 – 10:00 a.m.

Opening General Session Featuring Jeff Jarvis

10:00 a.m. – 1:00 p.m.

Exhibit Hall Open/Lunch with Exhibitors

1:00 – 3:00 p.m.

Concurrent Sessions (A)

1-A. Effective Advocacy: 15 Minutes a Week **T**

- Hear how AAHSA members are gaining access to critical issues by building lasting relationships with elected officials.
- Discover how you can motivate board members, residents and staff at all levels of your organization to get involved and partner with you around important advocacy efforts.
- Understand how the use of media, social networking and other technology can help advance the public policy interests of your residents, staff and organization.

Winthrop Marshall, CFO, Christian Church Homes of Northern California, Oakland, CA; Mike Splaine, Director of Advocacy Programs, Alzheimer's Association, Public Policy Office, Washington, DC; Douglas Struyk, President & CEO, Christian Health Care Center, Wyckoff, NJ

2-A. Legal Update, Part I

- Receive an update on recent significant developments in labor and employment law and how they are likely to impact AAHSA members.
- Review the latest governance requirements and tax information relevant to not-for-profit providers.
- Discuss other legal developments affecting aging services providers and what you can do to be prepared.

Mike Brent, Chair, Senior Housing & LTC Practice Group, Bradley Arant Boult Cummings, Nashville, TN; E. Fredrick Preis Jr., Attorney at Law, Lemle & Kelleher, New Orleans, LA

3-A. Housing Policy Forum

- Examine from a national perspective the planned policy, regulatory and funding directives from Congress and the administration.
- Engage key congressional and HUD staff in discussions about significant housing changes expected in the near future.
- Consider how upcoming policy changes in affordable housing may (or may not) impact your daily operations.

Key Congressional and HUD Staff to Be Announced

conference program

4-A. Building the Long-Term Care Workforce of the Future

- Learn why establishing core competencies for long-term care professionals helps to build a quality workforce.
- Explore the results of two Talent Cabinet reports on the strategies shown to increase the retention of long-term care staff.
- Share ideas on what it will take to prepare long-term care staff to meet the needs of older adults and transform the long-term care field.

Audrey Weiner, President & CEO, Jewish Home Lifecare, New York, NY; Robyn Stone, Executive Director, Institute of the Future of Aging Services, AAHSA, Washington, DC

5-A. A Community-Based Approach to Aging Services Technologies

- Hear how AAHSA, a telehealth company, university-based nurse researchers and senior nutrition centers are collaborating to create an evidence-based solution to manage hypertension in older adults.
- Discover how this novel, community-based approach to the use of telehealth technology can benefit vulnerable older adults.
- Understand the programmatic goals of the U.S. Agency for Healthcare Research and Quality—and how they relate to aging services technologies.

Gregory Foster, Managing Director, Research, and Helaine Resnick, Director of Research, Institute of the Future of Aging Services, AAHSA, Washington, DC; Pramod Gaur, President & CEO, Healthanywhere, Ottawa, ON; Mary Beth Kaylor, Assistant Professor, Wright State University, Dayton, OH; Bob Mayes, Senior Advisor for Health IT, Agency for Healthcare Research and Quality, Rockville, MD

6-A. Financial Roundtable: Maintaining Stability in Today's Market

- Obtain an overview of the current economic climate and the pressures facing AAHSA members.
- Examine recent capital markets trends and explore options for accessing capital.
- Consider various strategies for ensuring long-term financial strength.

Daniel Hermann, Senior Managing Director, Head of Senior Living Finance, Ziegler Capital Markets, Chicago, IL; Stephen Maag, Director, Assisted Living & Continuing Care, AAHSA, Washington, DC; Nancy Rehkamp, Principal, LarsonAllen, Minneapolis, MN; Aaron Rulnick, Executive Vice President, Herbert J. Sims & Co., Potomac, MD

7-A. Leading Effectively through Servant Leadership

- Gain a deeper understanding of the principles of servant leadership and how they can be applied to the field of long-term care.
- Recognize how servant leaders achieve results for their organizations by being good stewards of their organization's human, financial and physical resources.
- Learn how AAHSA members have implemented servant leadership values and how those values have transformed their organizational culture.

Matthew Anderson, Administrator, The Osborn, Rye, NY; Francis Battisti, Principal, Battisti Networks, PLLC, Binghamton, NY; John Diffey, President & CEO, The Kendal Corporation, Kennett Square, PA

8-A. Health Care Policy Forum

- Receive the latest information on health care reform and other critical public policy issues affecting health and long-term care programs.
- Hear about proposed and pending initiatives for congressional and federal regulatory activity.
- Analyze AAHSA advocacy priorities for the coming year and review recent developments and future directions of federal programs to improve quality.

Key Congressional and Administration Staff to Be Announced

3:15 – 4:45 p.m.

Concurrent Sessions (B)

9-B. Home and Community-Based Services Policy Forum

- Examine the new payment and quality systems in the health care reform bill and its impact on long-term services and supports and older adults in the community.
- Discover how changes in reimbursement, regulations and new legislation will impact the growth of home and community-based services (HCBS).
- Understand the federal and state policies that promote or are barriers to the development of HCBS.

Peter Notarstefano, Director of Home & Community-Based Services, AAHSA, Washington, DC; George Taler, Director of Long-Term Care Services, Medical House Call Program, Washington Hospital Center, Washington, DC; William Buczko, Project Officer, Home Health Pay for Performance Demonstration, Center for Medicare and Medicaid Services, Baltimore, MD

conference program

10-B. Legal Update, Part II

- Explore the concepts of quality assurance and risk management and their importance to aging services providers.
- Realize how quality assurance and risk management can work together to achieve good results and how you can create synergy between the two.
- Learn how one aging services provider's innovative approach to risk management has helped reduce litigation claims.

John Lessner, Counsel, Erickson Retirement Communities, Baltimore, MD;
Howard Sollins, Principal, Ober|Kaler, Baltimore, MD

11-B. HUD Management Update, Part I

- Review regulatory and portfolio management developments at the national level, including the latest on contract administration, REAC, occupancy policies and asset management.
- Hear about recent revisions, pending releases and/or new policies and handbooks, including the Occupancy Handbook (4350.3), Management Agent Handbook (4381.5) and Asset Management Handbook (4350.1).
- Share experiences or concerns at the frontline level with HUD and your peers.

Colleen Bloom, Associate Director for Housing Operations, AAHSA, Washington, DC

12-B. Assisted Living and CCRC Issues Forum

- Receive an update on national and state assisted living legislative and regulatory developments.
- Obtain an overview of IRS tax issues currently affecting AAHSA members.
- Discuss with your colleagues and peers recent fair housing, property tax and other important CCRC issues.

Stephen Maag, Director, Assisted Living & Continuing Care, AAHSA, Washington, DC

13-B. AAHSA's Consumer Report: Imagining a Different Future I

- Realize how baby boomers will likely shift the current relationship between providers and consumers.
- Discover how AAHSA's latest consumer report can help you understand the dynamics and trends associated with future consumer needs and preferences.
- Consider how to use the report as a tool for establishing an ongoing dialogue and planning within your organization.

Jacqueline Carson, Executive Director, Peter Sanborn Place and Sanborn Homecare, Reading, MA; Paula Span, Associate, Graduate School of Journalism, Columbia University, New York, NY

14-B. Maximizing Hiring and Retention in Times of High Unemployment

- Hear how AAHSA members can maintain their position as employers of choice by taking advantage of strategic hiring opportunities created by high unemployment levels in an economic downturn.
- Learn how to emphasize your organization's brand and promote the benefits of the not-for-profit difference to attract and retain a satisfied and committed workforce.
- Discover how to use teams, employee suggestion programs, agency-free staffing and other initiatives to retain a steady, dedicated workforce even after the recession ends.

Clint Maun, Senior Partner, Maun-Lemke, Omaha, NE

15-B. Technology Policy Forum

- Discuss various technology issues in the context of health care reform and their meaning to aging services providers.
- Determine how health care reform may impact cost-effective technologies that improve quality of life and how to access the right financing for these services.
- Devise strategies and pertinent talking points to present critical aging services technology issues to your representatives and senators.

Majd Alwan, Director, Center for Aging Services Technologies, and Marsha Greenfield, Senior Legislative Counsel, AAHSA, Washington, DC; Scott Peifer, Associate Director, State Technology Policy, Center for Aging Services Technologies, AAHSA, Sacramento, CA

conference program

3:30 – 5:00 p.m. (Please note updated time.)

Business Partner Education Program

5:00 p.m.

Exhibit Hall Open/Welcome Reception

Tuesday, February 23

7:00 – 8:00 a.m.

Villages Interest Group Meeting

8:00 – 10:30 a.m.

Advocacy Caucus and General Session With Coffee

10:45 a.m. – 12:15 p.m.

Concurrent Sessions (C)

17-C. HUD Management Update, Part II

- Discuss how to prepare for and implement changes that affect the management of HUD properties, including the Rent Refinement final rule, Handbook updates and forms release.
- Gain insights into the latest on Enterprise Income Verification Systems (EIV) use, operational practices and enforcement findings.
- Explore the range of online reporting and data queries available in TRACS to help manage your single-site and/or portfolio compliance.

Mary Ross, President, Ross Business Development, Kennesaw, GA

18-C. Improving Medication Management: Technology Solutions

- Learn about technology innovations aimed at improving medication management for seniors across a variety of care settings.
- Hear how aging services providers are using different medication-management solutions in the community and on campus.
- Consider some of the benefits these technologies are delivering to providers and their impact on seniors.

Majd Alwan, Director, CAST, AAHSA, Washington, DC; Steven Axelrod, Chairman and CEO, TabSafe Medical Services Inc., Roswell, GA

19-C. Creative Solutions to Maintain or Rebuild Occupancy

- Review the latest research on how the economy has changed consumer attitudes about home sales and senior living options.
- Realize how you can support potential prospects through the real estate sales process and other innovative strategies.
- Discover the different ways in which AAHSA members are boosting occupancy in the current market environment.

Sharon Brooks, President & CEO, SB&A Integrated Marketing and Partner, Brooks Adams Research, Richmond, VA; Robert Adams, Vice President, SB&A Integrated Marketing and Partner, Brooks Adams Research, Richmond, VA; Michael Rambarose, Vice President of Development, Whitney Center, Hamden, CT; Rhonda Stewart, Executive Director, The Village at Woods Edge, Franklin VA

20-C. Integrating Ethics into Long-Term Care

- Delve into the process of ethical decision making as it applies to long-term care.
- Explore a pragmatic approach to identifying, analyzing and resolving moral challenges that can arise in long-term care settings.
- Discuss how you can apply this approach to issues of autonomy, paternalism and the management of scarce resources.

Michael Gillette, President, Bioethical Services of Virginia, Lynchburg, VA

21-C. Leaders Transforming Policy

- Understand how advocacy is a part of your role as a leader, regardless of your job title or level within your organization.
- Examine how to incorporate specific strategies for influencing the policy-making process into your day-to-day work.
- Recognize the opportunities that exist to connect your organization's mission with policy makers' values.

Tom Akins, Vice President, Development & Planning, and DeAnn Escalante, Director, Lifestyle & Wellness, Brewster Place, Topeka, KS; Becky Fast, Constituent Services Director, Congressman Dennis Moore, Washington, DC; Kelly Smith Papa, Director of Education, Alzheimer's Resource Center of Connecticut, Inc., Plantsville, CT

conference program

22-C. Using Movement and Music in Wellness Programming

- Realize, through movement and participation, how the arts have the power to enhance the lives of older adults and staff alike.
- Hear how Liz Lerman Dance Exchange has worked with AAHSA members to create dance and movement activities for residents of all physical and cognitive abilities.
- Experience firsthand how words and physical movement can be a vehicle for storytelling and resident engagement.

Michelle Pearson, Dancer, Liz Lerman Dance Exchange, Takoma Park, MD

23-C. Rebalancing Long-Term Services and Supports: The PACE Solution **T**

- Learn how programs of all-inclusive care for the elderly (PACE) provide quality outcomes and reduce costs.
- See how certain states are using PACE as a key component of their rebalancing efforts, to provide more access to home and community-based services.
- Explore how the PACE model could impact the financing and delivery of services for the elderly in your community.

Robert Greenwood, Vice President of Public Affairs, National PACE Association, Alexandria, VA

24-C. The Dollars and Sense of THE GREEN HOUSE® Model **T**

- Review recent research findings about the staff efficiencies and quality outcomes of the Green House model.
- Assess current financial performance data from the various Green House homes open on 22 different campuses.
- Discuss government initiatives that support the development and operations of Green House homes.

Robert Jenkins, Director, The GREEN HOUSE Project and VP, GREEN HOUSE Project/NCB Capital Impact, Arlington, VA; Pearl Merritt, President, Buckner Retirement Services, Dallas, TX; Jeffrey Shireman, President & CEO, Lebanon Valley Brethren Home, Palmyra, PA

12:15 p.m.

Boxed Lunch

1:00 – 5:00 p.m.

Congressional Briefing Visits

4:00 p.m.

Capitol Hill Reception

Wednesday, February 24

7:30 a.m.

Networking Breakfast

8:30 – 10:00 a.m.

General Session

10:15 a.m. – 12:15 p.m.

Concurrent Sessions (D)

25-D. Best Practices to Expand into Home and Community-Based Services **T**

- Hear how three AAHSA members diversified into home and community-based services (HCBS) and how it improved their organizations' financial viability, occupancy and consumer awareness within the community.
- Consider the challenges and opportunities of providing HCBS and how you can assess what services are right for your organization.
- Discuss the necessary changes needed in governance and local partnerships to create a quality HCBS delivery system.

Morgan Gable, Policy Analyst, Home & Community-Based Services, AAHSA, Washington, DC; Michael Martin, Senior Vice President, Riverside Health Systems, Newport News, VA; Deborah Messina, Director Adult Day Health, Elderserve at Night, Hebrew Home, Bronx, NY

26-D. Health Care Reform: What Is Next for Aging Services **T**

- Receive a timely update on the status of health reform legislation and the "next steps" as it moves forward.
- Examine the implications of health care reform for long-term services and supports.
- Understand how health care reform affects aging services providers and their ability to provide care and services.

Marsha Greenfield, Senior Legislative Counsel, Barbara Manard, Vice President of Long-Term Care Health Strategies, and Peter Notarstefano, Director of Home and Community-Based Services, AAHSA, Washington, DC

conference program

27-D. Tools to Adopt Health Information Technology

- Learn about several toolkits being developed to help long-term care providers adopt health information technology (HIT).
- Hear how several nursing homes and assisted living/home health providers are using these toolkits as guides to plan for the implementation of HIT in their organizations.
- Realize how you can access, modify and apply these practical toolkits to integrate HIT systems into your day-to-day operations.

Lori Meyer, Senior Vice President, Aging Services of Minnesota, Saint Paul, MN

28-D. Nurture Exceptional Leadership in Yourself and Others

- Gain insights from a panel of award-winning leaders and mentors whose personal stories illustrate essential traits and skills shared by exceptional leaders everywhere.
- Discover practical ways to increase your own capacity for leadership and the ability to turn the attention of your entire organization toward what matters most.
- Explore effective mentoring strategies you can use immediately to encourage higher performance levels than most people believe possible of themselves.

Kay Kallander, Senior Vice President for Strategic Planning, American Baptist Homes of the West, Pleasanton, CA; Gary Puma, CEO, PHS Senior Living, Princeton, NJ; Darren Trisel, Chief Operating Officer/Administrator, Asian Community Center Nursing Home, Sacramento, CA; Patricia Tursi, Executive Director, Elizabeth Seton Pediatric Center, New York, NY

12:15 p.m.

Boxed Lunch



12:30 – 2:00 p.m.

Concurrent Sessions (E)

29-E. The Legal Implications of Financial Instability I

- Identify the early signs of financial distress and how to respond before trouble occurs.
- Discuss the legal implications of financial hardship and the strategies needed to deal with regulators.
- Take home useful tools you can use to communicate effectively with all of your stakeholders in times of financial instability.

Pamela Kaufmann, Partner, Hanson Bridgett, San Francisco, CA

30-E. Affordable Senior Housing: Providing Long-Term Care Choices for Lower-Income Older Adults I

- Hear about AAHSA's Affordable Housing with Services Steering Committee's efforts to promote national policy changes that will support the development of sustainable supportive housing models.
- Learn how one AAHSA member has developed an integrated and coordinated supportive housing model through partnerships with multiple local community service organizations.
- Discover other strategies senior housing providers are using to bring health and supportive services to their residents.

Alisha Sanders, Policy Research Associate and, Robyn Stone, Executive Director, Institute of the Future of Aging Services, AAHSA, Washington, DC; Nancy Eldridge, Executive Director, Cathedral Square Corporation, South Burlington, VT; William Kelly, President, Stewards of Affordable Housing for the Future, Washington, DC

31-E. Mirror Moments: A Reflective Leadership Approach

- Understand how reflective leadership is the key to creating relationship-based teams and a performance-driven organization.
- Recognize how your self-awareness as a leader acts as a lens through which ideas, actions and feelings are modeled.
- Realize how to use your own leadership style to effectively communicate a shared organizational vision and motivate those around you through positive interactions and team work.

Christopher Ridenhour, Director, Core Competency Training, Liberty Lutheran Services, Paul's Run, Philadelphia, PA

conference program

32-E. Using Social Media to Tell Your Story

- Gain an understanding of the various social media tools available and how AAHSA and AAHSA members and affiliates are using them.
- Explore the marketing opportunities social media offers as well as how it can be used to convey your organization's important messages.
- Consider the key elements that should be included in a preliminary social media strategy that you can implement in your organization.

Craig Collins-Young, Internet Content Manager, AAHSA, Washington, DC; Ted Goins, President, Lutheran Services for the Aging, Salisbury, NC; Eric Schubert, Director of Communications, Ecumen, Shoreview, MN; Larry Zook, CEO, Landis Homes, Lititz, PA



Wednesday, February 24

7:30 a.m. – 5:15 p.m. (Please note updated time.)

Leadership Summit: The Power of Message

(see p. 14)



Thursday, February 25

7:00 a.m. – 4:30 p.m.

CEMO Annual Winter Retreat

This event is designed exclusively for CEOs of multi-site provider organizations.

[Click here](#) for detailed information on the CEMO education program.



SAVE MONEY—*Register By January 8.*

leadership summit



Wednesday, February 24

Master the Art of Strategic Communications

featuring Michael Sheehan

Discover the art and science of expressing organizational information and goals in a concise, authentic and convincing message. This increasingly must-have leadership capacity will help position your organization to achieve its not-for-profit mission and improve the well being of your staff and residents.

Join nationally recognized communications expert Michael Sheehan for a once-in-a-lifetime opportunity to learn communication strategies to foster greater influence and distinguish your organization at the local, state and national levels.

"How well do you present yourself and your message? Are you saying the right thing, and are you saying it in the right way? Your position can't speak for itself; you've got to speak for it."

– Michael Sheehan

Schedule-at-a-Glance

7:30 a.m.

Networking Breakfast

8:30 – 10:00 a.m.

General Session: The Power of Message

Whether you are advocating to your local or national politicians, having a conversation with prospective residents or telling your story to the media, being an effective communicator with a powerful message is more important now than ever before. In a world increasingly inundated with sound bites and 24-hour news cycles, aging services leaders must communicate purposefully and strategically to multiple audiences and, in doing so, succinctly and passionately articulate the inspirational and meaningful work of their organizations.

10:15 a.m. – 12:15 p.m.

Workshop, Part I: The Message Box

Work with your team on a framework to reach a consistent and effective message and guide all of your strategic media, public relations and communication efforts.

12:15 p.m.

Networking Lunch

1:15 – 5:15 p.m.

Workshop, Part II: Crafting and Delivering Your Message

Examine real-world examples of effective communication tactics and practice the skills and techniques to dynamically tell your story to a variety of stakeholders.

leadership summit

Additional Information

Shared Learning Model

The Leadership Summit education program will use a blended learning approach that includes a keynote lecture, case study examples, interactive exercises and group discussion.

Group Seating

The Leadership Summit does not offer assigned seating. However, we can reserve tables for groups of four or more from the same organization. To reserve a table, please e-mail kbradley@aaahsa.org by January 31 with the names of those who wish to be seated together.

"At some point, every kind of leader faces an important audience from behind a lectern or in front of a television camera. A confident, relaxed ability to communicate effectively can be your competitive edge."

– Michael Sheehan

Continuing Education Credits

Attendees can earn a maximum of 7.0 hours of continuing education credits for the Leadership Summit.

(See p. 16 for more information)

Registration

Register online or complete the registration form on page 23.

When planning your conference schedule, be sure to select the Leadership Summit for your Wednesday activity.

Registration options include:

- Full Provider - \$640
- Daily Provider - \$269

Partners for Success

AAHSA extends its appreciation to our **2009 Partners** for helping to advance the AAHSA mission and supporting the Leadership Summit.

- | | |
|--------------------------------|---------------------------|
| • Aon Association Services | • Morrison Senior Dining |
| • Direct Supply, Inc. | • My InnerView |
| • Evercare | • Samarion |
| • Greystone Communities., Inc. | • Sodexo Senior Services |
| • Herbert J. Sims & Co., Inc. | • Ziegler Capital Markets |



continuing education credits

AAHSA has requested approval for 23 continuing education hours for the Future of Aging Services Conference and Leadership Summit.

Future of Aging Services Conference

Education Sessions

2.0 hours (A and D sessions)

1.5 hours each (B, C and E sessions)

General Sessions

2.0 hours (Opening General Session)

2.5 hours (Advocacy Caucus and General session)

1.5 hours (Wednesday General Session)

Pre-conference Seminar

6.5 hours (32-P)

Leadership Summit

1.5 hours (General Session)

2.0 hours (Workshop, Part I)

3.5 hours (Workshop, Part II)

American College of Health Care Administrators (ACHCA)

Administrators certified by ACHCA may use continuing education credits from this conference toward their ACHCA certification renewal.

American Institute of Architects (AIA)

No AIA/CES continuing education credits are available for this conference.



Attorneys

Pre-approved credits have not been secured by AAHSA due to the strenuous state-by-state requirements. Attorneys looking to receive MCLE credits should use their CE card after attending each education session to receive a certificate of attendance to self submit to their prospective state CLE Licensing Board.

California RCFE

AAHSA has applied for 23 continuing education credits for administrators holding California RCFE licenses.

Certified Aging Services Professionals (CASP)

All education sessions are applicable towards CASP certification. Graduates certified by the Coalition for Leadership in Aging Services (CLAS) may use continuing education credits from this meeting toward their CASP/CASPF certification renewal.

Kansas and Missouri Nursing Home Administrators

AAHSA has requested 23 continuing education clock hours for Kansas and Missouri nursing home administrators in the administrative content area. There are no sessions in the resident/patient care core area.



aahsa exposition

Exposition Hours

Monday, February 22

10:00 a.m. – 1:00 p.m.

Exhibit Hall Open/Lunch with Exhibitors

5:00 p.m.

Exhibit Hall Open/Welcome Reception

**Click here for more
information on
Exhibit Opportunities**

The AAHSA exposition provides you with products and solutions. Whatever you need, AAHSA has a supplier ready to help you deliver the best quality care possible. Walk the aisles during exhibit hours and talk with suppliers from across the country, focused on helping you find solutions. This conference draws exhibitors that not only offer solutions, but cater directly to the needs of aging services leaders and are cover a large spectrum of product categories including accounting, architecture, computer and data management software, nutrition, communications, construction, safety and more.

AAHSA would like to thank its exhibitors for helping advance our mission and for supporting important programs and initiatives. Some of our 2010 exhibitors include:

Aegis Therapies	HomeFree, Inc.
American HealthTech	Kanalstein Danton Associates PA
Aon Association Services	KBE Building Corporation
ARAMARK Senior Living Services	LarsonAllen LLP
Arthur Shuster, Inc.	Lenhardt Rodgers Architects
BB&T Capital Markets	Masterpiece Living, LLC
CRSA Management, LLC	Morrison Senior Dining
Direct Supply, Inc.	My InnerView
Dixon Hughes PLLC	Noelker and Hull Associates, Inc.
eHealth Data Solutions	Reese, Lower, Patrick & Scott, Ltd., Architects
Evercare	Samarion
FreemanWhite Senior Living	Select Rehabilitation
GlynnDevins Advertising & Marketing	Sodexo Senior Services, Inc.
Health Care Software, Inc. (HCS)	Vigil Health Solutions Inc.
Herbert J. Sims & Co., Inc.	Ziegler Capital Markets
Holleran	



continuing education **credits**

Finance Professionals

Finance professionals can keep current on the financial trends and issues affecting retirement care providers and earn up to 27.60 continuing professional education (CPE) credits. AAHSA is registered with the National Association of State Boards of Accountancy, as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Nashville, TN 37219-2417; Web site: www.nasba.org. For more information regarding administrative policies such as complaints and refunds, please come to the on-site Education Office or contact the Education and Shared Learning Office, (202) 508-9497. All sessions are classified as Specialized Knowledge/Applications field of study unless noted in the session description. All courses are basic level, with no prerequisites or advance preparation required.



NADONA/LTC

The National Association of Directors of Nursing Administration in Long Term Care (NADONA/LTC) has approved designated education sessions as applicable for educational units for NADONA/LTC certification. One hour is equal to one contact hour of continuing education.

Nursing Home and Assisted Living Administrators

AAHSA is a certified sponsor of professional continuing education with the National Association of Boards of Examiners of Long Term Care Administrators (NAB) and has approved this program for the number of clock hours listed under its sponsor agreement with NAB/NCERS. State licensure boards, however, have final authority on the acceptance of individual courses.



Human Resources Professionals

AAHSA has applied for 23 recertification credit hours toward PHR and SPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI Web site at www.hrci.org.

Life Services Network Certified Marketing Professional Program Participants in the Certified Marketing Professional Program (CMP) offered by Life Services Network may use continuing education credits earned at this conference toward their CMP renewal.

Continuing Education Credit Policy

When offering CE credit, AAHSA must abide by the rules and regulations of all applicable professional accrediting boards and agencies, including:

- AAHSA cannot provide CE credit to attendees who arrive late or leave the session early (the Q&A and interactive components of a session are considered part of credit hour count).
- AAHSA cannot provide partial credit for concurrent sessions as attendees must be present for the entire duration of the session to receive full credit.

aahsa exposition

Exposition Hours

Monday, February 22

10:00 a.m. – 1:00 p.m.

Exhibit Hall Open/Lunch with Exhibitors

5:00 p.m.

Exhibit Hall Open/Welcome Reception



The AAHSA exposition provides you with products and solutions. Whatever you need, AAHSA has a supplier ready to help you deliver the best quality care possible. Walk the aisles during exhibit hours and talk with suppliers from across the country, focused on helping you find solutions. This conference draws exhibitors that not only offer solutions, but cater directly to the needs of aging services leaders and are cover a large spectrum of product categories including accounting, architecture, computer and data management software, nutrition, communications, construction, safety and more.

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American HealthTech

Aon Association Services

ARAMARK Senior Living
Services

Arthur Shuster, Inc.

BB&T Capital Markets

CRSA Management, LLC

Direct Supply, Inc.

Dixon Hughes PLLC

eHealth Data Solutions

Evercare

FreemanWhite Senior Living

GlynnDevins Advertising
& Marketing

Health Care Software, Inc. (HCS)

Herbert J. Sims & Co., Inc.

Holleran

HomeFree, Inc.

Kanalstein Danton
Associates PA

KBE Building Corporation

LarsonAllen LLP

Lenhardt Rodgers Architects

Masterpiece Living, LLC

Morrison Senior Dining

My InnerView

Noelker and Hull
Associates, Inc.

Reese, Lower, Patrick &
Scott, Ltd., Architects

Samarion

Select Rehabilitation

Sodexo Senior Services, Inc.

Vigil Health Solutions Inc.

Ziegler Capital Markets



registration categories

AAHSA Future of Aging Services Conference and the Leadership Summit

Full Provider

\$640* by January 8

This category only applies to individuals who work for an organization that provides direct care or services.

- Choice of Concurrent Education Sessions/Leadership Summit (Mon, Tues, Wed)
- General Sessions (Mon, Tues, Wed)
- AAHSA Exposition, including Lunch and Reception (Mon)
- Two Lunches, a Breakfast and Morning Coffee (Tues, Wed)

Daily Provider

\$269* by January 8

This category only applies to individuals who work for an organization that provides direct care or services.

- Choice of Concurrent Education Sessions/Leadership Summit (applicable to the day registered)
- General Session (applicable to the day registered)
- AAHSA Exposition, including Lunch and Reception (if applicable to the day registered)
- Two Lunches, a Breakfast and Morning Coffee (if applicable to the day registered)

Students/Retired Administrators

\$160**

This category applies only to retired administrators and full-time faculty and students of accredited colleges and universities.

- All conference activities listed under Full Provider category

Full Non-Exhibiting Business Firms

\$995* (per person) by January 8

This category applies to individuals whose company sells/markets products and/or services to provider organizations.

- Choice of Concurrent Education Sessions (Mon, Tues, Wed)
- General Sessions (Mon, Tues, Wed)
- AAHSA Exposition, including Lunch and Reception (Mon)
- Two Lunches, a Breakfast and Morning Coffee (Tues, Wed)

Daily Non-Exhibiting Business Firms

\$595* (per person) by January 8

This category applies to individuals whose company sells/markets products and/or services to provider organizations.

- Choice of Concurrent Education Sessions (applicable to the day registered)
- General Session (applicable to the day registered)
- AAHSA Exposition, including Lunch and Reception (if applicable to the day registered)
- Two Lunches, a Breakfast and Morning Coffee (if applicable to the day registered)

Pre-Conference Seminar

\$149

33-P. CARF-CCAC Accreditation: A Focus on Quality

CEMO Annual Winter Retreat

Provider

\$349

This category only applies to CEOs of multi-site provider organizations.

- Keynote Workshop and Featured Sessions (Thurs)
- Reception, Dinner, Breakfast and Lunch (Wed, Thurs)

***Member rate applies to AAHSA and IAHSA **Does not include continuing education credits**

SAVE MONEY—Register By January 8.

3 ways to register

To register, use one of these three easy methods:



Online by clicking here.

<https://www.one-stop-registration.com/aahsaf2010/OSR.0>



Fax your completed registration form with credit card information to: AAHSA, ATTN: Registrar, (514) 228-3163



Mail your completed registration form with applicable fees to: AAHSA Registrar, c/o Laser Registration, 1200 G Street, NW, Suite 800, Washington, DC 20005-6705

Please make a copy for your records. Mail forms to this address only.

AAHSA Value Pack \$79 (added to your registration fee)

This year we are offering a Value Pack registration option. Select the Value Pack and receive all the education sessions audio and presentation materials in multimedia format (as released by speakers for inclusion). Buy Now! Receive both registration for the category you select and access to all education sessions recordings and presentation materials. Take our educational experience with you WHENEVER and WHEREVER you want! This offer is only guaranteed as a pre-conference registration option.

registration fees

	MEMBER*	NON-MEMBER
	Early Discount Fee (through Jan 8)	Full Fee (after Jan 8)
		Registration Fee

AAHSA Future Of Aging Services Conference and the Leadership Summit

Full Provider	\$640	\$690	\$740
Daily Provider (fee per day)	\$269	\$339	\$369
Students/Retired Administrators**	\$160	\$160	\$160
Full Non-Exhibiting Business Firms	\$995	\$1,095	\$1,195
Daily Non-Exhibiting Business Firms	\$595	\$695	\$795

Pre-Conference Seminar

33-P. CARF-CCAC Accreditation: A Focus On Quality	\$149	\$149	\$149
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*Member rate applies to AAHSA and IAHSA **Does not include continuing education credits

CEMO Annual Winter Retreat

Provider	\$349	\$349
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registration information

Registration Confirmation

Your registration will be confirmed by e-mail if you have provided an e-mail address on your registration form. Otherwise, confirmation will be sent by fax/mail.

If you do not receive your registration confirmation within two weeks of the date sent, or if you have other registration questions, please e-mail FASC@Laser-Registration.com, call us at (514) 228-3159 or make changes directly on your confirmation letter and fax to (514) 228-3163.

Early Registration Discount for AAHSA Members—January 8, 2010

AAHSA members who register by January 8 will receive a discount on the registration fee and have their conference badge and tickets mailed to them. After January 8, the full registration fee applies.

On-Site Registration

If you register on site, please come to the AAHSA Registration Area at the Marriott Wardman Park Hotel during the hours listed.

Sunday, February 21	11:00 a.m. – 5:00 p.m.
Monday, February 22	7:00 a.m. – 5:30 p.m.
Tuesday, February 23	7:30 a.m. – 1:00 p.m.
Wednesday, February 24	7:00 a.m. – 2:00 p.m. 5:00 – 7:30 p.m.
Thursday, February 25	7:00 a.m. – 12:00 p.m.

Registration Payment

We are unable to process registration forms received without payment. You may pay your registration fees by check, American Express, MasterCard or VISA.

Special Instructions for Faxed and Online Registrations

Credit card payment is the ONLY method accepted for faxed and online registrations. Please do not mail the original form if you previously faxed your registration or registered online. This results in a duplicate charge to your credit card, which is refunded following the meeting. AAHSA cannot be responsible for interest charges that may result.

Registration Changes And Overnight Mail

To make changes, please e-mail FASC@Laser-Registration.com. Overnight mail should be sent to: AAHSA Registrar, c/o Laser Registration, 1200 G Street, NW, Suite 800, Washington, DC 20005-6705.

To avoid duplicate charges to credit cards, please do not send copies of your registration form when corresponding with AAHSA.

Cancellation/Refund Policy

Please submit all cancellation requests in writing by fax to: (514) 228-3163, by e-mail to: FASC@Laser-Registration.com, or by mail to: AAHSA Registrar, c/o Laser Registration, 1200 G Street, NW, Suite 800, Washington, DC 20005-6705. We cannot accept cancellations by phone.

Cancellation Notice

Your cancellation will be acknowledged by e-mail, fax or mail. If you do not receive an acknowledgement within two weeks of sending in your cancellation, please contact the AAHSA Registrar to verify receipt.

Registration fees and any duplicate charges to your credit card will be refunded by mail four to six weeks following the receipt of your request.

Due to the current hotel policies, AAHSA is financially responsible for the expenses of those attendees who cancel without adequate notice. Our refund policy realistically reflects these additional expenses to the association.

Registration Cancellation Policy

Refunds will be processed as follows:

Postmarked/received by:	Refund due:
January 8, 2010	Full refund less \$90 processing fee
January 9 – February 12, 2010	50% refund of complete file
On or after February 13, 2010	No refund issued

Apply for Membership—Join Today and Register at Member Rates!

Join AAHSA today and enjoy the benefit of member registration rates at the AAHSA Future of Aging Services Conference. You may register at the AAHSA member rate as long as you have a current application pending. To request membership information, call us at 1 (888) 508-9441.

registration form

aaahsa future of aging services conference
& Leadership Summit february 22 - 24, 2010
marriott wardman park hotel washington, dc

3 easy ways to register

1. online at www.aaahsa.org/futureconference
2. fax this form to (514) 228-3163
3. mail this form to address under Step 7 (next page)

Separate Forms – Please type or print all information on a separate form for each attendee from your organization. Make a copy for your records.
Non AAHSA Members – You can receive the member price if you join by January 8, 2010.
Speakers – If you are attending only the session in which you are speaking, it is not necessary to return this form. To receive your speaker badge, you will automatically be registered for the day you are speaking. If you are attending other sessions and event activities, you should complete the registration form and submit appropriate fees.
Exhibitors – If your company is exhibiting, please register online using the www.aaahsa.org/futureconference link; otherwise use the exhibitor registration form in your exhibitor packet.
Cancellation Policy – Please see back of registration form.

STEP 1: TELL US ABOUT YOURSELF

Enter letter printed next to SOURCE CODE on brochure mailing label _____

FULL NAME (FIRST, MI, LAST) _____

FIRST NAME TO APPEAR ON BADGE _____

JOB TITLE _____

ORGANIZATION/FACILITY/FIRM _____

ADDRESS _____

☐ Home ☐ Business

CITY _____ STATE/PROVINCE _____ COUNTRY _____ ZIP/POSTAL CODE _____

() ()

TELEPHONE _____ FAX (International registrants include country/city code) _____

E-MAIL ADDRESS _____ AAHSA collects e-mail addresses for periodic updates and communication to you.

In the event of an emergency, contact:

NAME _____ TELEPHONE (International registrants include country/city code) _____

Check categories that apply:

- ☐ (A) AAHSA Member ☐ (C) IAHA Member ☐ (E) Non-member
☐ (B) Membership application pending ☐ (D) CHA Member

Check if applicable:

- ☐ (A) AAHSA Board of Directors
☐ (B) AAHSA House of Delegates
☐ (C) Speaker
☐ (D) State Association Staff/Executive

STEP 2: COMPLETE LICENSING INFORMATION

Nursing Home and Assisted Living Administrator License Information: 400

State of Issue _____ License # _____ Nursing Home/Assisted Living

☐ NH ☐ AL ☐ RCFE
☐ NH ☐ AL ☐ RCFE

Continuing Professional Education (CPE) – Finance Professionals CPA License Information: 401

State of Issue _____ License # _____
State of Issue _____ License # _____
State of Issue _____ License # _____

American Bar Association: 402

State of Issue _____ License # _____
State of Issue _____ License # _____
State of Issue _____ License # _____

STEP 3: SELECT YOUR REGISTRATION CATEGORIES AND EVENTS

AAHSA VALUE PACK ☐ \$79 (added to your registration fee)

This year we are offering a Value Pack registration option. Select the Value Pack and receive all the education sessions audio and presentation materials in multimedia format (as released by speakers for inclusion). Buy Now! Receive both registration for the category you select and access to all education sessions recordings and presentation materials. Take our educational experience with you WHENEVER and WHEREVER you want! This offer is only guaranteed as a pre-conference registration option.

REGISTRATION FEES

PRE-CONFERENCE SEMINAR (Sunday, February 21)

33-P. CARF-CCAC Accreditation: A Focus on Quality ☐ \$149 ☐ \$149 ☐ \$149

FUTURE OF AGING SERVICES CONFERENCE AND LEADERSHIP SUMMIT (Monday, February 22 – Wednesday, February 24)

Full Provider 1, 2 ☐ \$640 ☐ \$690 ☐ \$740

Daily Provider 3, 4 ☐ \$269 ☐ \$339 ☐ \$369

Check day(s): ☐ Mon ☐ Tues ☐ Wed

Students/Retired Administrators** 5 ☐ \$160 ☐ \$160 ☐ \$160

Non-Exhibiting Business Firms

Full Non-Exhibiting Business Firms 6, 7 ☐ \$995 ☐ \$1,095 ☐ \$1,195

Daily Non-Exhibiting Business Firms 8, 9 ☐ \$595 ☐ \$695 ☐ \$795

CEMO ANNUAL WINTER RETREAT (Thursday, February 25)

Provider ☐ \$349 ☐ \$349

*Member rate applies to an AAHSA or IAHA member. **Does not include continuing education credit.

STEP 4: CALCULATE YOUR FEES

AAHSA Value Pack Fee \$ _____
Pre-Conference Seminar Fee \$ _____
Future of Aging Services Conference and Leadership Summit Fee \$ _____
CEMO Annual Winter Retreat Fee \$ _____
AAHSA Futures Fund Contribution \$ _____
TOTAL PAYMENT ENCLOSED \$ _____

PAYMENT METHOD

Registration forms received without payment will not be processed. Enclose a check payable to AAHSA or complete the credit card information. Faxed registrations must include credit card information.

☐ Check (Payable in U.S. dollars to AAHSA) ☐ MasterCard ☐ VISA ☐ AMEX _____
(Other credit cards are not accepted)

CREDIT CARD NUMBER _____

EXPIRATION DATE _____ CARDHOLDER'S NAME (AS PRINTED ON CARD) _____

I read the cancellation/refund policy and I authorize AAHSA to use this credit card for all applicable registration fees. AAHSA reserves the right to charge the correct amount if different from the total due listed above.

AUTHORIZED SIGNATURE _____ DATE _____

☐ Billing address same as contact address
Billing address: _____

ADDRESS _____

CITY _____

STATE _____

ZIP/POSTAL CODE _____

registration form

aahsa future of aging services conference
& Leadership Summit february 22 - 24, 2010
marriott wardman park hotel **washington, dc**

3 easy ways to register

1. online. [Click here](#) to register.
2. fax this form to (514) 228-3163
3. mail this form to address under Step 7 (next page)

Separate Forms – Please type or print all information on a separate form for each attendee from your organization. Make a copy for your records.

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FIRST NAME TO APPEAR ON BADGE _____

JOB TITLE _____

ORGANIZATION/FACILITY/FIRM _____

ADDRESS _____

☐ Home ☐ Business

CITY _____ STATE/PROVINCE _____ COUNTRY _____ ZIP/POSTAL CODE _____

() _____ () _____

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In the event of an emergency, contact: _____

NAME _____ TELEPHONE (International registrants include country/city code) _____

Check categories that apply:

- ☐ (A) AAHSA Member ☐ (C) IAHSa Member ☐ (E) Non-member
☐ (B) Membership application pending ☐ (D) CHA Member

Check if applicable:

- ☐ (A) AAHSA Board of Directors
☐ (B) AAHSA House of Delegates
☐ (C) Speaker
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State of Issue _____ License # _____ Nursing Home/Assisted Living _____

☐ NH ☐ AL ☐ RCFE
☐ NH ☐ AL ☐ RCFE
☐ NH ☐ AL ☐ RCFE

Continuing Professional Education (CPE) – Finance Professionals CPA License Information: 401

State of Issue _____ License # _____
State of Issue _____ License # _____
State of Issue _____ License # _____

American Bar Association: 402

State of Issue _____ License # _____
State of Issue _____ License # _____
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STEP 3: SELECT YOUR REGISTRATION CATEGORIES AND EVENTS

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Daily Provider **3, 4** ☐ \$269 ☐ \$339 ☐ \$369

Check day(s): ☐ Mon ☐ Tues ☐ Wed

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Non-Exhibiting Business Firms

Full Non-Exhibiting Business Firms **6, 7** ☐ \$995 ☐ \$1,095

☐ \$1,195

Daily Non-Exhibiting Business Firms **8, 9** ☐ \$595 ☐ \$695 ☐ \$795

CEMO ANNUAL WINTER RETREAT (Thursday, February 25)

Provider ☐ \$349 ☐ \$349

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STEP 4: CALCULATE YOUR FEES

AAHSA Value Pack Fee \$ _____

Pre-Conference Seminar Fee \$ _____

Future of Aging Services Conference and Leadership Summit Fee \$ _____

CEMO Annual Winter Retreat Fee \$ _____

AAHSA Futures Fund Contribution \$ _____

TOTAL PAYMENT ENCLOSED \$ _____

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☐ Check (Payable in U.S. dollars to AAHSA) ☐ MasterCard ☐ VISA ☐ AMEX _____
(Other credit cards are not accepted)

CREDIT CARD NUMBER _____

EXPIRATION DATE _____ CARDHOLDER'S NAME (AS PRINTED ON CARD) _____

I read the cancellation/refund policy and I authorize AAHSA to use this credit card for all applicable registration fees. AAHSA reserves the right to charge the correct amount if different from the total due listed above.

AUTHORIZED SIGNATURE _____ DATE _____

☐ Billing address same as contact address

Billing address: _____

ADDRESS _____

CITY _____

STATE _____

ZIP/POSTAL CODE _____

Name:

Facility:

State:

STEP 5: PLAN YOUR CONFERENCE SCHEDULE

Register early! some sessions are limited in size and space is filled on a first come, first served basis. Review the sessions listed; then complete your schedule below.

PRE-CONFERENCE SEMINAR (Additional Fee \$149)

Sunday, February 21 ☐ 33-P. CARF-CCAC Accreditation: A Focus on Quality

FUTURE OF AGING SERVICES CONFERENCE AND LEADERSHIP SUMMIT
(Concurrent Education Options)

Monday, February 22 _____ -A

_____ -B

Tuesday, February 23 _____ -C

☐ Congressional Briefing Visits (1:00 – 5:00 p.m.)

Wednesday, February 24

_____ -D } OR ☐ Leadership Summit
_____ -E }

CEMO ANNUAL WINTER RETREAT (Additional Fee \$349)

Thursday, February 25 ☐ CEMO

STEP 6: TELL US ABOUT YOURSELF**#1 ATTENTION FIRST TIMERS!**

☐ Check here if this is your first AAHSA conference

**SPECIAL ASSISTANCE**

☐ Check here if you need special consideration

**SPECIAL MEAL REQUESTS**

☐ Kosher ☐ Vegetarian ☐ Other, please contact me

Has your organization signed the AAHSA Quality First covenant?

☐ YES ☐ NO



Please check all categories that describe your organization/facility/firm:

- ☐ (A) Adult Day Care
☐ (B) Assisted living facility (non CCRC)
☐ (C) CCRC
☐ (D) Home Care Agency
☐ (E) HUD Housing/Affordable Housing
☐ (F) Home/Community-based Service Provider
☐ (G) Hospice Care
☐ (H) Housing (Indep. Liv. Fac. non CCRC)
☐ (I) International Organization (non-USA)
☐ (J) Nursing Facility (non CCRC)
☐ (K) Other _____

Please check the item that most closely defines your job title or professional discipline:

- ☐ (A) Administrator/Asst. Adm.
☐ (B) Activities Director/Wellness
☐ (C) Architect
☐ (D) Attorney
☐ (E) Building Operations/Facilities Mgt.
☐ (F) Consultant
☐ (G) CEO/President
☐ (H) COO
☐ (I) Executive Director
☐ (J) Financial Officer
☐ (K) Fundraising
☐ (L) Housing Professional
☐ (M) Human Resources Professional
☐ (N) Marketing/PR
☐ (O) Nursing
☐ (P) Purchasing
☐ (Q) Trustee/Board of Director
☐ (R) Other: _____

STEP 7: SEND US YOUR FORMS

Send BOTH PAGES of this form with payment to:

Fax (514) 228-3163 or
AAHSA Registrar, c/o Laser Registration
1200 G Street NW, Suite 800
Washington, DC 20005-6705

Please make a copy for your records. Mail forms to this address only.

REGISTRATION CANCELLATION POLICY

POSTMARKED/ RECEIVED BY/ON:	REFUND DUE:
January 8, 2010	Full refund less \$90 processing fee
January 9 - February 12, 2010	50% refund of complete file
February 13, 2010	No refund issued

PRE-CONFERENCE SEMINAR AND CEMO CANCELLATION

Cancellations must be received in writing to the Registrar by February 12, 2010. Cancellations will be refunded less a \$20 processing fee per pre-convention seminar or CEMO Annual Winter Retreat. No refunds will be issued starting on February 13, 2010.

STEP 8: MAKE YOUR HOTEL RESERVATION

To make hotel reservations, contact

Marriott Wardman Park Hotel
(202) 328-2000

Hotel Reservation Deadline – January 8, 2010

RETURN BOTH PAGES TO THE AAHSA REGISTRAR

hotel information



Marriott Wardman Park Hotel

**2660 Woodley Road, NW, Washington, DC
(202) 328-2000**

The Wardman Park Marriott Hotel offers the perfect balance of landmark charm, modern sophistication and a historic setting.

It is 100 yards from the Woodley Park Metro station, connecting you to all of the District's attractions. You are only minutes from the Smithsonian, the White House, Capitol Hill, Kennedy Center for the Performing Arts and the boutiques of Georgetown. The National Zoo and the many cafes on Connecticut Avenue are within easy walking distance.



Make Your Hotel Reservation

[Click here](#) to make your hotel reservations or contact the hotel directly at (202) 328-2000 and ask for the AAHSA room block.

Hotel Rates

Special group rates at the Marriott Wardman Park Hotel for AAHSA attendees are \$269 single/double plus tax. A limited number of rooms have been set aside for the conference and are first-come, first-served, so make your reservation now.

Hotel Reservation Deadline: January 8, 2010.



To ensure availability, the Marriott Wardman Park Hotel must receive your reservation no later than January 8, 2010. After this date, reservations will be accepted based on availability. AAHSA cannot ensure that our conference rate will be available after January 8, 2010.

Hotel Confirmation

Please allow four weeks for the Marriott Wardman Park Hotel to process and send confirmation of your reservation. Review the confirmation, including the cancellation policy, and carefully check all details. If you have questions about your reservation, call the hotel at (202) 328-2000.



Deposit

One night's deposit tax is required for each room reservation. A credit card must be used for this purpose.

Hotel Changes or Cancellations

Please cancel directly with the hotel. To avoid cancellation charges, cancel no later than 10 business days prior to the arrival date.

CEMO

CEMO Annual Winter Retreat

designed exclusively for CEOs of multi-site organizations

February 24 – 25, 2010
Marriott Wardman Park Hotel
Washington, DC

2025



aahsa[®]
creating the future of aging services

Looking Ahead to 2025

Thursday, February 25

8:00 a.m. – 12:00 p.m.

featuring Erik Peterson



Greater connectivity across the world demands broad and diverse perspectives to set a strong course for tomorrow, yet today's leaders have little chance to think beyond their short term priorities and immediate responsibilities. Instant information flows narrow planning horizons closer to the present, while pressures from multiple stakeholders erode prospects for consensus. The result is that it is increasingly difficult for leaders to act in the short term in ways that will yield long-term results.

Join Erik Peterson as he delves into several long-range factors that will dramatically re-shape and influence our world over the next 15 years—including trends in demographics, education, economics and finance, infrastructure and leadership. This offers multi-site aging services providers a unique opportunity to consider their organization against that backdrop and think strategically about the complex challenges and opportunities they will face in the future.

Erik Peterson is senior vice president at the Center for Strategic and International Studies (CSIS) and director of the Global Strategy Institute. He is an expert in geopolitical and country risk assessment, international trade and finance, international business strategy and global strategic planning.

1:00 – 2:00 p.m.

Breaking Down Silos: A Discussion on Bundling

Examine the various types of “bundling” discussed in the health care reform debate and how these can fit into the short and long-term strategic plans of multi-site organizations.

Marsha Greenfield, Senior Legislative Counsel and Barbara Manard, Vice President of Long-Term Care Health Strategies, AAHSA, Washington, DC; AAHSA Members to be Announced

2:15 – 3:15 p.m.

Expanding into Housing with Supportive Services

Explore various models of housing with supportive services and discover the different ways in which multi-site organizations are positioning themselves to expand the services they provide.

Jacqueline Carson, Executive Director, Peter Sanborn Place and Sanborn Homecare, Reading, MA; Nancy Eldridge, Executive Director, Cathedral Square Corporation, South Burlington, VT; William Kelly, President, Stewards of Affordable Housing for the Future, Washington, DC

3:30 – 4:30 p.m.

Accessing Capital in a Difficult Economic Environment

Gain insights into the current financial markets and discuss the programs and changes that are needed to create a more predictable, affordable and immediate access to capital.

Daniel Hermann, Senior Managing Director and Group Head, Ziegler Capital Markets/Senior Living Finance, Chicago, IL; Aaron Rulnick, Executive Vice President; Herbert J. Sims & Co., Potomac, MD, AAHSA Member to be Announced



Schedule at-a-Glance

Wednesday, February 24

6:00 p.m. Welcome Reception

Thursday, February 25

7:00 a.m. Continental Breakfast

8:00 a.m. Keynote Workshop

12:00 p.m. Networking Lunch

1:00 p.m. Featured Sessions

4:30 p.m. Adjourn

Registration Information

The CEMO Annual Winter Retreat registration fee is \$349. [Click here to register.](#)

Hotel Information

The nightly room rate at the Marriott Wardman Park Hotel is \$269. [Click here to make a reservation.](#)

Related Events

The AAHSA Future of Aging Services Conference and the Leadership Summit will be held immediately prior to the CEMO Annual Winter Retreat.

C | E | M | O

Chief Executives of Multi-site Organizations

CEMO was established to address needs specific to CEOs of not-for-profit multi-site organizations within the AAHSA membership, including those with multiple campuses and those with sites in multiple states.

Partners for Success

AAHSA extends heartfelt appreciation to its 2009 Partners for helping to advance the AAHSA mission and supporting the CEMO Winter Retreat.

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