Dear AHCA/NCAL Member:

Please join us for the inaugural AHCA/NCAL Quality Symposium: Inspiring Excellence in Long Term Care! This conference will showcase many journeys toward performance excellence and provide a dynamic forum for exchanging innovative ideas and best practices. No matter where you are in your journey towards excellence in long term care, you will be inspired and enabled to better lead your organization to sustain results that meet and exceed the expectations of those you serve.

Our educational programs are designed to promote learning through the exchange of ideas and networking rather than just listening to experts. Long term care leaders and staff at facility and corporate levels will be able to participate in sessions that run the gamut from quality improvement basics to the innovative practices and tools you need to achieve even greater customer and employee satisfaction and operational effectiveness.

This intense day-and-a-half conference represents real value. AHCA/NCAL National Quality Award recipients and others who have achieved proven results will be sharing the key lessons learned and systems they have developed to achieve and sustain high levels of performance. Attendees can gain additional insights and CEUs by attending the pre-symposium workshop—Leadership Excellence: Exceptional Long Term Care Leadership Self Assessment.

*The Malcolm Baldrige National Quality Improvement Act of 1987 (Public Law 100-107)* notes, “In order to be successful, quality improvement programs must be management-led and customer-oriented, and this may require fundamental changes in the way companies and agencies do business….” We at AHCA/NCAL think that you’re ready for that kind of change.

See you in St. Louis,

Lonnie Bisbano
Chair
AHCA Quality Improvement Committee

Bernie Dana
Chair
AHCA/NCAL Quality Awards Board of Overseers

Pat Giorgio
Chair
NCAL Quality Committee
### Tracks
AHCA/NCAL supports many quality initiatives and approaches for achieving performance excellence. Ultimately, we believe that achieving and sustaining performance excellence requires a systems perspective such as the one developed by the Baldrige National Quality Award program. The learning tracks for the quality symposium have been developed from this framework.

**Leadership Track**
The Leadership Track groups together the categories of leadership, strategic planning, and customer and market focus. These categories are placed together to emphasize the importance of a leadership focus on strategy and customers. The effectiveness of the approaches, deployment, and alignment of these categories is central to achieving and sustaining results. Leaders must also learn from the feedback they get from organizational and process outcomes. Programs in this track will enable you to learn how facilities with demonstrated success are approaching these key categories.

**Results Track**
The Results Track groups together the categories of workforce focus, process management, and results. Your organization’s workforce and key processes accomplish the work of the organization that yields your overall performance results. All actions point toward results achieved through effective and sustainable processes and people. Programs in this track will enable you to learn how facilities with demonstrated success are approaching these key categories.

**Information Systems Track**
Measurement, analysis, and knowledge management are critical to the effective management of your organization and to a fact-based, knowledge-driven systems for improving performance and competitiveness. Measurement, analysis, and knowledge management serve as a foundation for the performance management system. Programs in this track will enable you to learn how facilities with demonstrated success are approaching these key categories.

### Schedule

**THURSDAY**

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<th>Time</th>
<th>Session</th>
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<tr>
<td>8:15am – 10:00am</td>
<td>Welcome and Keynote Address</td>
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<tr>
<td>10:20am – 11:50am</td>
<td>Creating a Customer-Focused Culture</td>
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<td>Managing Transitions: Building Support for Change</td>
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<td>The Drivers of Quality</td>
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<tr>
<td>Noon – 1:30pm</td>
<td>Lunch: Peer-to-Peer Networking and Discussion</td>
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<tr>
<td>1:45pm – 3:15pm</td>
<td>The Power of Listening</td>
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<td></td>
<td>A Strategic Operational Approach to Staff Retention</td>
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<td>Developing Quality Supervisors</td>
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<tr>
<td>3:30pm – 5:00pm</td>
<td>Measuring, Analyzing, and Improving Organizational Performance</td>
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<td>Root Cause Analysis</td>
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<td>Identifying and Improving Process Effectiveness</td>
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**FRIDAY**

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<th>Time</th>
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<tr>
<td>8:30am – 10:00am</td>
<td>AHCA/NCAL Step III Award Recipients Panel Discussion</td>
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<tr>
<td>10:15am – 11:45am</td>
<td>A Starting Point: Understanding the Organization</td>
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<td>Creating Effective Quality Improvement Teams</td>
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<td>Developing Partnerships for Quality</td>
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<tr>
<td>Noon – 1:30pm</td>
<td>Lunch: Peer-to-Peer Networking and Discussion</td>
</tr>
<tr>
<td>1:45pm – 3:15pm</td>
<td>Strategic Planning: Putting the Horse Before the Cart</td>
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<td>Improvement Through a Quality Driven Organizational Model</td>
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<td>Sustaining the Gain</td>
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The key learning outcomes are:

- Explore strategic goals and objectives that demonstrate how quality is embedded in organizational performance.
- Identify and discuss the role of leaders and managers in creating customer-focused quality culture.

1:45pm – 3:15pm
Results Triad — Transition Level
The Power of Listening
Speakers: Mary Tess Crotty, Vice President, Quality Management, Genesis HealthCare, Andover, MA; Susan Misiorski, Director, Organizational Change Initiatives, PHI National, New Boston, NH
The key learning outcomes are:

- Describe the benefits of structured, leveled conversations for employee engagement, such as in learning circles.
- Understand the impact of providing solutions vs. eliciting them.
- Contrast the traditional and coaching approaches to supervision.

Results Triad — Commitment Level
A Strategic Operational Approach to Staff Retention
Speakers: Susan Gilster, PhD, Executive Director, Alois Alzheimer’s Center, Cincinnati, OH; Jennifer Dalessandro, Assistant Administrator, Alois Alzheimer’s Center, Cincinnati, OH
The key learning outcomes are:

- Evaluate the impact of staff turnover on the success of an organization.
- Identify 5 key methods to improve staff retention and satisfaction.
- Create and implement a strategic plan to improve staff retention.

Results Triad — Advanced Level
Developing Quality Supervisors
Speaker: Ira Schoenberger, Senior Administrator, Heritage Hall West, Genesis HealthCare, Agawam, MA
The key learning outcomes are:

- Identify leadership and management potential.
- Develop structured approaches and opportunities to develop management knowledge and skills.
- Utilize evaluation and coaching tools to improve supervisor performance and staff retention.

3:30pm – 5:00pm
Information Triad — Transition Level
Measuring, Analyzing, and Improving Organizational Performance
Speaker: Steven Littlehale, Executive Vice President Healthcare and Chief Clinical Officer, PointRight, Inc. Lexington, MA
The key learning outcomes are:

- Understand the various types of available data and recognize their inherent value and limitations.
- Describe how to use data analytics to best understand and construct performance measures for strategic objectives and quality improvement.
- Translate didactic and case study into an action plan for the facility.

Information Triad — Commitment Level
Root Cause Analysis
Speakers: Beth Irtz, Associate Executive Director, Wind Crest/Erickson Retirement Communities, Highlands Ranch, CO; Craig Erickson, Executive Director, Wind Crest/ Erickson Retirement Communities, Highlands Ranch, CO
The key learning outcomes are:

- Understand the importance of a systematic approach to analyzing problems with a focus on prevention.
- Recognize the difference between symptoms, apparent causes and root causes of problems.
- Explain when to use informal and formal root cause analysis techniques.
- Identify and evaluate solutions.
The key learning outcomes are:

- Identify core competencies and key work processes in long term care.
- Explain how work processes are designed, managed, and improved to deliver customer and organizational value.
- Recognize how to develop and analyze operational performance measurements and outcomes that track daily operations.

Friday, February 6, 2009

8:30am – 10:00am

General Session

AHCA/NCAL Step III Award Recipients Panel Discussion

Moderator: Bernie Dana, LTC Management Consultant, Assistant Professor of Business, Evangel University, Springfield, MO

Speakers: Invited Step III Facility Administrators and CEOs

The key learning outcomes are:

- Identify key factors that contribute to a shift in quality performance.
- Describe effective decision processes that support quality change.
- Explain methods for achieving commitment and alignment throughout the organization.
- Explain how Step III award recipients view the customer, staff, competition, and community.
- Identify primary factors that contribute to sustainability of performance excellence.

10:15am – 11:45am

Leadership Triad — Transition Level

A Starting Point: Understanding the Organization

Speaker: Joanne Ryan, Administrator, Orchards at Bartley, Jackson, New Jersey

The key learning outcomes are:

- Demonstrate how to use the Baldrige criteria to properly develop an organizational profile.
- Identify the barriers to gathering data and information important to the profile that moves you past guesses and assumptions.
- Develop a process to recognize and begin addressing key challenges related to organizational stability.

12:00pm – 1:30pm

General Session with Lunch

Culture Change Perspectives

Speaker: Bonnie Kantor, Executive Director, The Pioneer Network, Rochester, NY

The key learning outcomes are:

- Learn about the current status of the Culture Change movement in the United States.
- Gain insight as to how the long term care profession will benefit from the implementation of culture change initiatives.
- Reflect on the ways in which quality of care and cost efficiencies are linked at the operational level.

1:45pm – 3:15pm

Leadership Triad — Commitment Level

Improvement through a Quality Driven Organizational Model

Speakers: Susan Gilster, PhD, Executive Director, Alois Alzheimer’s Center, Cincinnati, OH; Jennifer Dalessandro, Assistant Administrator, Alois Alzheimer’s Center, Cincinnati, OH

The key learning outcomes are:

- Recognize three key stages of transition.
- Assess your organization’s transition readiness.
- Review and discuss the leader’s role in facilitating and guiding change.

3:15pm – 4:45pm

Professional Development Sessions

Sustaining the Gain

Speaker: Jon Frantsvog, Administrator/CEO, St. Benedict’s Health Center & Benedict Court, Dickinson, ND

The key learning outcomes are:

- Understand the importance of developing effective partnerships for quality improvement.
- Explain the key factors used in selecting the medical director and other quality partners.
- Identify processes and tools that are essential to developing partnerships.

5:00pm – 6:15pm

Networking Reception
Leadership Matters. This is not new news. What we have long felt to be true, we know is true. There is a powerful correlation between strong, supportive leadership and workforce satisfaction, which in turn drives consumer satisfaction. Quality improvement initiatives are dependent upon strong leaders who foster a culture of excellence and influence all aspects of organizational outcomes, including information systems, human resources, clinical systems, operations and environmental design.

Join the movement to support and recognize leadership in long term care by attending Leadership Excellence: The Exceptional Long Term Care Leader Self Assessment System. This pre-symposium workshop focuses on the assessment of the specific leadership roles and competencies essential to leaders in long term care working in skilled nursing, assisted living and residential care facilities for the developmentally disabled. The full-day workshop provides the opportunity for leaders to benchmark their leadership skill proficiency and to design a personal action-plan to enhance their leadership abilities.

Attendee Benefits
The workshop establishes “universal requirements” for leadership and guides long term care leaders to identify what it takes to be a strong leader.
• Comprehensive understanding of leadership in long term care;
• Objective validation and recognition of leadership performance;
• Increased confidence and job satisfaction;
• Enhanced relationships with staff, residents and families;
• Tools to guide targeted leadership development.
• 6 CEUs

* The pre-symposium workshop requires an additional registration fee of $75.
Registration Information

Register only one person per form. Please type or print legibly. Keep a copy for your records.

Full Name ____________________________________________
Nickname for Badge ______________________ Title ____________________________
Organization Name ____________________________________________
Organization Address ____________________________________________
City ____________________________ State ______ Zip Code ___________
Telephone ________________________ Fax ____________________________
E-mail ____________________________
Contact Name (if different from Registrant) ____________________________

Special Accommodations:
Do you require any special accommodations?
○ Yes
○ No
If so, please specify ____________________________________________

Tell Us About Yourself

1. Your position: Check only one.
○ Facility Owner/CEO
○ Administrator/Assistant Administrator
○ Corporate Staff
○ Medical Director/Doctor
○ Director of Nursing
○ State Affiliate Staff
○ Other ____________________________

2. Type of Facility: Check all that apply.
○ Nursing Facility
○ Assisted Living/Residential Care
○ Nursing Facility and Assisted Living Facility
○ Sub-acute Care
○ IDD Residential/ICF/MR
○ Continuing Care Retirement Community
○ Other ____________________________

3. Has your facility received an AHCA/NCAL quality award?
○ Yes
○ No

4. Will your facility be applying for an AHCA/NCAL quality award in 2009?
○ Yes
○ No

Registration Type

Advanced Registration (Postmarked by 1/21/09)
All registrations received after this date will be processed on-site
○ AHCA/NCAL Member: $275.00
○ Non-Member: $375.00
○ Pre-Symposium Workshop: $75.00

Total: ____________________________

Payment Options

Registrations without payment will NOT be processed.
○ Check Enclosed (Payable in U.S. Dollars to American Health Care Association)

Please charge my:
○ American Express ○ Visa ○ MasterCard

Account Number ____________________________
Exp. Date ____________________________

Name As it Appears on Card (please print) ____________________________
Signature of Cardholder ____________________________

Billing Address (If different from organization address)
________________________________________________________
City ____________________________ State ______ Zip Code ___________

Online: www.ahcanecal.org/events/qualitysymposium/
Fax: 202-898-6302 (credit card only)

Mail registration and payment to:
AHCA/NCAL Registration Office
1201 L Street, NW
Washington, DC 20005

Registrations without payment will not be processed.
General Information

Registration Fee
Member rate is $275 and non-member rate is $375. The registration deadline is January 21, 2009. Registration includes breakfast and lunch on both days, and networking receptions.

Special Opportunity
Boost your CEU total by attending the Leadership Excellence Pre-Symposium Workshop from 8am - 4pm on Wednesday, February 4th for an additional cost of $75. Six CEUs are available for this workshop. The registration fee includes lunch and refreshments.

Registration Payment
Payment for the conference can be made by U.S. Check, American Express, Visa or MasterCard and must be submitted with your registration form. AHCA/NCAL will not process your registration without full payment.

To avoid duplicate charges to your credit card, DO NOT mail a copy of your registration form once it has been faxed. Conference registration confirmations will be e-mailed to you within 30 days of receipt.

Substitutions
Substitutions will be allowed up to two days prior to the conference. Conference registration changes and/or substitutions must be made in writing via fax to 202-898-6302, or e-mailed to meetings@ahca.org.

Cancellations/Refunds
Cancellations received on or before January 21, 2009 will be refunded minus a $55.00 administration fee. Any change or cancellation must be made in writing and faxed to 202-898-6302, or e-mailed to meetings@ahca.org. Refunds will not be issued after the cancellation deadline. Refunds will be processed within 30 days following the end of the conference. Refunds or credits will not be issued for no-shows.

Hotel Information
Renaissance St. Louis Grand
800 Washington Ave.
St Louis, MO 63101
314-621-9600
www.marriott.com

Make Your Reservations Early!
To make your hotel reservations, call the Renaissance St. Louis Grand at 800-397-1282 or directly at 314-621-9600.

Please note a limited block of rooms has been set aside for this conference.

Room Rates/Taxes
Take advantage of the special AHCA/NCAL group rate of $119.00 per night single or double occupancy plus appropriate tax and service charges. This rate will be extended for three days - prior to and after the conference dates based on hotel availability. Reservations must be made by January 11, 2009. Reservation requests made after this hotel deadline will be based on availability at the prevailing rate determined by the hotel. The hotel requires a first night deposit of room and tax to guarantee accommodations. For more information on the Renaissance St. Louis Grand visit www.ahcancal.org/events/qualitysymposium/ and click on “Hotel Information.”

Continuing Education Units (CEUs)
AHCA/NCAL has requested 12.5 hours of continuing education units for nursing home administrators, assisted living administrators, and nurses. Individuals seeking approval for all other professional licensures must file independently and should contact professional development staff for the materials needed. An additional six hours of continuing education units can be earned by attending the Leadership Excellence Pre-Symposium Workshop.

Attire
Business-casual attire is suitable for all meetings, sessions and receptions.

Questions
Online: Visit www.ahcancal.org/events/qualitysymposium/
E-mail: meetings@ahca.org
Phone: 202-842-4444