

SESSION 1, TUES. JUNE 19TH ~ 8:30 - 9:30 AM

Confronting Mental Health Needs in Senior Care

Pamela Kaufmann, Partner, Hanson Bridgett LLP and Elizabeth Landsverk, Owner, ElderConsult Geriatric Medicine

In this highly interactive session led by a seasoned senior care attorney and an experienced geriatrician, learn to identify the unmet needs of residents with mental health or cognitive challenges; consider the vulnerability of this population to eviction, financial abuse, adverse drug interactions, and untreated pain; review the critical need for mental health assessment and determination of competency; candidly discuss the role of antipsychotic drugs in caring for residents with mental health needs; and help care providers balance their legal risks with their responsibility to provide effective care to residents.

FOCUS: Care and Services

ACTION! From Paper Vision to Opening Day Party

Leslie Moldow, Principal, Perkins Eastman Architects, DPC and Paul Aigner, Vice President of Development, Transforming Age

In 2016, Transforming Age undertook a master plan of all of its communities and determined how to allocate investments and direct change to maximize the benefit for the communities' residents, market expectations and financial return. All that was on paper.

This presentation reviews the next steps in the process of taking the plans and making the projects real. We will share through case studies lessons learned while bringing two projects to fruition. We will explore the importance of including the current residents, existing conditions, gauging the markets, meeting the proforma budgets, getting the projects built and throwing the party. responsibility to provide effective care to residents.

FOCUS: Design & Project Management

SESSION 1, TUES. JUNE 19TH ~ 8:30 - 9:30 AM

Preparing for the Next Generation of Senior Living Consumers

Jackie Stone, Vice President Sales Consulting and Derek Dunham, Vice President of Client Services, Varsity

Senior living is experiencing a big shift in consumer preferences. Many of the services, amenities, contracts and policies that were acceptable to previous generations will not meet Baby Boomer expectations and demands. To appeal to Boomers, we must reposition our offerings to connect with what they value, and market to them differently than what has traditionally worked in the past. This session will delve into the values, preferences, and expectations of Boomers; the media vehicles that will reach them; and the messaging that will be compelling in order to generate interest in your community.

FOCUS: Marketing, Philanthropy & PR

Providing Overall Energy Management & Sustainability Project Design and Implementation Solutions; Improving Outcomes and Lowering Costs.

Steven Wagman, National Healthcare Business Leader, Siemens Industry

The healthcare industry consumes significant amounts of energy; the 2nd highest energy intensity of any industry. The high energy consumption is largely due to the use of energy-intensive and specialized medical equipment, as well as extended hours of operation. The healthcare industry is also responsible for 8% of greenhouse gas emissions in the U.S. Healthcare facilities consume 4% of the total energy consumed in the U.S., and hospitals are 2.5X more energy intensive than the average commercial building.

We will explore strategies that reduce energy consumption, address deferred maintenance, using the savings to fund infrastructure improvements and support sustainability efforts.

FOCUS: Finance

SESSION 1, TUES. JUNE 19TH ~ 8:30 - 9:30 AM

Improving Employee Recruitment and Retention Rates in Nursing Homes - SHIFT HAPPENS with Action

Aaron Fader, CEO, Serrano Medical Solutions Inc.

The challenges of recruiting/retaining nurses is daunting. SHIFT HAPPENS only with action! To improve retention rates, address all exposure to injury and illness in nursing homes. Nurses in school, are still being trained to crush pills manually. It is 2018, a manual pill crusher is nothing more than an upgraded mortar and pestle. Hardly something to excite nurses to continue their higher education. Manual pill crushers are certainly not a recruitment tool, nor a retention enhancer! They create long-term disability payments, increasing insurance rates as well as costly clogged feeding tubes. It is 2018, SHIFT HAPPENS only with action. Automate!

FOCUS: HR/Workforce, Well & Life Enrichment, Management & Operations, Technology & Innovation

New Frontiers for Providers- The Heightened Role of Non-Traditional Services and Impact on the Future Consumer

Cathy Schweiger, Director and James Munn, Manager, CliftonLarsonAllen

As part of an organization's future strategy creation, non-traditional service lines offer endless opportunities for diversification and development of new models and delivery approaches. The importance of consumer choice and person-centered service will also be highlighted as we explore ways to care for older adults distinct from housing solutions.

FOCUS: Care and Services, Partnership & Collaboration

SESSION 2, TUES. JUNE 19TH ~ 11:00 AM - 12:30 PM

Managing Data Trends in 2018

Craig Bettles, Project Manager, Consonus Healthcare

Data is becoming a growing part of the skilled nursing landscape. At the macro level, occupancy is dropping across the board creating more competition for nursing homes. At the same time, Centers for Medicare and Medicaid Services (CMS) is instituting readmission penalties for SNFs. The presenter will explore data trends that will drive management of SNFs for 2018 and beyond. The presentation will provide details about methods used by CMS to calculate important quality measures such as readmissions. Attendees will learn the basic calculations and the underlying logic behind how the measures are constructed. Attendees will be able to start a dialogue with their healthcare partners.

FOCUS: Technology & Innovation

Me, Myself and I - Developing the "I" Care Plan for Your Resident

Kathleen Weissberg, Education Director, Select Rehabilitation

This session introduces participants to the I Care Plan; a person-centered approach to care. The differences between medically based care plans and person-centered plans are reviewed and examples of an I Care Plan are offered. The steps to developing the person-centered care plan are reviewed including exploratory questions to uncover personal preferences. The care plan meeting is discussed including roles of participants and adjusting the meeting from the "traditional" to something that is person-directed. Finally, the issue of risk is explored. To address risk, the 6 steps of the Care Planning for Resident Choice process will be reviewed.

FOCUS: Care and Services

SESSION 2, TUES. JUNE 19TH ~ 11:00 AM - 12:30 PM

Hot Topics in Senior Living

Sarkis Garabedian, Director, Ziegler and Leslie Moldow, FAIA, LEED AP - Principal, Perkins Eastman

This session will address the influencers in the industry leading from – competitive pressures, healthcare reform, shifting market expectations, technology integration, construction and redevelopment, and finance among others. We will share the top 10 trends that are being integrated into successful forward-planning communities that acknowledge these current industry influencers. We will also feature national trend data identifying growth strategies among the LeadingAge Ziegler 150, consumer trends, financing trends, sponsorship transition activity, and other pertinent data. Finally, we will illustrate, through case studies, how existing communities are integrating strategies to stay competitive and profitable with a vision of how they can transition to be relevant for the next 20 years.

FOCUS: FINANCE, DESIGN

Culture of Philanthropy – Assessing the Culture In Your Organization

Karen Rotko-Wynn, Executive Vice President & West Division Manager

Creating a culture of philanthropy in any community is distinct from fundraising as an operation or function. Learn how to create a philanthropic culture and how it will increase your ability to attract donations for your community. Whether you currently have a program in place or are just starting to build your fundraising, you will learn how to assess the culture at your organization and how to take the necessary steps to increase the level of engagement throughout your community. A self-assessment tool will be provided as well as easy take-aways about how to build your philanthropic culture.

FOCUS: Philanthropy

SESSION 2, TUES. JUNE 19TH ~ 11:00 AM - 12:30 PM

The Upside of Conflict: How to Have Good, Difficult Conversations

Patricia Hughes, Owner, Trillium Leadership Consulting

As organizations strive to achieve their goals, they often meet challenges, which can easily leave room for conflict between employees, residents, and other parties involved. While “conflict” often has a negative connotation, the effects of conflict can have an upside. This workshop will demonstrate both sides of conflict and teach a template for having difficult conversations that yield positive results. Patricia Hughes is an enthusiastic leadership educator with 25 years experience, and has worked with over 100 organizations on human resource, teaming and leadership challenges. Her professional motto is: “do good work, have fun, and make a difference.”

FOCUS: HR/Workforce, Partnership & Collaboration

How to Utilize Digital Marketing to Engage and Recruit Supporters

Seth Anthony, Communications Manager, Varsity and Luci Klebar, Director of Sales and Marketing, Saint John's On The Lake

Nonprofit organizations have realized the power of digital marketing/social media for engaging their supporters and finding new volunteers and donors. With shrinking budgets and an extremely crowded marketplace, it has become increasingly difficult to reach desired audiences. However, there are effective, inexpensive methods that LeadingAge WA members can use to increase engagement and share their missions with even-larger audiences. Through an interactive lecture and demonstrations, attendees will participate in constructing a digital marketing campaign, from start to finish, learning actionable lessons that they can use the day they return from the conference.

FOCUS: Marketing, Philanthropy & PR, Technology & Innovation

SESSION 3, WED. JUNE 20TH ~ 10:45AM - 12:15 PM

Leadership In IT: Who Is Your Information Chief of Corporate Vision, Technology and the State of Your Industry?

Alan Tacy, vCIO and Cheri Carr, Senior Account Manager, BlackPoint IT Services

Successful IT leaders quite simply recognize the importance of technology and its effect on ROI. Even greater IT leaders understand the business, their industry, and foster a strong partnership between IT and business stakeholders. Who's your IT leader?

FOCUS: Leadership & Strategy

Grow Life & Purpose Indoors

Kizzie Funkhouser, VP of Operations, ElderGrow; Dr. Thomas Wert, Retired, Columbia Lutheran

Horticultural and nature therapies are gaining ground in senior care environments as natural approaches to health and healing. Over 200 evidence-based studies in healthcare settings demonstrate a significant link between these therapies with healing that can reduce medication and healthcare costs, while giving residents new purpose. This presentation will show you how to make an immediate impact at your community with easy, affordable actions that will create a healthier environment for residents as well as staff. You'll learn about scientifically-proven benefits behind nature and garden therapy, how to make easy steps such as air purification with plants, how to grow herbs indoors, and other alternative therapies that you can incorporate at your community.

FOCUS: Well & Life Enrichment

SESSION 3, WED. JUNE 20TH ~ 10:45AM - 12:15 PM

Culture Starts at the Bottom!

**Torsten Hirche, President/CEO, Transforming Age and
Sara McVey, CEO, Horizon House**

Sara will share how, after 58 years, Horizon House faced the need to innovate and improve. How do you convince long-time team members that change is necessary to stay relevant? Explore how to take an introspective look at values, evaluate bench strength, eliminate naysayers, and get residents onboard. Torsten will detail how focusing on people and culture has transformed the once-stagnant organization into an expanding national player and an employer of choice. Learn how culture change starts at the bottom.

**FOCUS: Care and Services, Leadership & Strategy,
Management & Operations**

What Prospects Say They Really, Really Want

**Ann Vey, Sales and Marketing Director, The Hearthstone; DeAnne Clune, Senior
Living Consultant, 3rdThird Marketing**

As a new generation of consumers become age-qualified for senior living options, what aspects are most important to them? Instead of guessing, it's important to ask our prospective target audience what kind of features, amenities and programs are of greatest interest to them. This session will share the results of one community's consumer survey and how this information may apply to your own communities. The findings may surprise and inspire you!

FOCUS: Marketing, Philanthropy & PR

SESSION 3, WED. JUNE 20TH ~ 10:45AM - 12:15 PM

Improving Your Organization through Benchmarking

Daren Bell, Senior Vice President, Ziegler and Dan Frein, Principal, CPA,
CliftonLarsonAllen

This session will address the increasing operational pressures Life Plan Communities are faced with in the current regulatory, labor and competitive environments. We will discuss how the effective use of operational benchmarks and understanding of macro level drivers can help management maximize profitability and the long-term success of their organization.

FOCUS: Finance

Enhance Care Coordination and Strategic Priorities by Leveraging Rehabilitation Services through Care Transition Processes

Ron Scharff, Assistant Vice President, Research, RehabCare

Promote and protect rehabilitation services as an essential health insurance benefit in the face of changing state and federal coverage guidelines.

FOCUS: Financial Management, Leadership & Strategy, Management & Operations, Partnership & Collaboration

SESSION 4, WED. JUNE 20TH ~ 1:45 - 2:45 PM

Realizing Legacy Through Planned Giving

William McMorran, Sr. Partner and Mary Bohmke, Sr. Consultant, Green Oak Consulting Group

When donors make planned gifts, they are realizing their legacy -- bringing to life through a gift, the values and visions that have been important to them. Communities must nurture legacy planning and strategically focus on critical planned giving tools to support an effective program. To do so, requires a radical re-thinking and re-understanding of traditional planned giving models. Retirement communities have unique opportunities to nurture life review in the context of creating a legacy. This session will demonstrate how all communities can create a meaningful legacy process for their critical audiences in order to nurture significant planned gifts.

FOCUS: Marketing, Philanthropy & PR

Converting “Transfer Trauma” to Great Experience - Unique Partnerships Make the Last Years the Best Years

Katherine Post, Marketing and Community Relations Director, Amy Bliss, Wellness Director, Fred Lind Manor and Nicey Hilton, Home Care Liaison, Home Care Assistance

With eldercare housing turnover averaging 30% each year, new residents frequently experience Relocation Stress Syndrome (RSS), also known as “Transfer Trauma”, during the move - exhaustion, sleep disturbances, anxiety, depression and disorientation. These symptoms, coupled with mild cognitive impairment, poor physical health, frailty, and lack of a support system, can lead to increased falls, undesirable weight loss and self-care deficits. The stress of RSS also touches loved ones, existing community residents and staff. Nicey Hilton and Katherine Post will outline the process, tools and learnings to date of their innovative private/nonprofit collaboration, converting RSS to a great move-in experience.

FOCUS: Partnership & Collaboration

SESSION 4, WED. JUNE 20TH ~ 1:45 - 2:45 PM

Escaping the Home: A Brand for the Future

Kathleen Deakins, President, JayRay; Christine Tremain, Vice President of Marketing & Development, Wesley

Wesley Homes' tired brand was out of step with its compelling growth strategy, with a 15-year-old logo and dated colors. The naming structure made it difficult to add new community locations. Yet sentiment was strong that the organization's heritage and mission remain forefront. Over six months, a team of residents, staff and volunteers reviewed research and evaluated options. The team recommended a new name, messaging and logo. Wesley launched the new brand in January. Find out how Wesley worked with the brand team, managed the branding process and rolled out changes. The session will include lessons five months after launch.

FOCUS: Marketing, Philanthropy & PR

2018 Labor and Employment Update for Long Term Care and Senior Living Providers

Krista Hardwick, Shareholder, Lane Powell PC

In the face of rapidly evolving labor and employment laws on the federal, state and local levels, it can be a challenge for long-term care providers to keep up to date. This presentation will provide an update of the new labor and employment laws that apply to Washington's long-term care providers for 2018, including paid sick leave, paid family and medical leave, pregnancy accommodations, and more.

FOCUS: HR/Workforce

SESSION 4, WED. JUNE 20TH ~ 1:45 - 2:45 PM

**The Power of Purpose in Memory Care Design:
Lessons Learned from North Ridge**

**John Shoesmith, Principal, Shoesmith Cox Architects; R. Kevin McFeely, President/
CEO, Tacoma Lutheran Retirement Community**

North Ridge was designed as a 14-resident small house addition to the assisted living building at Tacoma Lutheran Retirement Community. Recognized as a Merit award winner by the American Institute of Architect's / LeadingAge Design for Aging Review, the project includes many innovative features in memory care design. In this session, we will learn from Tacoma Lutheran about their goals for the project, explore the innovative building design features in response to these goals, discuss what is working after two years of occupancy, and examine what could be done to improve the environment to better support residents and staff.

FOCUS: Design & Project Management

Perspective: Health Care Reform

Phil Dyer, Senior Vice President, Healthcare Management Services, USI

If you think that you know about healthcare reform efforts, this will certainly provide perspective. The history of American health care reform is varied and forgotten. Does history provide clues to the future?

FOCUS: Management & Operations, Public Policy & Legal issues

SESSION 5, WED. JUNE 20TH ~ 3:00 - 4:00 PM

The Surprising Way To Boost Workforce and Philanthropy Initiatives

DeAnne Clune, Consultant, 3rdThird Marketing; Mary Bohmke, Senior Consultant, Green Oak Consulting, Jean Wong, HR Manager, Kin On

Two of the most common challenges for non-profit senior living organizations are workforce development and enhancing philanthropic giving programs. As the dynamic of changing demographics, cultural revolution, and technological evolution creates an unprecedented impact on the way we do business – it is important to explore alternative solutions. This session combines experts in human resources, philanthropy and communications and features real life examples of the positive ways these challenges are being met.

FOCUS: Marketing, Philanthropy & PR

The Nuts and Bolts of Increasing Patient Self-Management Skills in Skilled Nursing

JoLynn Munro, Vice President of Operations, Infinity Rehab

Patient Self Management is a critical component of delivering high quality outcomes in a value based reimbursement model. Engaged patients have reduced hospital readmissions and an overall lower cost of care. This session will focus on a pilot program designed to improve patients' skills in self-management by embedding critical behaviors into the daily routine. We will discuss how we measured patient engagement and how we operationalized a set of concrete clinical behaviors associated with improved patient activation. We will share perceptions of the clinicians and barriers we encountered.

FOCUS: Care and Services

SESSION 5, WED. JUNE 20TH ~ 3:00 - 4:00 PM

Create a Balanced, Data Driven Life-Enrichment Program

Amy Johnson, Co-Founder/President, LifeLoop

An interactive session with Amy Johnson, that provides eager learners crucial information, tips and the tools to implement the right technology systems in their community. She will demonstrate how analyzing engagement statistics and community data increases residents' quality of life and show how by integrating innovative technology, a community will increase communication with residents, families and staff.

FOCUS: Technology & Innovation

Medicare Regulatory Update - Getting the RUG Pulled Out From Under Us (or is it?)

Paul Holden, Senior Manager, Moss Adams LLP

This update will include an overview of the FFY2019 Skilled Nursing Facility Prospective Payment System (PPS) Proposed Rule and key considerations for the coming year - including the impact of other Federal Legislative topics. This update will also review the Office of Inspector General's (OIG) 2018 Work Plan as it relates to long term care providers.

The session will review in detail the changes proposed by CMS to transition from the Resource Utilization Grouping reimbursement methodology to the Resident Classification System. In addition, the presentation will include claims analysis and other benchmarks useful in strategic planning for Skilled Nursing providers.

FOCUS: Care and Services

SESSION 5, WED. JUNE 20TH ~ 3:00 - 4:00 PM

The Importance of Data Management in Winning the Market Shift from Volume to Value

**Mike Smith, Vice President/Advisory Services and Geoff Morris, Director/Advisory Services,
Stratus Interoperable**

Using Data to Predict the Future. It's a "Fireside Chat" to discuss how comprehensive data management and advanced analytics tools will enable LTPAC Providers to restructure their organizations and meet the challenges of value-based health.

Let's discuss: how the new paradigm of shared risk / responsibility will require data aggregation and business alignment unachievable without integrated, centrally accessible and exchangeable data; how building a usable and scalable data infrastructure will enable better financial and strategic planning, enhanced care delivery, reduced costs, stronger payer/partner relationships and organizational transformation; data challenges and rationale for implementing innovative data management and analytics technology; where they are in their technology implementations; how their project has impacted or is impacting data access and usability; how they believe the technology will facilitate their transition to value-based health.

FOCUS: Technology & Innovation

Leadership for a New Age to Deliver Exceptional Service

**James Hoevertsz, Executive VP of Hospitality and Shiloh Wood,
Vice President of Operations, Lenity Management**

This workshop will help you understand the real meaning of the "leadership role" and how it impacts others in the organization. It will give you the skills needed as a leader to spur innovation in your team and provide exceptional service while working and understanding a new generation. During the workshop, attendees will have the opportunity to participate in brainstorming role play to solve scenarios common to CCRC's and ask questions. Attendees will be able to participate in activities that demonstrate proper leadership skills and decision making that will promote innovation and excellence.

FOCUS: Leadership & Strategy, Management & Operations Partnership & Collaboration

SESSION 6, THUR. JUNE 21ST ~ 9:45 - 10:45 AM

Accounting Update for Long-term Care Organizations

Joelle Pulver, Partner and John Feneis, Senior Manager, Moss Adams LLP

This session will provide an overview of the accounting guidance updates that are relevant to long-term care organizations that are effective in the coming fiscal year. We will highlight areas of change in financial reporting for not-for-profit entities, revenue recognition, lease accounting, changes in cash flow statements, revenue recognition for contracts – especially on CCRC entrance fees.

FOCUS: Financial Management

Disaster-Improv: Problem Solving Under Pressure (Part 1 of 2)

Dan Diamond MD, Principal, NogginStorm, LLC

Ok, having the right mindset is game-changing, but how do you make a difference when you go back to work next week? This roll-up-your-sleeves workshop will dive into some of the strategies that the CIA uses for problem-solving and you will come away with a practical tool that you can teach to your leaders so they will become better problem solvers. Dr. Dan Diamond will teach you the strategies that he uses in high-stress disasters when the infrastructure has vaporized and the results matter.

FOCUS: Leadership

SESSION 6, THUR. JUNE 21ST ~ 9:45 - 10:45 AM

Workforce 360: Tackling Staffing Challenges with Modern Engagement Practices

Peter Corless, Executive Vice President, OnShift

From bedside to boardroom, senior care communities are challenged with the need to attract, retain and develop their team members. In an increasingly competitive talent market challenged by caregiver shortages, high turnover and an aging population with more sophisticated care needs, providers must rethink their workforce strategies. That means evolving recruiting, engagement and retention tactics to attract and develop talent. Attend this interactive session for a 360-degree workforce discussion. Get insights into the key workforce issues facing senior care executives, community leaders and front-line staff members and learn how they are addressing them.

FOCUS: HR/Workforce

Onboarding Residents During Renovation: How to Engage Prospective Residents & Generate Excitement Before & During Construction

Karen Pfeiffer Bush, Owner/General Manager, Studio 65, Inspired Senior Living Design

How to Control the Chaos of Showing & Selling During Construction While Engaging Incoming Residents in the Design Process. When prospective residents learn that a community is planning or in the midst of renovation, there is often a hesitancy to sign on knowing that construction and some sense of disruption to everyday living is inevitable. This presentation will address the inevitable challenges to daily operations during construction as well as address the tools and resources available for illustrating and demonstrating the eventual outcome of renovation whether it be to individual unit, public spaces or entire communities. Detailed and data rich visuals including design elevations, standards boards, scheduling tools, timelines and time and cost budget outcomes will be used to demonstrate successes and provide the basis of system development for community managers.

FOCUS: Design & Project Management

SESSION 6, THUR. JUNE 21ST ~ 9:45 - 10:45 AM

Words Matter: The Psychology of Language Regarding Older Adults

Kristen Crawford, Marketing Director, Transforming Age

Seniors or older adults are not “the other” – they are us. How this segment of the population is portrayed is directly influenced by the words that we use to describe them. But when we see ourselves as “the old people,” the call to action becomes much more real. We don’t like to put limits on ourselves, so why should we put limits on ourselves in 20, 30, 40 or 50 years? This session will expose how language can create a positive image of those who have lived longer than us and can therefore offer rich contributions to society.

FOCUS: HR/Workforce, Marketing, Philanthropy & PR

SESSION 7, THUR. JUNE 21ST ~ 11:00 - NOON

A Culinary Revolution: Addressing the Needs for the NextGen Consumer

Andrew Gordon, Executive Director Resident Services, Rockwood Retirement Community and Leslie Moldow, Principal, Perkins Eastman

Today's senior living providers are facing a culinary revolution. A Life Plan Community can no longer dictate products, services, and rules, or address change with a simple refresh of finishes or dining environment.

What are the culinary expectations of today's consumer? How can you position your community to meet their needs and those of the next generation consumer? Our session will address planning, programming, and design to meet the expectations of the next generation. What are the next, nexts in the culinary world, and how to address it in our Life Plan Communities.

FOCUS: Design & Project Management, Management & Operations

MAC's in Skilled Nursing Experiences and Academic Data to Support Their Use in WA State

Keith Fauerso, Executive Director, Cheney Care Center; Neva Crogan, Nursing Professor, Gonzaga University; Scott Kruse, Owner, Healthcare Training Center

Join the many facilities across WA that have implemented MAC's (Medication Assistant Certified) as a part of your nursing staffing model for improved care, lowering staffing costs, and providing a career ladder for long term NAC's ! It is a win, win, win!

FOCUS: Care and Services, Financial Management, HR/Workforce, Management & Operations

SESSION 7, THUR. JUNE 21ST ~ 11:00 - NOON

Insider Perspectives on Interior Design Strategies for Marketing Success

Lisa Warnock, Senior Interior Designer and Lisa Sneddon, Interior Designer,
LRS Architects

Join the speakers for a conversation about design decisions that affect marketing and community perception. Lisa Sneddon brings an operators perspective to the discussion and Lisa Warnock has worked for 18 years in Senior Living interior design. The two Lisa's now enjoy working side by side at LRS Architects. Topics covered will include: insights on easy to implement ideas that affect the overall feel of a community; creating a great first impression; circadian lighting and how it could benefit your staff and residents; and the importance of conveying the design intent to those that will be marketing the community.

**FOCUS: Design & Project Management, Management & Operations,
Marketing, Philanthropy & PR**

Disaster-Improv: Problem Solving Under Pressure (Part 2 of 2)

Dan Diamond MD, Principal, NogginStorm, LLC

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FOCUS: Leadership