

14th Annual Program
1995 - 2009

Preparing the New LTC DON for a Successful Future

April 6, 7, 8 • May 5, 6, 7
June 9, 10, 11 • July 28, 29, 30
August 26, 27, 28

Sponsored by:



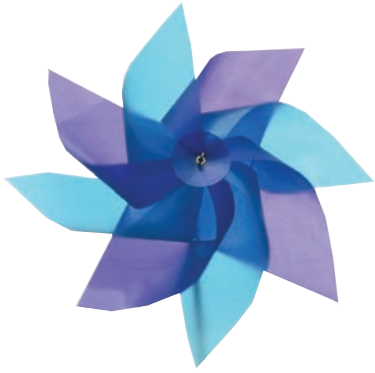
**Aging Services
of Minnesota**

LEADING CHANGE ■ CHANGING LIVES

in partnership with the

MHHA
SERVICE
CORPORATION

About the Aging Services of Minnesota's "Preparing the New DON for a Successful Future" Series



This educational program series is designed to prepare the professional nurse for the position and role as the Director of Nursing and nursing leadership with the knowledge, skills, information and resources needed to meet the rigorous demands of the position; to increase the likelihood of success in it; and to benefit the professional, the employees, the LTC organization and ultimately the quality of care and lives of residents. In order to build this strong foundation of professional leadership and management practice, this program is designed to be attended in its entirety – through all five sessions. Individuals participating in the whole series will receive a special certificate of completion.

Nursing leaders and Directors of Nursing with some experience are welcome and encouraged to attend individual sessions or the whole series because of the benefits derived from this professional development experience.

NOTE: Evening popcorn and refreshment chats and networking occur every evening at the St. Francis Retreat Center.

Series Overview

Session #1: April 6, 7 8	The Role of the Director of Nursing
Session #2: May 5, 6, 7	Financial and Human Resource Management
Session #3: June 9, 10, 11	External Requirements and Expectations
Session #4: July 28, 29, 30	Management and Leadership Skills for Nursing Leadership
Session #5: August 26, 27, 28	Adapting Today's Professional Practice and Organizational Structures for Tomorrow's Residents and Employees

Meeting Sites

Sessions #1, #2, #4, #5
St. Francis Retreat Center
116 Eight Avenue S.E.
Little Falls, Minnesota
320.632.2981

Session #3 (only)
Radisson Roseville
2540 Cleveland Avenue North
Roseville, MN 55113
651.636.4567



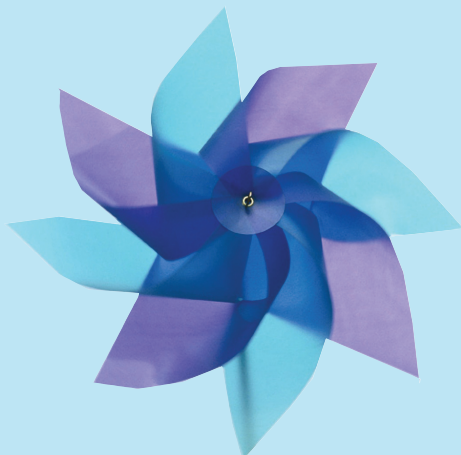
Session #1 - April 6 - 8, 2009

The Role of the Director of Nursing

Moving into the role of director or nursing leadership from other nursing positions within the long term care organization requires a different set of skills, knowledge and mindset – that of a leader. This first program in the series of five is specifically designed to prepare the new nursing leader to take on and understand the responsibilities of the key leadership role of Director of Nursing (DON) by exploring the scope of this position. Essential topic areas to be highlighted include the role of the DON and what the LTC DON needs to know about Minnesota's Nurse Practice Act, evaluating the foundational elements of the nursing department and the responsibility for the performance of nursing personnel by establishing the direction in an environment of constant change.

Learning Objectives:

- Describe key activities and responsibilities of the nurse in the role of Director of Nursing (DON)
- Identify three major differences in the scope of practice for an RN and an LPN in Minnesota
- Describe the responsibility of reporting to the Board of Nursing licensed nurses whose practice does not follow the Nurse Practice Act.
- Identify five ways to minimize litigation related to non-compliance with the Nurse Practice Act.
- Define the focus of the Board of Nursing.



Schedule/Program Content:

Monday, April 6, 2009

- 8:30 a.m. Registration and Continental Breakfast
Presenter for the Day: LIZ SETHER
- 9 a.m. **Evaluating the Nursing Department Based on Professional and Regulatory Standards**
- Organizational philosophy, mission and goals
 - Nursing philosophy and strategic plan
 - Delivery-of-care model
 - Organizational structure
 - Quality improvement program
 - Nursing goals
 - Performance appraisal system
 - Budget
- Noon Lunch
- 1 p.m. **Evaluating the Nursing Department (cont'd)**
- 3:30 **How the DON Can Promote and Facilitate Resident Rights**
- Source which requires resident rights
 - Types of events for which ombudsmen are called upon and where they information is reported
 - Examples of how a DON's actions have positively impacted quality of life and care for residents
- Presenter: JANE BRINK*
- 5 p.m. Adjourn for the day
*Schedule includes two 15-minute breaks

Tuesday, April 7, 2009

- 7:30 a.m. Continental Breakfast
Presenters for the day: SHIRLEY BREKKEN, SUSAN SCHAFFER and LIZ SETHER
- 8 a.m. **Tough Calls While Serving the Public Within the Scope of Practice**
- Minnesota Board of Nursing functions
 - Nurse Practice Act that defines:
 - 1) Practice parameters (RN and LPN), 2) reporting poor and unsafe performance, and 3) delegation and accepting duties
 - Delegation: Job descriptions, daily assignments, policies, procedures, guidelines, protocols and orientation
 - Holding personnel accountable
 - The disciplinary process of the Board of Nursing
- Noon Lunch
- 1 p.m. **Tough Calls While Serving the Public Within the Scope of Practice (cont'd)**
- Board of Nursing investigation: Preparation and going forward
 - Vulnerable Adult investigation and reporting obligations
 - Discharge options when not desired by family or resident
 - Admissions with limited number or inexperienced staff
 - Licensure of the future
- 4:30 p.m. Adjourn for the day
*Schedule includes two 15-minute breaks

Wednesday, April 8, 2009

- 7:30 a.m. Breakfast Buffet in the Cafeteria
Presenter for the day: LIZ SETHER
- 8 a.m. **Establishing the Direction**
- Organizational behavior and climate
 - Be a leader
 - Be a change agent
 - Planning
 - Delegating
- 11:30 a.m. Lunch
- 12:30 p.m. **Establishing the Direction (Cont'd.)**
- Critical Thinking - Setting the Vision
 - Managing Culture
- 2 p.m. Adjourn
*Schedule includes one 15-minute break in the a.m.

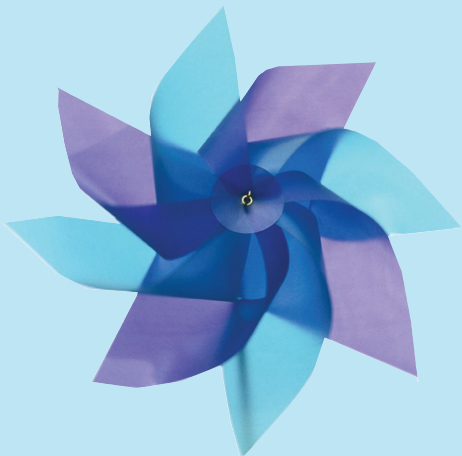
Session #2 - May 5 - 7, 2009

Financial and Human Resource Management

Because the nursing department in a LTC facility typically is the largest in terms of a budget, it is essential for the new DON to become savvy in both financial and human resource management. This session will focus on developing the participants' knowledge base of how LTC resident care is reimbursed in Minnesota; what financial and outcome data the DON should be monitoring; and what trends are impacting LTC funding in Minnesota. Participants will also develop skills in predicting and reducing employee turnover and its related costs, and learn how to avoid potential legal liabilities resulting from objectionable work place behaviors.

Learning Objectives:

- Describe key elements in managing your Medicare systems to eliminate denials
- List at least four examples of intervention strategies which can be used to decrease employee turnover
- Name three "do's" and three "do-nots" related to employment practices
- Understand the potential legal liabilities for the DON when objectionable behaviors exist in the work place
- Identify data the DON should have available to predict future expenses and revenue.



Schedule/Program Content:

Tuesday, May 5, 2009

- 8:30 a.m. Registration and Continental Breakfast
9 a.m. **Managing Care**
Developing a system and process to meet Medicare expectations
Presenter: LISA ENTLEUTNER
- Noon Lunch
Managed Care and Long-Term Care
Balancing expectations of client service managers and various contract expectations
Presenter: TO BE ANNOUNCED
- 3:45 p.m. **The Cost of Turnover**
5 p.m. Adjourn for the day
Presenter: LIZ SETHER
*Schedule includes two 15-minute breaks

Wednesday, May 6, 2009

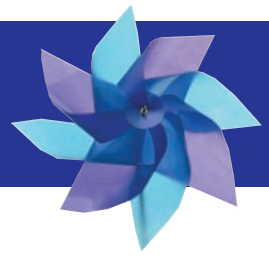
- 7:30 a.m. Continental Breakfast
Presenter for the day: LIZ SETHER
- 8 a.m. **Establishing a Positive and Safe Work Environment for Nurses**
 - The American Nurses Association Credentialing Center's LTC Magnet Nursing Services Recognition Program
 - Employee work readiness model
 - The Director of Nursing satisfaction survey
- 12 noon Lunch
1 p.m. **Developing and Delivering a Budget**
 - Budget elements
 - Budget process
- 4:30 p.m. Adjourn for the day
*Schedule includes two 15-minute breaks

Thursday, May 7, 2009

- 7:30 a.m. Breakfast Buffet in the Cafeteria
8 a.m. **Employment Practices: An Overview of What the DON Needs to Know**
 - Overview of relevant labor laws
 - "Best practice" hiring and firing procedures
 - Predictors of employee turnover
 - Employee retention enhancements
 - Recruitment ideas (best/brightest/out-of-the-box)*Presenter: BARRY LANE*
- 11 a.m. Lunch
Noon **Objectionable Behavior in the Workplace**
 - Dangerous behaviors and how to avoid them: Harassment, sexual, favoritism, non-team/mean spirited attitudes
 - Rules for layoffs
 - What should have been done? Now what?*Presenter: SUSAN VOIGT*
- 2 p.m. Adjourn
*Schedule includes one 15-minute break in the a.m.

Session #3 - June 9 - 11, 2009

External Requirements and Expectations



This session was designed to familiarize the new DON and nurse leaders with the various federal and state regulations impacting long-term care facilities in Minnesota with which nursing leadership is expected to help the individual facility comply. Key staff representing the primary agencies charged with oversight of those nursing home regulations will describe their agency's roles and what they require of facilities in caring for older adults.

Learning Objectives:

- Describe the reports required from the following agencies: OSHA, MDH, SMDA, Nursing Assistant Registry, and OHFC
- Identify sources for tracking quality outcome performance trends
- Identify four external agencies that can survey a nursing home's operation and/or performance
- Discuss the differences between a routine survey versus a quality indicator survey
- Identify key financial strategies for the nurse executive.

Schedule/Program Content:

Tuesday, June 9, 2009 – Radisson Roseville

- 9:30 a.m. Registration and Continental Breakfast
 10 a.m. **MDS 3.0 and Case Mix Acuity**
Presenter: MARCI MARTINSON
- 12:30 p.m. Lunch
 1:15 p.m. **Licensing and Certification**
- When is a nursing home licensed and/or certified
 - Who regulates operation and performance
 - Source and location of requirements
- Presenter: DARRELL SHREVE*
- 2:45 p.m. Break
 3 p.m. **Keeping the Environment Safe/OSHA Safe Medical Device Act**
Presenter: LIZ SETHER
- 4 p.m. **Safe Medical Device Act**
Presenter: LIZ SETHER
- 4:30 p.m. **Reading Survey, OSCAR and Quality Reports**
Presenter: LIZ SETHER
- 5:30 p.m. Adjourn for the day

Wednesday, June 10, 2009 – Radisson Roseville

- 8 a.m. Continental Breakfast
 8:30 a.m. **Reporting Vulnerable Adult Abuse**
- Reporting requirements (timeframe, format)
 - Who is a mandated reporter?
 - Reporting what and to whom
 - Relationship between OHFC report and the facility survey
 - Consequences to named offender in a report that is substantiated
 - What about resident to resident abuse?
- Presenter: TO BE ANNOUNCED*
- 11 a.m. Break
 11:15 a.m. **Double G's and Informal Dispute Resolution**
- Cause and cycle of double G's
 - Timeframe for initiating a dispute resolution
 - Director of Nursing involvement
- Presenter: SUSAN SCHAFFER*
- 12:45 p.m. Lunch
 1:30 p.m. **Survey and Compliance**
- Surveyor tasks
 - The use of investigative protocols
 - Trends
- Presenter: MARY ABSOLON*
- 3:30 p.m. Break
 3:45 p.m. **The Role of the Medical Director and Quality of Care**
Presenter: DR. DWIGHT TOWNES
- 4:45 p.m. **The Role of Quality Initiatives**
Presenter: LIZ SETHER
- 5:15 p.m. Adjourn for the day

Thursday, June 11, 2009 – Radisson Roseville

- 7 a.m. Check in and Continental Breakfast
 7:30 a.m. **Writing a Plan of Correction**
Presenter: LIZ SETHER
- 8 a.m. **Talking Finance, Cost Estimating and Forecasting**
- Understanding and interpreting financial statements
 - How rates are determined
 - Cost estimation and forecasting
 - Making budgets more flexible and responsive
 - The nurse executive/DON role in successfully managing a tight budget, quality care and a safe work environment
- Speaker: DEBBIE ELSEY*
- 11 a.m. Box Lunch
 11:30 a.m. **Nursing Assistant Registry**
- Training requirements
 - Training sites and trainer qualifications
 - Reimbursable training expenses
 - Getting and staying on the registry
 - Checklist for hiring a nursing assistant
 - Ways to speed up registry
- Presenter: BONNIE WENDT*
- 12:30 p.m. Break
 12:45 p.m. **Criminal Background Checks**
- Requirements for nursing home, home care and assisted living
 - Who conducts pool agency personnel checks?
 - What findings do not affect employment?
- Presenter: MICHELLE KLEGON*
- 2:15 p.m. Adjourn

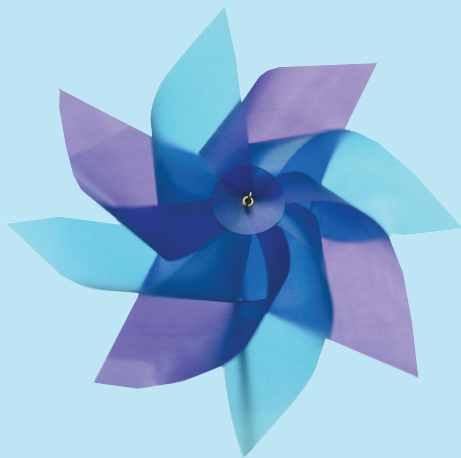
Session #4 - July 28-30, 2009

Management and Leadership Skills for the New DON

Moving into positions of a director of nursing or top nursing management means one will assume a key leadership role within the organization which has a direct effect on the organizational culture, work environment, client satisfaction and employee attitudes. This position requires a new set of skills in addition to clinical skills. This session is designed to develop nursing leadership's management and leadership skills by assessing what their own styles are; making the transition to leadership; offering numerous theories of management and leadership which can be utilized in day-to-day work settings; providing ideas for building teams to accomplish organizational goals; identifying change needs; providing tips for communicating effectively with residents, their families and staff; and learning to successfully cope with conflicts that naturally arise in working people.

Learning Objectives:

- Identify the situations in which one's predominant management and leadership styles work the best
- Describe how to transform staff into high performance teams
- Discuss how effective communication styles and skills can help when dealing with conflict
- Identify steps to resolve disagreements
- Discuss what helps a person transition to a leader.



Schedule/Program Content:

Tuesday, July 28, 2009

- 8:30 a.m. Registration and Continental Breakfast
Presenter for the day: BARRY LANE
- 9 a.m. **Discovering Your Own Leadership and Management Styles**
- Character qualities and skills of a leader
 - Leadership styles (ones that work or don't)
 - Achieving results as a leader
 - Personal leadership assessment
- Noon Lunch
- 1 p.m. **Discovering Your Own Leadership and Management Styles (Cont'd)**
- 5 p.m. Adjourn for the day
*Schedule includes two 15-minute breaks

Wednesday, July 29, 2009

- 7:30 a.m. Continental Breakfast
Presenter for the day: BARRY LANE
- 8 a.m. **Communicating Effectively**
- Communication style
 - How to read people (non-verbal)
 - Tips to improve communication styles
- Coping With Conflict**
- Working with difficult persons (staff, residents, families)
 - Limiting the negative outcomes and conflict
 - Picking your battles
- Noon Lunch
- 1 p.m. **Transforming the LTC Staff into a High Performing Team**
- What is a team?
 - What are the various team styles?
 - DON's role in building a team
 - Getting teams to make it beyond failure
 - Coaching roles (mentor, counselor, confronter)
- 4:30 p.m. Adjourn for the day
*Schedule includes two 15-minute breaks

Thursday, July 30, 2009

- 7:30 a.m. Breakfast Buffet in the Cafeteria
Presenter for the day: LIZ SETHER
- 8 a.m. **The Role of the DON Through Chaos and Change**
- Tame the demons of change
 - Build a shared vision
 - Create alignment with the vision
 - Guide organizations through unlearning
 - Think systematically
 - Heal the organization
- 11:30 a.m. Lunch
- 12:30 p.m. **Making the Transition to Leader**
- Look at the "big picture"
 - Changing relationships
 - Employee needs, motivation and autonomy
 - Skills and how-tos for becoming a "super" supervisor
- 2 p.m. Adjourn
*Schedule includes one 15-minute break

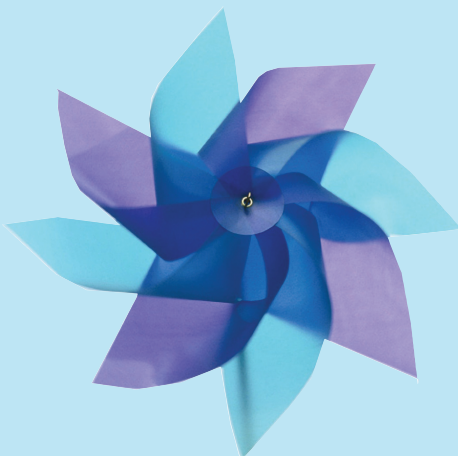
Session #5 - August 26 - 28, 2009

Adapting Today's Professional Practice and Organizational Structures for Tomorrow's Residents and Employees

The long-term care community and the profession of nursing has encouraged many changes over the last few years, such as the quality of care standards, emphasis on quality of life issues, high acuity level of residents who are admitted with more functional dependencies and behavior symptoms, changes in standards of current practice, and at times, fewer qualified employee candidates. The federal OBRA regulations state: "the nursing home must provide services to meet the resident's needs and be provided in such a way that the resident will attain or maintain their highest practicable, physical, mental and psychosocial well-being." Therefore, it is critical that the nursing home's delivery of care model and supporting systems will empower not only nursing, but also the interdisciplinary team to be responsive, creative and flexible in meeting resident needs and expectations.

Learning Objectives:

- Understand organizational theory and its relationship to the delivery of care systems in nursing homes
- Describe organizational culture in nursing homes
- Discuss three ways current delivery-of-care models promotes residents' rights and autonomy
- Discuss how research based practice can be enhanced in your practice and work place
- Learn how to establish and implement a plan for making changes



Schedule/Program Content:

Wednesday, August 26, 2009

- 8:30 a.m. Registration and Continental Breakfast
Presenter for the day: LIZ SETHER
- 9 a.m. **Organizational Theory and Culture**
- Definitions and examples of organizational theory
 - Impact of theory on organizational culture
 - Review of the survey and audits conducted for the class assignment
- 11:30 a.m. Box Lunch and board bus to Perham
- Noon **New Practices for the Work Environment and Resident Quality of Life**

1:30 – 4:30 p.m. An on-site tour and case study of Perham Memorial Home's organizational culture change journey and the implications of a major change process experience
Presenter: MARILYN OELFKE – Aging Services of Minnesota's 2006 Leadership award recipient

- 5:30 p.m. Adjourn for the day
*Schedule includes one 15-minute break in morning and travel to and from Perham Memorial Home

Thursday, August 27, 2009

- 7:30 a.m. Continental Breakfast
- 8 a.m. **Assessing Your Current Delivery-of-Care Model and New Practices for Work Environments and Resident Quality of Life**
Presenter: LIZ SETHER
- 11:30 a.m. Lunch
- 12:30 p.m. **Delivery-of-Care Models**
- What is a model?
 - When is it necessary to change a model?
 - How to select or design a model
 - Creating caring and healing environments where residents and families are the center of a caring practice
- Presenter: MARIE MANTHEY*
- 2:30 Break
- 2:45 p.m. **Research: A Friend to the Nursing Administrator**
Presenter: BRIAN GOODROAD
- 4:30 p.m. Adjourn for the day
*Schedule includes two 15-minute breaks

Friday, August 28, 2009

- 7 a.m. Breakfast Buffet in the Cafeteria
Presenter for the day: LIZ SETHER
- 8 a.m. **Establishing Today the Course of Action for a Successful Tomorrow...Pulling it Together, Making it Happen and Changing Tradition**
- 11:30 a.m. Lunch
- 12 Noon **Presentation of Certificates of Completion**
- 2 p.m. Adjourn
*Schedule includes two 15-minute breaks

About the Facilitator

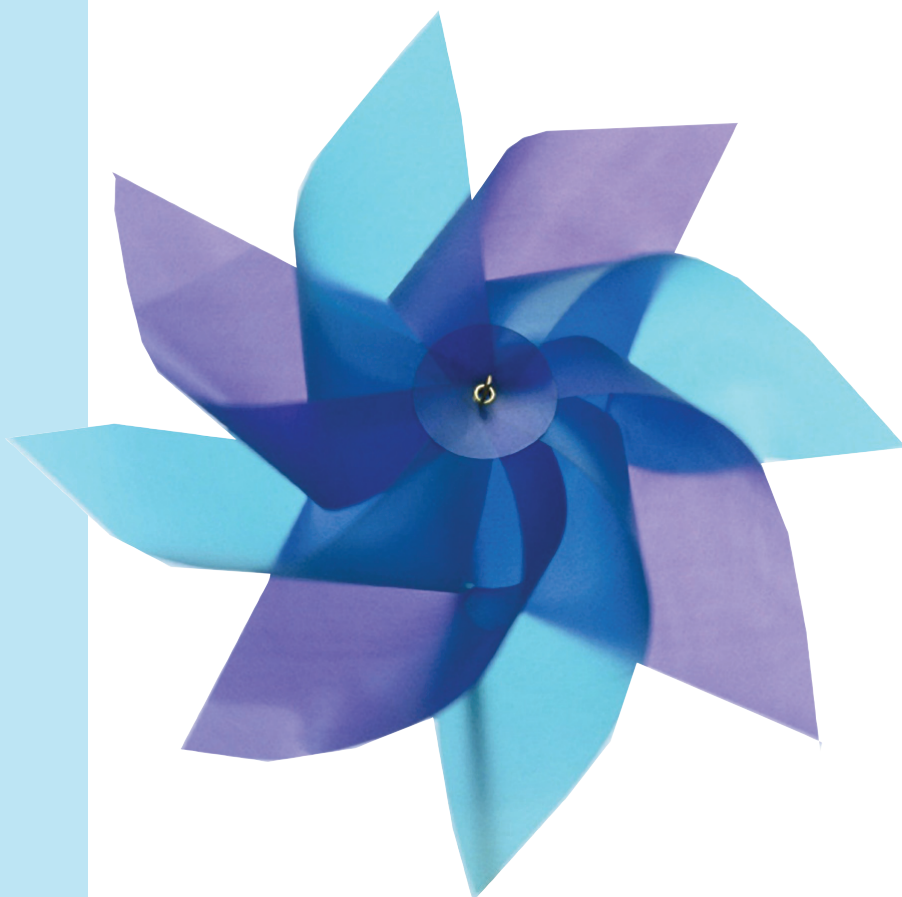
Elizabeth Sether is the Nurse Consultant and Policy Analyst for Aging Services of Minnesota/MHHA Service Corporation. She has many years of experience working in long-term care as a director of nursing and as an assistant administrator, consultant, and speaker. Her academic background includes a degree in nursing, advanced studies in health services administration (patient administration and long-term care), credentials from the University of Minnesota and a master's degree in hospital administration. She is a licensed Minnesota nursing home administrator and a certified nurse administrator.

Liz designed the Director of Nursing training series from its inception and continues to fine-tune the content each year to provide you the most up-to-date, relevant training available. As an integral part of the program, you'll see her in action in a variety of ways, as the program facilitator, a faculty member and a mentor to DONs -- making a difference in what you learn and the experience you gain.

Preparing the new LTC DON for a successful future is Liz' number one goal for this series.



LIZ SETHER,
Nurse Consultant/Policy Analyst,
MHHA Service Corporation,
St. Paul



presenters

MARY ABSOLON, Program Manager, Licensing and Certification, Minnesota Department of Health, St. Paul

SHIRLEY BREKKEN, Executive Director, Minnesota Board of Nursing, St. Paul

JANE BRINK, Client Advocate, Central MN Office of Ombudsman for Long Term Care, St. Cloud

DEBBIE ELSEY, Principal, LarsonAllen Healthcare Group, Minneapolis

LISA ENTLEUTNER, RN, Director of Case Management and Admissions, Presbyterian Homes of Roseville, Roseville

BRIAN GOODROAD, Research Nurse Practitioner, Clinic 42, Abbott Northwestern Hospital, Minneapolis

MICHELLE KLEGON, Attorney, Voigt, Klegon and Rodé, St. Paul

BARRY LANE, PHR, DSL, Vice President of Learning Services, Minnesota State Community and Technical College, Detroit Lakes

MARIE MANTHEY, President Emeritus, Creative Healthcare Management, Minneapolis

MARCI MARTINSON, RAI Coordinator, Minnesota Department of Health, Division of Compliance Monitoring, St. Paul

JANET NICOL, Case Mix Review Educator, Case Mix Review, Minnesota Department of Health, St. Paul

MARILYN OELFKE, Senior Director of LTC Services, Perham Memorial Hospital and Home, Perham

SUSAN SCHAFFER, Attorney at Law, P.A., St. Paul

LIZ SETHER, Nurse Consultant/Policy Analyst, Minnesota Health & Housing Alliance's Service Corporation, St. Paul

DARRELL SHREVE, Vice President of Health Policy, Minnesota Health & Housing Alliance, St. Paul

DR. DWIGHT TOWNES, LTC Medical Director, St. Therese, New Hope

SUSAN VOIGT, Attorney, Voigt, Klegon & Rodé, LLC, St. Paul

BONNIE WENDT, Nurse Specialist, Nursing Assistant Registry, Minnesota Department of Health, St. Paul

COURSE ASSIGNMENTS

Each session will have pre-class assignments to be completed and/or materials you will be requested to bring. This information will be sent in the electronic e-mail confirmation letter sent to every pre-registered attendee.

General Information

Continuing Education Credits

This program has been designed to meet the continuing education requirements for the Minnesota Board of Nursing for contact hours.

Accommodations

Sessions #1, 2, 4, 5 - St. Francis Retreat Center. A block of rooms has been reserved for participants in the Aging Services of Minnesota name at the Retreat Center. Accommodations are in a basic dorm-like setting and are \$32 per person, per night single or \$20 per person, per night double. Participants are encouraged to stay at the retreat center to maximize networking opportunities. Please contact Sister Christelle Watercott at the Retreat Center to make room reservations, 320.632.0695. Be sure to include your name, phone, and email. Instructions on payment for lodging will be given to you at that time.

Other accommodations in Little Falls: the city has a number of hotels with a variety of guest services and facilities, including AmericInn, 800-634-3444 and the Country Inn and Suites, 320.632.1000. Participants are responsible for making their own accommodation arrangements if they stay in Little Falls. Sleeping room blocks have not been reserved at any of these hotels under Aging Services of Minnesota's name.

Session #3 - Radisson Hotel Roseville. A block of sleeping rooms has been reserved in the Aging Services of Minnesota name at this hotel for the rate of \$99/night (single or double). To make reservations, contact the hotel directly by May 21, 2009, to receive the special group rate, and make sure to mention the Aging Services of Minnesota name. Phone 651.636.4567.

Registration Information and Fees

All five sessions: Aging Services of Minnesota members - \$1,950 per person
Non-members - \$2,300 per person

Individual session registration:

Aging Services of Minnesota members - \$420 per person, per session
Non-members - \$500 per person, per session

The registration fee for the five session package includes a 3-ring notebook for course materials with paid registration. All registration fees (the series or individual sessions) include instructor handout materials, refreshment breaks, continental breakfasts, and lunches. Registration is limited and on a first-received basis. Registration cut-off date/cancellation notice: five (5) working days before the start of each session to receive a refund. All cancellations are subject to a \$25 processing fee. No shows will be billed the full session fee. Missed sessions will incur a \$50 fee to make up the following year. Aging Services reserves the right to cancel any session or the entire program series.

If you do not receive a confirmation letter three days prior to the program, please call to make sure you are registered.

Questions

About the program:

Heidi Simpson, hsimpson@agingservicesmn.org

About registration or lodging:

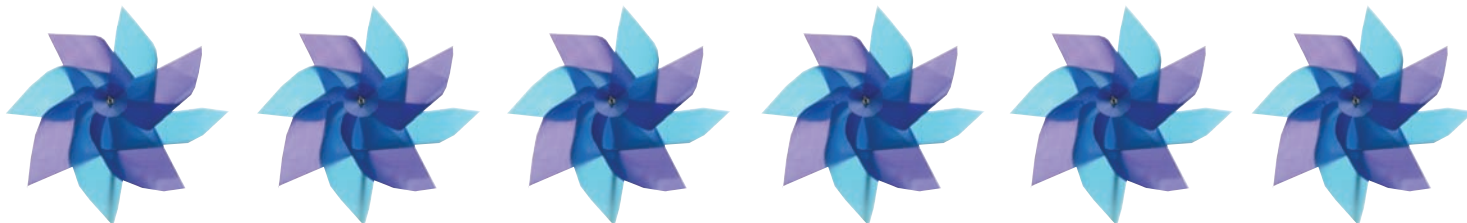
Kellie Carlson, kcarlson@agingservicesmn.org

Local calls: 651.645.4545

Greater MN: 800.462.5368

To FAX Registration

651.645.0002 and include a P.O. number or follow-up with payment to be received by Aging Services of Minnesota prior to the program. Aging Services members (only) who wish to be billed may indicate this option on the registration form.



Registration Form

Preparing the New LTC DON for a Successful Future

Please register me for the following session(s):

Entire Series: Sessions #1-5

Or individual sessions as indicated: Session #1 - April 6-8 Session #2 - May 5 - 7

Session #3 - June 9-11 Session #4 - July 28-30 Session #5 - August 26-28

NAME _____

TITLE _____

ORGANIZATION _____

ADDRESS _____

CITY _____

STATE _____ ZIP _____

PHONE () _____ FAX () _____

E-MAIL _____

Method of payment: Payment enclosed Please invoice (Aging Services members only)

VISA

MasterCard

AmEX

CARD # _____ Exp. Date _____

Name on Card _____

Cardholder's Signature _____

Cardholder's Phone # () _____

Send registration form and fee (payable to):

AGING SERVICES OF MINNESOTA
2550 University Avenue West, Suite 350 South
St. Paul, MN 55114-1900
Attn: Accounting #8709

Registration Information and Fees

All five sessions:

Aging Services Members - \$1,950 per person for series

Non-members - \$2,300 per person for series

Individual session registration:

Aging Services Members - \$420 per person, per session

Non-members: \$500 per person, per session

To send Registrations via FAX or Online:

Registrations may be faxed to 651.645.0002.

Include a P.O. number or follow-up with payment to be received by MHHA prior to the program. Aging Services of Minnesota members (only) who wish to be billed may indicate this on the registration form.

To register online, connect through www.agingervicesmn.org, click on Events.



Preparing the New LTC DON for a Successful Future

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**14th Annual Program
1995 - 2009**

Aging Services of Minnesota

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St. Paul MN 55114-1900

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