



OPERATIONS CERTIFICATE PROGRAM

2025 DATES

Session #1: April 9-10

Session #2: May 7-8

Session #3: May 28-29

Session #4: July 9-10

Session #5: July 29-31



OPERATIONS CERTIFICATE PROGRAM

ABOUT THE PROGRAM

The Operations Certificate Program is designed specifically for professionals in long-term care settings, including assisted living and care centers, to build essential knowledge and practical skills to manage operations effectively. Participants will explore critical topics such as regulatory compliance, staffing and resource management, quality improvement, and process optimization tailored to the needs of senior care communities. Ideal for new and experienced professionals, participants will gain the knowledge and skills to enhance daily operations, ensure resident safety and satisfaction, and drive organizational success.

This 11-day interactive program is strategically scheduled over four months to maximize learning and provide timely supportive consultation. It combines lecture, discussion, experiential learning, self-assessment, independent assignments, research and practice in small work groups, and opportunities to interact with guest experts.

WHO SHOULD ATTEND?

Administrators, site leaders, and operational staff in assisted living and care center communities.

WHY ATTEND? PARTICIPANTS IN THIS PROGRAM WILL DEVELOP

Leadership Capacity

Develop a deep understanding of various leadership styles, their impact on team dynamics, and the distinction between leadership and management to enhance organizational outcomes.

Ethical Competence

Identify and navigate common ethical dilemmas in long-term care, utilizing ethical frameworks and models to address complex situations effectively.

Resilience Building

Assess personal and team resilience levels, recognize the importance of self-care, and implement strategies to foster resilience within teams and organizations.

Team Dynamics and Development

Identify team development stages, analyze the roles within a team, and explore how team dynamics influence performance and resident care.

Employee Engagement and Retention

Explore strategies to retain high-performing staff, reduce turnover, and establish systems that foster employee engagement and accountability.

Operational Efficiency

Practice techniques for effective meeting management, project initiation, planning, execution, and risk management, including conflict resolution strategies.

Regulatory Compliance

Review the management of the regulatory survey process, including analyzing statements of deficiencies, preparing plans of correction, and ensuring compliance with fair housing laws and protected classes.

Quality and Process Improvement

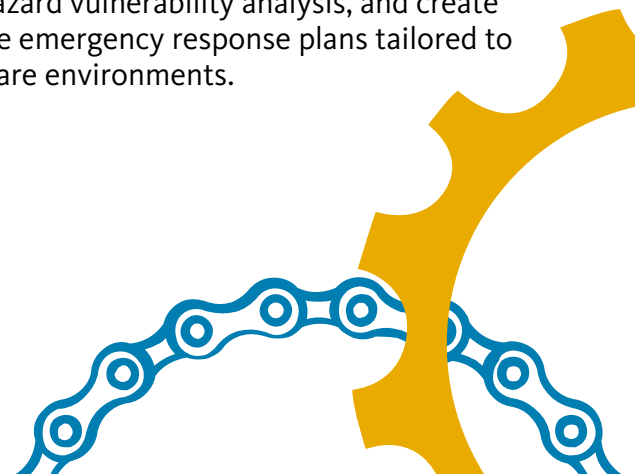
Examine the principles of QAPI, root cause analysis, and quality measures to improve organizational processes and resident outcomes.

Financial Acumen

Gain proficiency in budget management, billing and collections, payer source challenges, and pricing strategies to maintain financial health and sustainability.

Emergency Preparedness and Risk Management

Recognize emergency preparedness requirements, complete hazard vulnerability analysis, and create and evaluate emergency response plans tailored to long-term care environments.



PROGRAM SCHEDULE

Session #1 • April 9-10
Effective Leadership and Team
Dynamics

Session #2 • May 7-8
Surveys, Contracts, and Legal
Compliance

Session #3 • May 28-29
Workplace Readiness and Safety

Session #4 • July 9-10
Driving Quality and Financial Success

Session #5 • July 29-31
Budgeting and Technology
Innovation

REGISTRATION FEES

LeadingAge Minnesota Members
\$1,125 per person

Prospective Members
\$1,575 per person

Registration fee includes a
continental breakfast, lunch, and
morning/afternoon breaks.

[REGISTER HERE](#)

ABOUT THE CERTIFICATE

Participants who attend the entire series live will earn a Certificate of Completion which demonstrates in-depth professional study of a topic area on an individual basis. It does not denote certification or that someone is certified as an operations professional. In-person sessions are not recorded and cannot be made up if missed.

CONTINUING EDUCATION CREDITS

Eligible for 74 contact hours. This program has been designed to meet the CEU approval criteria for the Minnesota Board of Executives for Long Term Services and Supports (MN-BELTSS). Participants may also request a general certificate of attendance. CEUs are earned only for the individual registered.

ACCOMMODATIONS

LeadingAge Minnesota has negotiated an annual corporate rate with the Delta Hotels Minneapolis Northeast.



The room rate will be the lesser of these two rates: \$149 or 20% off standard rate (rates are set based on hotel availability). Fees are subject to local and MN taxes.

[Book Individual Reservations Here](#)

CUT-OFF/CANCELLATION

Registration cut-off date/cancellation deadline is 5 p.m. on April 1, 2025. Cancellations must be made in writing and are subject to a \$25 processing fee. No-shows will be billed the full program fee. LeadingAge Minnesota reserves the right to cancel this training or any individual session.

For Further Information

Olivia Scott, Events and Education Coordinator, at oscott@LeadingAgeMN.org or 651.603.3559 for assistance or if your registration has not been confirmed.





OPERATIONS CERTIFICATE PROGRAM

SCHEDULE

SESSION #1

Wednesday, April 9 • 8 a.m. - 4:30 p.m.

Leadership Principals and Types

- Identify and discuss various leadership styles.
- Analyze the impact of different leadership styles on team dynamics and organizational outcomes.
- Review the difference between leadership and management.

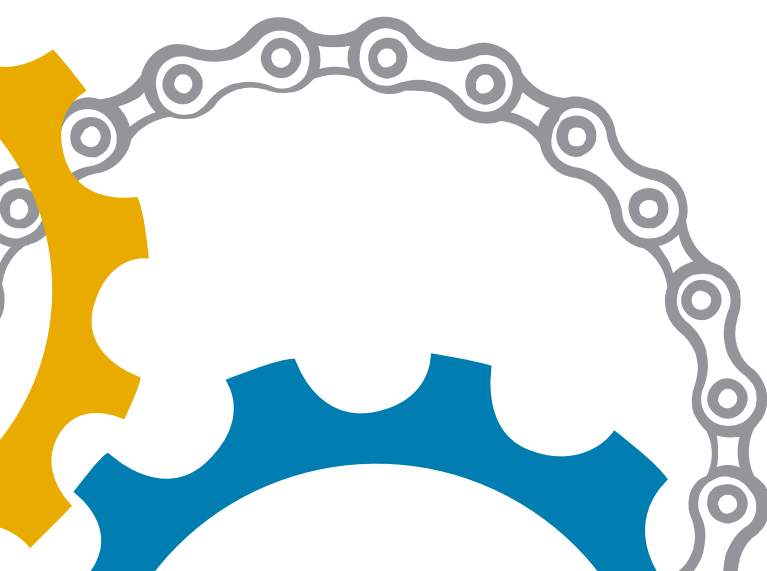
Ethical Decision-Making

- Identify common ethical dilemmas encountered in nursing home administration and the impact on residents, staff, and the organization.
- Use ethical frameworks and models to address complex ethical issues.

Resilience and Self Care

- Understand the concept of resiliency.
- Recognize the importance of self-care.
- Assess current levels of resilience and self-care.
- Develop strategies to foster resilience in teams.

Presenters: Dr. Kari Everson, RN, LNHA, LALD, Vice President of Clinical Services, LeadingAge Minnesota, Minneapolis and President, EverCare Aging Services Consulting, St. Paul; and Barbara Landeen, Senior Director of Leadership and Member Experience, LeadingAge Minnesota, Minneapolis



Thursday, April 10 • 8 a.m. - 4:30 p.m.

Building and Leading Effective Teams

- Identify the stages of team development and the roles within a team.
- Analyze the impact of team dynamics on performance and resident care.

Leadership Rounding and Staff Engagement

- Apply strategies to create an environment where staff feel connected, are engaged, and know they can speak up and make a difference.

Retention Strategies

- Explore techniques for retaining high-performing staff and reducing turnover.
- Discuss systems that create employee engagement.

Communication and Conflict Resolution

- Recognize common sources of conflict and apply conflict resolution strategies to address and resolve disputes effectively.
- Develop skills to facilitate constructive dialogue and mediate conflicts to achieve positive outcomes.

Project and Meeting Management

- Understand the basis of project management including initiation, planning, execution monitoring, tracking milestones, and managing risk and conflict.
- Group Exercise: Running an effective meeting.

Presenters: Julie Apold, PhD, Vice President of Quality and Performance Excellence, LeadingAge Minnesota, Minneapolis; Dr. Kari Everson, RN, LNHA, LALD, Vice President of Clinical Services, LeadingAge Minnesota, Minneapolis and President, EverCare Aging Services Consulting, St. Paul; Trisha Gerleman, Administrator, Lyngblomsten Care Center, St. Paul; Barbara Landeen, Senior Director of Leadership and Member Experience, LeadingAge Minnesota, Minneapolis; and Ellen Schneider, Human Resources Consultant, St. Paul



OPERATIONS CERTIFICATE PROGRAM

SCHEDULE

SESSION #2

Wednesday, May 7 • 8 a.m. - 4:30 p.m.

Survey Management

- Understand the foundational concepts necessary to effectively manage the regulatory survey process.
- Participate in case studies and exercises to learn how to analyze statements of deficiencies and use that information to create successful plans of correction.
- Apply resources and tips to prepare for the survey and correction process.

Presenters: Dr. Kari Everson, RN, LNHA, LALD, Vice President of Clinical Services, LeadingAge Minnesota, Minneapolis and President, EverCare Aging Services Consulting, St. Paul; and Rob Rodè, Attorney and Partner, Rodè & Coffin, LLC, St. Paul



Thursday, May 8 • 8 a.m. - 4:30 p.m.

Construction Management

- Identify stages of construction projects and the role of the leader in each.
- Understand protocols for project tracking, regulator updates, and adjustments to project plans.

Contracts and Employment Law

- Identify key elements of a contract.
- Explain the different types of contracts relevant to leadership.
- Review systems for monitoring contract compliance and performance.

BAAs/NDAs

- Identify the key components of a business associate contract (BAA) and the responsibilities of both parties.
- Discuss situations in which a non-disclosure agreement (NDA) is necessary and beneficial for organizational leaders.

Fair Housing Compliance

- Understand fair housing laws and protected classes.
- Ensure compliance in advertising practices.
- Promote equal treatment and prevent discrimination.

Presenters: Christian Hokans, Attorney/Senior Associate, Fredrikson, Minneapolis; John Huhn, Vice President of Senior Living Operations, Community Living Solutions, Minneapolis; Pari McGarraugh, Attorney/Shareholder, Fredrikson, Minneapolis; Pennie Phillips, Attorney, Felhaber Larson, Minneapolis; and Aaron Zabel, Construction Executive, Kraus-Anderson, Minneapolis



OPERATIONS CERTIFICATE PROGRAM

SCHEDULE

SESSION #3

Wednesday, May 28 • 8 a.m. - 4:30 p.m.

HR Workshop

- Become familiar with best practice hiring processes that meet legal requirements.
- Identify practical tips and tools for hiring staff.
- Explore effective approaches for recruiting new talent to your team.
- Discuss the pros and cons of various staff retention strategies.
- Gain strategies to hold staff accountable for meeting or exceeding organizational goals and expectations.

Presenter: Ellen Schneider, Human Resources Consultant, St. Paul

Thursday, May 29 • 8 a.m. - 4:30 p.m.

Minnesota OSHA: Ensuring Safety and Compliance in Long-Term Care

- Understand workplace safety requirements specific to assisted living and care centers.
- Explore strategies for developing and maintaining an effective workplace safety program.
- Recognize potential risks in long-term care settings to create a safer environment for staff and residents.

Appendix Z, Emergency Preparedness and Disaster Planning, HVA

- Identify key components of the CMS Appendix Z emergency preparedness rule.
- Learn how to complete a hazard vulnerability analysis (HVA).
- Understand emergency preparedness plans and apply learning to your community's plan.
- Review emergency response plans.

Presenters: Dr. Kari Everson, RN, LNHA, LALD, Vice President of Clinical Services, LeadingAge Minnesota, Minneapolis and President, EverCare Aging Services Consulting, St. Paul; and Minnesota OSHA staff to be announced





OPERATIONS CERTIFICATE PROGRAM

SCHEDULE

SESSION #4

Wednesday, July 9 • 8 a.m. - 4:30 p.m.

Principles of Continuous Quality Improvement, Root Cause Analysis, and Strong Actions

- Compare and contrast quality assurance and performance improvement and how each impacts quality.
- Explain how to use a simple root cause analysis process to understand key factors contributing to an adverse event or quality, safety, or process issue.
- Examine how to select strong solutions to address problems to be solved uncovered in a root cause analysis process.

Systemic and Effective Processes

- Describe simple techniques to improve processes and workflow that can be applied to any process in your organization.
- Apply process strategies to common process and workflows.

QAPI Plan, Process, and Quality Management

- Examine QAPI requirements in nursing homes and assisted living quality management.
- Discuss leadership's role in QAPI/quality management.

NURSING HOME/ASSISTED LIVING BREAKOUTS

Nursing Home: Quality Programs

- Identify and define key state and federal quality measures and programs relevant to nursing home administration.
- Discuss various sources of CMS quality measures and state specific quality metrics.
- Explain the significance of the measures in ensuring compliance and improving resident care.

Assisted Living: Quality Programs

- Discuss practical strategies to implement the 144G requirement for quality programs in assisted living organizations to meet requirements and improve resident care.
- Describe the metrics included in Minnesota's Assisted Living Report Card.
- Examine the value of benchmarking and trending assisted living quality and service measures.

Presenters: Julie Apold, PhD, Vice President of Quality and Performance Excellence, LeadingAge Minnesota, Minneapolis; Laura Broberg, ALD, NHA, Administrator, Milaca Elim Meadows, Milaca; Sandy Delgehausen, Regional Director of SNF Clinical Support/Metrics, Cassia, Edina; Brian Lassiter, President and CEO, Performance Excellence Network, St. Paul; and Jesse Noska, RN, LALD, Director of Clinical Quality, Progressive Care, Grand Rapids

Thursday, July 10 • 8 a.m. - 4:30 p.m.

NURSING HOME/ASSISTED LIVING BREAKOUTS

Nursing Home: Billing and Collections

- Review essential components of billing and collections in nursing homes.
- Discuss different payer types along with their individual challenges and best practices for billing and collecting from these payers.

Assisted Living: Customized Living, Long-term Care Insurance, and Collections

- Analyze common challenges and solutions managing billing and collections for payer sources in assisted living.

Presenters to be announced



OPERATIONS CERTIFICATE PROGRAM

SCHEDULE

SESSION #5

Tuesday, July 29 • 8 a.m. - 4:30 p.m

Financial, Operating, and Capital Budgets

- Explain the components of different types of organizational budgets.
- Discuss the role of effective budgeting in maintaining financial health, supporting operational efficiency, and caring for residents.
- Explore strategies for managing budgets.
- Review monthly and annual budget reports and how to review them efficiently and effectively.

NURSING HOME/ASSISTED LIVING BREAKOUTS

Nursing Home: PDPM/VRP/PBJ

- Explain the key components and objectives of VBP programs and the impact on improving care and reducing costs.
- Review the key elements of PDPM, including case-mix classifications and payment categories.
- Discuss effective monitoring of PDPM.
- Understand PBJ reporting requirements and their significance for nursing home compliance.
- Review the process of collecting, submitting, and validating PBJ data.

Assisted Living: Pricing Considerations

- Develop strategies for setting prices that balance affordability for residents with financial sustainability for the organization.
- Understand waived services and how leadership manages this payer type.

Presenters: Bobbie Guidry, LALD, Vice President of Assisted Living, Housing and Adult Day Services, LeadingAge Minnesota, Minneapolis; and Jeff King, Vice President of Finance, Cassia, Edina

Wednesday, July 30 • 8 a.m. - 4:30 p.m.

Technology and Innovation

- Describe regulatory and compliance issues related to the use of technology, such as privacy, security, and regulatory requirements.
- Explore how technology and innovation can help address workforce issues and improve resident care.
- Discuss considerations for effectively evaluating new technologies and strategies that support successful technology implementation.

Cyber Security

- Understand the fundamentals of cybersecurity.
- Identify when to contact IT.
- Discuss effective communication strategies with your IT team or vendor.

Electronic Medical Records

- Understand the role of the healthcare leader in electronic medical record (EMR) management.
- Examine regulatory and compliance requirements for EMR systems.
- Promote interdisciplinary collaboration, use, and training for effective EMR use.
- Leverage EMR data analytics for strategic decision-making.

Project Presentations

Presenters: Dr. Kari Everson, RN, LNHA, LALD, Vice President of Clinical Services, LeadingAge Minnesota, Minneapolis and President, EverCare Aging Services Consulting, St. Paul; Joel Prevost, CMO, Prevost Partners Inc., Plymouth; Justin Uhrich, Vice President of Employee Health Benefits, Marsh McLennan Agency, Minneapolis; and panelists to be announced

Thursday, July 31 • 8 a.m. - 4:30 p.m.

Project Presentations