

NYSHFA | NYSCAL

ANNUAL  
**CONFERENCE**  
— & EXPO —

**JUNE 3-4 · 2026**

**11 CEUs**



**CROWNE PLAZA®**

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ALBANY – THE DESMOND HOTEL

KOSHER MEALS PROVIDED BY: **518 Kosher**

CERTIFIED BY: **VaaD Hakashruth of the Capital District**



**YOU ARE INVITED!**



A handwritten signature in black ink, appearing to read 'S. B. Hanse'.

**STEPHEN B. HANSE, ESQ.**  
*President • CEO*

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**MARK OLSEN**  
*Chairperson*  
**NYSHFA**

**KEVIN CHRISTIANO**  
*Chairperson*  
**NYSCAL**

It has been said, **“THE SIMPLE ACT OF CARING IS HEROIC.”**

Every day in our facilities, heroic moments unfold quietly - moments of courage, compassion, and dignity that often go unseen. Behind each one is a professional: someone who chooses, again and again, to lift others up, to guide with steadiness, and to bring humanity into the lives of those who need it most.

This year’s Annual NYSHFA | NYSCAL Conference is an invitation to reconnect with that purpose.

As we come together as a professional community of providers, caregivers, administrators, and advocates, we will reflect on the current state of our sector and its future direction. You will receive national and state updates that shed light on the path forward. You will gain insight into important regulatory, compliance, reimbursement, and legal changes. Additionally, you will engage with experts who will equip you with the tools to navigate the ever-changing landscape of healthcare with confidence and composure.

But this conference is more than information. It’s renewal.

We’ll explore what it means to lead with courage in a changing landscape - how to transform stress into strategy, incidents into learning, and uncertainty into opportunity. Whether you are dealing with operational, clinical, regulatory, legal, or reimbursement issues – or all of the above – you will leave our conference with concrete strategies for success and a renewed sense of focus and direction.

**Your work matters. Your voice matters.**

**WE CAN’T WAIT TO WELCOME YOU!**

**NYSHFA | NYSCAL**

[NYSHFA-NYSCAL.ORG](https://www.nyshfa-nyscal.org)



## JUNE 3RD

7:30 am — 8:30 am **REGISTRATION & CONTINENTAL BREAKFAST W/ VENDORS**

8:30 am — 9:30 am **CONFERENCE WELCOME**  
**KEYNOTE: 100 Jobs, One Truth: The Story Inside the Job Changes Everything**  
 Peter Lewis · Strategic Pete

9:30 am — 10:30 am **SNF** **AL**  
**The State of Long-Term Care: Progress, People & Purpose**  
 Clifton (Clif) Porter, II · AHCA/NCAL  
**AL**  
**The Federal Forecast for Assisted Living**  
 LaShuan Bethea · NCAL

10:30 am — 10:45 am **BREAK W/ VENDORS**

10:45 am — 11:45 am **SNF**  
**Liability Lives on The Floor**  
 Ross Brouse · Continuous Networks | Joey Bottitta · OneGroup | Kurt Bratten, Esq. · O'Connell & Aronowitz  
**AL**  
**The Pulse Session**  
 Kristin DeVries · NYSHFA | NYSCAL | Kevin Christiano · Ashton Place

11:45 am — 1:15 pm **CHAIRPERSON'S AWARDS LUNCHEON - EARN 1 CEU!**  
 Emcee Dorcey Applrys · Mayor of the City of Albany

1:15 pm — 2:15 pm **SNF**  
**Leadership CPR: Reviving & Thriving Without More Striving**  
 Bruce Berlin · Prioriteams  
**AL**  
**The Complexities of Assisted Living Fire Evacuation Planning**  
 David Hood · Jensen Hughes

2:15 pm — 3:15 pm **SNF**  
**Quality Reporting Audits: Coming Soon to a SNF Near You!**  
 Maureen McCarthy · Celtic Consulting, LLC  
**AL**  
**From Incident to Insight: Leveraging Root Cause Analysis to Drive Falls Reduction in Assisted Living**  
 Marianne Sherlock · Coretactics Healthcare Consulting

3:15 pm — 3:30 pm **COFFEE BREAK**

3:30 pm — 4:30 pm **SNF**  
**Leading in the Five-Star Era: Strategic Oversight for Today's Nursing Home Administrator**  
 Steven Littlehale · Zimmet Healthcare Group, LLC  
**AL**  
**Advocating with Clarity: Responding Confidently to State Oversight**  
 Avi Olitzky · Olitzky Consulting Group, LLC

4:30 pm — 6:00 pm **EXPO RECEPTION**

6:00 pm — 9:00 pm **HOSPITALITY SUITE**

## JUNE 4TH

8:30 am — 9:30 am **SNF** **AL** **BREAKFAST KEYNOTE: Mission-Aligned Growth and the 2030 Demographic Shift**  
 Avi Olitzky · Olitzky Consulting Group, LLC

9:30 am — 10:30 am **SNF**  
**What Every SNF Needs to Know: From Survey Preparation to Performance**  
 Lisa Volk · Foundation for Quality Care | Tarrah Quinlan · NYSHFA | NYSCAL  
**AL**  
**Driving Growth Through Meaningful Marketing in New York's Assisted Living Communities**  
 Nora O'Brien · Willow Towers | Rachel Reeves · AHCA/NCAL | Grace Ferri · United Hebrew New Rochelle

10:30 am — 10:45 am **COFFEE BREAK**

10:45 am — 11:45 am **SNF**  
**Election Of Officers - Skilled Nursing Legal Update**  
 Stephen Hanse, Esq. · NYSHFA NYSCAL | Neil Murray, Esq. · O'Connell & Aronowitz  
**AL**  
**Emerging Legal & Regulatory Issues**  
 Kurt Bratten, Esq. · O'Connell & Aronowitz | Kristin DeVries · NYSHFA | NYSCAL

11:45 am — 12:45 pm **SNF**  
**Skilled Nursing NYS DOH Update**  
 Valerie Deetz · NYS DOH  
**AL**  
**Assisted Living Facility NYS DOH Update**  
 KellyAnn Anderson · NYS DOH

12:45 pm **LUNCH ON THE GO!**

# 03

JUNE



SNF AL

8:30 am–9:30 am

PRESIDENT & CEO

» *Stephen B. Hanse, Esq.*  
NYSHFA | NYSCAL



## 100 JOBS, ONE TRUTH: THE STORY INSIDE THE JOB CHANGES EVERYTHING

» FOUNDER & CEO

» *Peter Lewis*  
Strategic Pete

**What do a window washer, a skydiving instructor, and a CNA have in common?** For Peter Murphy Lewis, they were all stops on his 100-job journey as the host of a Spanish-speaking TV show inspired by Dirty Jobs. Across those jobs, Peter learned one truth: the story inside the work matters more than the task itself. But it wasn't until Peter trained and worked alongside caregivers for the People Worth Caring About documentary that the lesson became unavoidable: the most meaningful work isn't about spreadsheets or titles – it's about fear faced, dignity preserved, and stories amplified.

9:30 am–10:30 am ←

## THE STATE OF LONG-TERM CARE: PROGRESS, PEOPLE & PURPOSE

» PRESIDENT & CEO

» *Clifton (Clif) J. Porter, II*  
AHCA / NCAL



SNF

AHCA/NCAL President & CEO Clifton J. Porter II, will highlight the progress being made across the profession, national initiatives advancing workforce and quality, and real-world stories from providers that demonstrate the impact of dedicated caregivers. Through updates on key AHCA/NCAL initiatives and stories from the field, this presentation will celebrate the people driving quality improvement and reinforce the shared mission of delivering exceptional care.

## THE FEDERAL FORECAST FOR ASSISTED LIVING

» EXECUTIVE DIRECTOR

» *LaShuan Bethea*  
NCAL



AL

Get your essential briefing on federal developments impacting assisted living providers across the country. NCAL's Executive Director, LaShuan Bethea, will provide a bird's eye view of the latest policy shifts, regulatory updates, and legislative priorities coming out of Washington that will shape your operations in the year ahead. This session cuts through the noise to bring you the critical information you need to stay ahead of the curve and what it all means for you and your residents.

10:45 am–11:45 am ←

**LIABILITY LIVES ON THE FLOOR**

» PRESIDENT

*Ross Brouse*  
Continuous Networks

SNF

» REGIONAL PRESIDENT GREATER NY

*Joey Bottitta, JD, MSW*  
OneGroup

» PARTNER

*Kurt Bratten, Esq.*  
O'Connell & Aronowitz

Most long-term care liability does not originate in policy, it originates in frontline decision-making. This session examines how supervisors and managers influence legal exposure across workplace violence prevention, abuse and neglect enforcement, workers' compensation claims, and cybersecurity incidents. Panelists will discuss how training, documentation, reporting culture, and access controls play a critical role in demonstrating compliance and reducing liability in a high-turnover workforce.

**THE PULSE SESSION**

» DIRECTOR OF ASSISTED LIVING & STRATEGIC COMMUNICATIONS

*Kristin DeVries, MA, MPP*  
NYSHFA | NYSCAL

AL

» NYSCAL CHAIRPERSON & MANAGING PARTNER

*Kevin Christiano*  
Ashton Place

What's keeping you up at night as an assisted living leader? From regulatory changes and workforce challenges to reimbursement updates and operational innovations, this interactive and candid session puts you in the driver's seat. Come ready for peer-to-peer interaction to share your experiences, ask tough questions, and engage in real-time dialogue about the trends and pressures shaping New York's assisted living landscape.

EARN 1.0 CEU

11:45 am–1:15 pm

CHAIRPERSON'S  
**AWARD LUCHEON**

Emcee  
*Dorcey Applrys* »  
MAYOR OF THE CITY OF ALBANY



1:15 pm–2:15 pm ←

**LEADERSHIP CPR: REVIVING & THRIVING WITHOUT MORE STRIVING**

» CHIEF EXPERIENCE OFFICER

*Bruce Berlin*  
Prioriteams

SNF

This session will address the growing problem of leader burnout and disengagement by introducing the Energy Exhaustion Cycle – a pattern driven by weak emotional connections at work. Rather than adding more tasks or initiatives, the presentation focuses on the root cause of disengagement and offers an attention-based leadership approach that boosts engagement, productivity, and profitability without increasing workload.

**THE COMPLEXITIES OF ASSISTED LIVING FIRE EVACUATION PLANNING**

» SENIOR ADVISOR

*David Hood*  
Jensen Hughes

AL

This session will focus on regulatory expectations for fire and life safety, the essential elements of a compliant evacuation plan, and strategies for resident-centered planning that account for staffing levels, physical plant constraints, assistive devices, identification of residents needing evacuation assistance, drill practices, and coordination with local fire services. Using lessons learned from recent fires across the country, this session will highlight common compliance gaps, documentation and training requirements, and practical steps providers can take now to strengthen fire safety, protect residents, and reduce organizational risk.



» Ross Brouse



» Joey Bottitta



» Kurt Bratten



» Kristin DeVries



» Kevin Christiano



» Bruce Berlin



» David Hood

“ Very educational & up-to-date with the latest in long-term care. ”



Maureen McCarthy



Marianne Sherlock

▶ 2:15 pm–3:15 pm

## QUALITY REPORTING AUDITS: COMING SOON TO A SNF NEAR YOU!

SNF

» PRESIDENT & CEO

*Maureen McCarthy*  
Celtic Consulting, LLC

CMS has launched the new SNF QRP Validation Program, introducing a more rigorous audit process that directly affects compliance and reimbursement. Unlike prior reviews, this Program closely examines MDS accuracy and supporting documentation, with noncompliance potentially resulting in up to a 2% reduction in the Annual Payment Update.

This session will cover what's new in QRP validation, key audit trends and risk areas emerging in 2026, and upcoming changes to QRP and the SNF Value-Based Purchasing Program (VBP) impacting 2026 reporting and reimbursement. Participants will gain practical strategies to strengthen documentation, align workflows, and use facility data to protect revenue and ensure audit readiness.

## FROM INCIDENT TO INSIGHT: LEVERAGING ROOT CAUSE ANALYSIS TO DRIVE FALLS REDUCTION IN ASSISTED LIVING

AL

» REGIONAL REIMBURSEMENT & QUALITY CONSULTANT

*Marianne Sherlock, PT, RAC-CT, LNHA*  
Coretactics Healthcare Consulting

This session will examine how a structured root cause analysis (RCA) framework transforms individual fall incidents into organizational learning opportunities. Participants will explore the critical components of effective RCA investigations for falls, including the systematic identification of contributing factors across clinical, environmental, and operational domains, and how facilities can leverage compliance data from incident reports to detect patterns and implement evidence-based interventions. This session will also address practical implementation challenges, including multidisciplinary team coordination, documentation that supports both regulatory compliance (DOH reporting timelines) and continuous improvement, and how to balance preventive measures with resident autonomy. Prepare yourself and your team to respond strategically, not reactively.

3:15 pm–3:30 pm BREAK w/ VENDORS

“Useful for CEUs in an enjoyable environment with colleagues!”



Steven Littlehale



Avi Olitzky

3:30 pm–4:30 pm

## LEADING IN THE FIVE-STAR ERA: STRATEGIC OVERSIGHT FOR TODAY'S NURSING HOME ADMINISTRATOR

SNF

» CHIEF INNOVATION OFFICER

*Steven Littlehale, RN MS GCNS*  
Zimmer Healthcare Group, LLC

The CMS Five-Star Rating System has become a high-stakes leadership measure for nursing home administrators, directly affecting financial performance, referrals, and reputation. Success now depends less on knowing the rules and more on anticipating risk, aligning teams, and responding effectively to change. Designed for administrators with enterprise-level accountability, this session focuses on translating complex CMS methodology into strategic oversight. Participants will examine how leadership decisions, communication, and data awareness drive outcomes across health inspection, staffing, and quality domains. Through applied examples and discussion, attendees will learn to identify early warning signs, manage Five-Star risk, and lead coordinated, defensible action - whether stabilizing performance, recovering from disruption, or preparing for future CMS changes.

## ADVOCATING WITH CLARITY: RESPONDING CONFIDENTLY TO STATE OVERSIGHT

AL

» PRESIDENT & PRINCIPAL CONSULTANT

*Avi Olitzky*  
Olitzky Consulting Group, LLC

Assisted living leaders often face high-pressure moments during surveys, investigations, and interactions with state officials. This session will give providers practical, repeatable tools to speak with clarity, hold their ground appropriately, and articulate the rationale behind decisions and practices. The focus is on real-world phrases, positioning techniques, and a simple approach to maintaining composure and credibility when the stakes are high.

4:30 pm–6 pm

## EXHIBITOR RECEPTION

VISIT W/ VENDORS & ENJOY A COCKTAIL!

6 PM » KOSHER DINNER PROVIDED



## EXPLORE & DINE

DINNER ON YOUR OWN

6:00 pm–9:00 pm

## HOSPITALITY ROOM

ENTERTAINMENT & OPEN BAR

KOSHER FOOD & DINNER SPONSOR



HOSPITALITY SUITE SPONSOR



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8:30 am–9:30 am

## MISSION-ALIGNED GROWTH & THE 2030 DEMOGRAPHIC SHIFT

SNF AL

» PRESIDENT & PRINCIPAL CONSULTANT

*Avi Olitzky*

Olitzky Consulting Group, LLC

**The 2030 “silver tsunami” is approaching quickly, but growth isn’t just about adding beds.**

This session frames growth as a mission-driven strategy – helping organizations expand in ways that meet community need, protect margins, and reinforce the purpose of the organization. Leaders will examine what to stop, start, and scale as demographics shift.

9:30 am–10:30 am

## WHAT EVERY SNF NEEDS TO KNOW: FROM SURVEY PREPARATION TO PERFORMANCE

SNF

» EXECUTIVE DIRECTOR  
FOUNDATION FOR QUALITY CARE

*Lisa Volk, RN, BPS, LNHA*  
NYSHFA | NYSCAL

» DIRECTOR, EDUCATION PROGRAM  
DEVELOPMENT & MEMBER OPERATIONS

*Tarrah Quinlan, RN, BSN*  
NYSHFA | NYSCAL

This session will provide a review of current survey trends affecting skilled nursing facilities with a focus on regulatory requirements, and Immediate Jeopardy (IJ) prevention. Participants will examine frequently cited deficiencies, surveyor expectations, and applicable federal and state regulations, including high-risk areas that may lead to IJ findings. This session will offer practical compliance strategies to strengthen survey readiness, reduce citation risk, and prevent conditions that could result in immediate jeopardy.

## DRIVING GROWTH THROUGH MEANINGFUL MARKETING IN NEW YORK’S ASSISTED LIVING COMMUNITIES

AL

» CHIEF OPERATING OFFICER

*Nora O'Brien*  
Willow Towers Assisted Living

» CHIEF MARKETING OFFICER

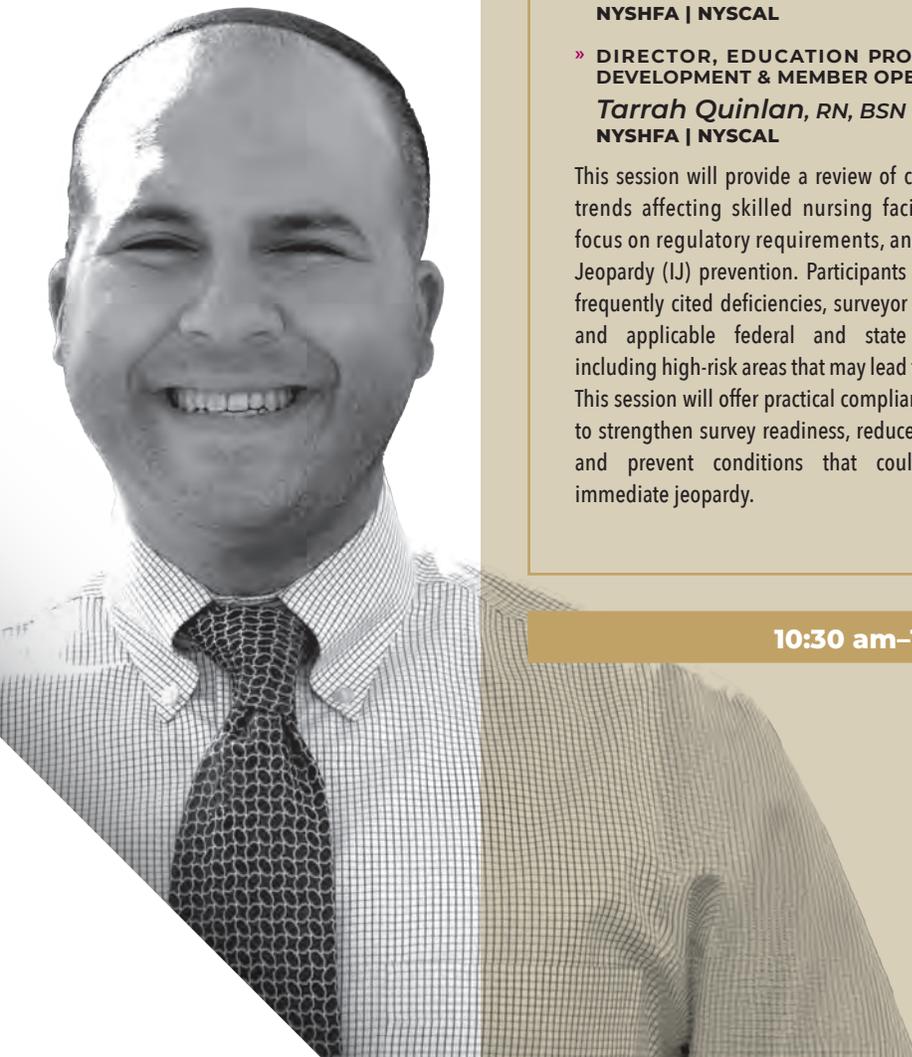
*Grace Ferri*  
United Hebrew New Rochelle

» SVP OF PUBLIC AFFAIRS

*Rachel Reeves*  
AHCA/NCAL

In today's fast-moving long-term care market, standing out takes more than a brochure – it takes a story that connects. Join this dynamic panel for an inside look at how purpose-driven marketing fuels growth, builds trust, and inspires families to choose your community. From shaping your message to mastering media moments, this session will spark fresh ideas and real-world strategies to elevate your brand across mixed payer sources.

10:30 am–10:45 am **COFFEE BREAK**



10:45 am–11:45 am

### ELECTION OF OFFICERS & SKILLED NURSING LEGAL UPDATE

SNF

» PRESIDENT & CEO

*Stephen B. Hanse, Esq.*  
NYSHFA | NYSCAL

» OF COUNSEL

*Neil Murray, Esq.*  
O'Connell & Aronowitz

There are several significant legal, regulatory and legislative issues affecting skilled nursing providers throughout New York. In many instances, these issues have direct financial and operational implications for the provision of care in our facilities. Neil Murray will discuss these matters and delve into various considerations and strategies for moving forward.

SPONSORED BY: O'CONNELL & ARONOWITZ

### EMERGING LEGAL & REGULATORY ISSUES: WHAT'S ON THE HORIZON FOR ASSISTED LIVING

AL

» PARTNER

*Kurt Bratten, Esq.*  
O'Connell & Aronowitz

» DIRECTOR OF ASSISTED LIVING

*Kristin DeVries, MA, MPP*  
NYSHFA | NYSCAL

Navigate the evolving regulatory landscape shaping New York's assisted living sector in this forward-looking session. This session will examine emerging legal and compliance challenges on the horizon and equip assisted living providers with the knowledge needed to proactively address regulatory changes and protect facility operations in an increasingly complex legal environment.

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11:45 am–12:45 pm

### SKILLED NURSING FACILITY NYS DOH UPDATE

SNF

» DEPUTY DIRECTOR, OFFICE OF AGING & LONG-TERM CARE

*Valerie Deetz, RN, LNHA*  
NYS DOH

Join New York State Department of Health leadership for this informative update.

### ASSISTED LIVING NYS DOH UPDATE

AL

» DIRECTOR, DIVISION OF ADULT CARE FACILITY & ASSISTED LIVING SURVEILLANCE

*KellyAnn Anderson*  
NYS DOH

Join New York State Department of Health leadership for this informative update.

“The Annual Conference provides great insight on the LTC landscape.”



Lisa Volk



Tarrah Quinlan



Nora O'Brien



Grace Ferri



Rachel Reeves



Stephen Hanse



Neil Murray



Kurt Bratten



Kristin DeVries

12:45 pm  
**BOXED LUNCH**

# THE DETAILS

## FULL / MULTI REGISTRATION

### » PACKAGES INCLUDE:

- Education Programs / Materials
- Admission to the Hospitality Suite
- Admission to the Expo
- Wednesday Reception
- Wednesday Awards Luncheon
- Thursday Boxed Lunch

## REGISTRATION:

The prices listed on the registration form are available for all registrations received prior to April 10, 2026. Registrations received after April 10, 2026 need to add \$100.00 for each Full Package and \$50.00 for each daily package.

## LODGING & MEALS:

Lodging is not included in your registration fee. Details on reserving a room follow. Included meals are as follows: Wednesday Breakfast, Awards Lunch and Reception, and Thursday Breakfast and Boxed Lunch.

## CAN I GET THE MEMBER RATE?

Members of NYALTCA, NYPA, Southern New York, Greater New York and the NYCACHCA may register at the NYSHFA | NYSCAL Member rate. Please indicate your membership status by checking the box located under the Name Badge Information section.

## SPECIAL DIETS:

Kosher Meals Provided By: 518 Catering, Certified through VaaD Hakashruth of the Capital District. For any concerns regarding your request, contact Erin Armstrong 518.462.4800 ext. 22.

## CONFERENCE APP

NYSHFA | NYSCAL will utilize a conference app for all presentations and handouts. In addition to presentations, the conference schedule, speaker list, exhibitor and sponsor information will be included in the app. This website-based app is available for use on your mobile phone, tablet or desktop. No paper conference materials will be distributed.

## IT'S EASY TO REGISTER!

Visit the NYSHFA | NYSCAL website for a no hassle

ONLINE REGISTRATION:

**NYSHFA-NYSCAL.ORG**

Or fill out the form on the last page and send it to Erin Armstrong:

**earmstrong@nyshfa-nyscal.org**

or FAX: 518.426.4051

## AMERICANS W/ DISABILITIES ACT:

If you need services identified in the ADA in order to attend this Conference, please call Laura Lipinski at 518.462.4800 ext. 27.

## CANCELLATION POLICY:

Cancellation requests must be received two weeks prior via email to (earmstrong@nyshfa-nyscal.org). Full refunds will be processed for requests received within the deadline. After this time, refunds will be processed on a case-by-case basis. No refunds during or after the conference will be issued. No shows will be billed.

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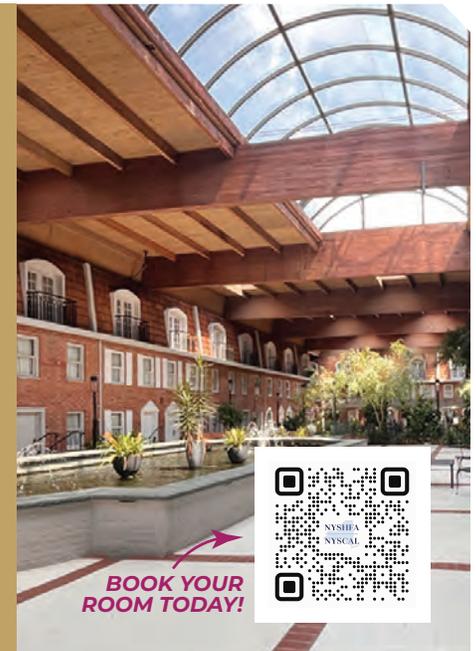
**ROOM BLOCK CUTOFF DATE: MAY 12, 2026 @ 12:01 am**

*To change your dates, please click the calendar located below the "Number of Nights" section. From there, you can adjust your stay duration as needed.*

ONLINE BOOKING LINK:

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11 CEUs

# ANNUAL CONFERENCE & EXPO



PLEASE SEND THIS REGISTRATION FORM TO ERIN ARMSTRONG VIA

E: earmstrong@nyshfa-nyscal.org M: NYSHFA | NYSCAL 33 Elk St • Suite 300 • Albany • NY • 12207 F: 518.426.4051

Name: \_\_\_\_\_ Name For Badge: \_\_\_\_\_

Title: \_\_\_\_\_ NAB Identifier: R \_\_\_\_\_

Facility Name: \_\_\_\_\_  SNF  AL

Address: \_\_\_\_\_

Attendee Email: (Required) \_\_\_\_\_ Phone: \_\_\_\_\_

Emergency Contact: \_\_\_\_\_ Phone: \_\_\_\_\_

SPECIAL DIETARY REQUESTS:  Kosher  Vegetarian  Vegan  Gluten-Free

PLEASE CHECK STATUS OF REGISTERED ATTENDEE:

- NYSHFA | NYSCAL Facility Member  Non-Member  NY Chapter ACHCA Member  Southern NY Association  
 NYSHFA | NYSCAL Associate Member  NYPA Member  NYALTCA Member  Greater NY Association

MULTI FACILITY PACKAGE		MEMBER	NON-MEMBER
<input type="checkbox"/>	<b>MULTI-FACILITY GROUP REGISTRATION</b> (Online Registration Not Available) <b>REGISTER ALL EMPLOYEES FOR A COMBINED GROUP FEE!</b> Please complete this form and return. Once received, a spreadsheet for your attendees will be provided to you.	\$4200	\$4500
FULL PACKAGE (Add \$100 to Registration After 4/10/26)		MEMBER	NON-MEMBER
<input type="checkbox"/>	<b>REGISTRATION FEE</b> Includes all education programs/materials, daily breakfast, admission to the Expo Reception, Hospitality Suite, Wednesday Awards Luncheon and Thursday Boxed Lunch	\$500	\$750
SINGLE DAY PACKAGE (Add \$50 to Registration After 4/10/26)		MEMBER	NON-MEMBER
<input type="checkbox"/>	<b>JUNE 3rd » WEDNESDAY</b> Includes all education programs/materials, Breakfast at Education, Awards Lunch, Admission to the Expo Reception & Hospitality Suite	\$325	\$400
<input type="checkbox"/>	<b>JUNE 4th » THURSDAY</b> All education programs/materials, Breakfast at Education, Boxed Lunch	\$225	\$300

TOTAL: \$

PAYMENT INFORMATION:  AMEX  DISCOVER  MASTERCARD  VISA  CHECK (Please Make Checks Payable to NYSHFA)

Credit Card Number: _____	Exp. Date: _____
Cardholder Name: _____	
Authorized Cardholder Signature: _____	

I authorize NYSHFA/NYSCAL to use the above MasterCard, Discover, VISA, or AMEX to charge applicable registration fees. I also understand that registration fees of those who cancel after the cancellation deadline or fail to attend are forfeited. No-shows will be billed. Substitutions are permitted and encouraged.

**NYSHFA**  
NYS HEALTH FACILITIES ASSOCIATION

**NYSCAL**  
NYS CENTER FOR ASSISTED LIVING

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# ANNUAL CONFERENCE & EXPO

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Contact Laura Lipinski @ 518.462.4800 x27

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STAY CONNECTED! 

