



## 2025 PADONA LEADERSHIP DEVELOPMENT COURSE

### Session #1: Tuesday, September 23, 8:00 am – 10:00 am

#### **Infection Prevention and Control and The Role of the Infection Preventionist**

**Professional Practice Gap and Session Description:** Infection prevention and control has become the leading deficiency during annual and complaint surveys. Vaccinations are part of the quality measures; COVID vaccinations are being reported, and part of the survey evaluations and the administrators are now required to have infection prevention and control as part of their annual education for license renewal. This session will provide information that lists the components of an infection prevention and control program in long term care; describe the membership of the infection prevention and control team as it relates to Act 52; review the requirements for the Infection Preventionist position in long term care facilities; discuss the importance of risk assessment and goal setting in infection prevention.

**Educator: JoAnn Adkins, BSN, RN, CIC, FAPIC;** Senior Infection Preventionist - Pennsylvania Patient Safety Authority is a registered nurse and senior infection preventionist with the Patient Safety Authority. In her role at the Authority, she works with Pennsylvania healthcare facilities to improve patient safety by initiating, developing, implementing, and monitoring new and existing infection prevention initiatives throughout the Commonwealth of Pennsylvania. Ms. Adkins has presented educational programs on infection prevention topics at the local, state, and national levels. Ms. Adkins is board certified in infection control and epidemiology (CIC), board certified in long-term care infection prevention (LTC-CIP) and is a Fellow of the Association for Professionals in Infection Control and Epidemiology.

### Session #2: Tuesday, September 23, 10:30 am – 12:00 pm

#### **Review of Federal Pharmacy Regulations and Collaboration with the Pharmacy Through the Role of the Consultant Pharmacist**

**Professional Practice Gap and Session Description:** Federal regulations related to pharmacy and medications are frequently cited during the annual nursing home surveys. Compliance requires knowledge of the regulations and an understanding of what compliance entails. It also requires collaboration with the consultant pharmacist. There are regulations that are frequently cited related to medications from storage, to labeling and administration. In addition, quality measures include medications and measures that may be affected by medications. The consultant pharmacist is required to attend the facility QAPI committee meetings. This session, we will take a comprehensive look at pharmacy related regulations found primarily in the State Operations Manual. This session will discuss what you can expect from the provider pharmacy, from a regulatory and preferential perspective.

**Educator: Anastasia Sidor, PharmD, BCGP** Clinical Pharmacist Director - Brockie Pharmatech, which is a family-owned long-term care pharmacy, received her Doctor of Pharmacy degree from the University of Pittsburgh and achieved the designation of Board-Certified Geriatric Pharmacist in 2017. She has practiced geriatric pharmacy at Brockie Pharmatech for 12 years, where she currently serves as the Consultant Pharmacist Director. In addition to serving as a preceptor for her alma mater, she is Adjunct Faculty at Harrisburg Area Community College where she teaches the pharmacy module of the Nursing Home Administrator course. She is passionate about achieving optimal medication use through safe and effective medication management while assisting SNFs to meet regulatory requirements.

### **Session #3: Tuesday, September 23, 1:00 pm – 2:30 pm**

#### **Review of the Federal Regulations Related to Care Plans and Information to Ensure Person Centered Care Plans**

**Professional Practice Gap and Session Description:** Care plan deficiencies have been included in the top ten nursing home survey deficiencies at both the state and national levels for the previous five years. The federal regulations and CMS Critical Element Pathways related to care plans have been revised and are in effect for nursing home providers. This session will provide a review of the federal regulations and discuss the interrelatedness of the care plan regulations and requirements for compliance. The education session will also address systems and processes to ensure person centered care plans while complying with federal care plan regulatory requirements.

**Educator: Michele Conner, RN, BSN, RAC-CT** Clinical Consultant has more than 20 years of experience in many positions in post-acute. With her many years of experience with facility-based management, Michele assumed the position as a Clinical Reimbursement Specialist/Clinical Service Specialist with oversight of multiple skilled nursing facilities and personal care homes in western Pennsylvania. Michele has been with Affinity Health Services, Inc. of Indiana, PA since January 2020, performing services for nursing and clinical reimbursement. Affinity provides revenue cycle management, operational support, financial advisory, regulatory and clinical support, marketing and referral development and directed in-service training.

### **Session #4: Tuesday, September 23, 3:00 pm – 4:30 pm**

#### **Developing Root Cause Analysis Skills: Getting the Most Out of Your QAPI Efforts**

**Professional Practice Gap and Session Description:** The QAPI process is most effective when leadership is involved and prepared while understanding the process. This session will discuss the important role that effective root cause analyses (RCAs) play in driving an aging services provider organization's performance improvement efforts that help to prevent harm, decrease risk, improve quality, and increase safety for all stakeholders. Session activities will help prepare attendees to conduct competent RCAs and develop purposeful action recommendations that result in meaningful change within the organization as part of its ongoing risk and QAPI systems. The session format will encourage attendees to share experiences and lessons learned regarding their RCA journey. This interactive approach allows others to benefit from real-life examples about success and barriers to using RCA.

**Educators: Victor Lane Rose MBA, NHA, FCPP, CPASRM** Executive Director, Aging and Ambulatory Care ECRI Victor Rose has worked in the healthcare and non-profit sector for 30 years, serving in various executive and leadership roles. Currently, he serves as ECRI's Executive Director of Aging and Ambulatory Care, coordinating business development and consulting in safety, risk management, and quality improvement to providers nationwide and across the aging care continuum. Before joining ECRI, he served as COO for 17 years with a not-for-profit life plan

community.

**Jean Harpel, MSN, RN, GCNS** is a geriatric clinical nurse specialist and is presently the Operations Manager of the Aging Services team at ECRI where she provides environment-of-care safety and security and quality and risk management consultation to aging services communities across the United States. She educates leadership and staff on how to implement risk management systems within their organizations. As part of the ECRI consultation services she works with aging services organizations to help reduce future risk and harm to their residents as well as helping achieve focus on developing a culture of safety and accountability.

## **Session #5: Wednesday, September 24, 8:00 am – 10:00 am**

### **Conducting a Thorough Investigation**

**Description of the Professional Practice Gap:** Nurse leaders in long term care are required to conduct investigations following resident events. Regulations require the completion of thorough investigations, but they don't provide the steps required for the completion. This session will explore the complexities of conducting a thorough, good faith investigation that includes establishing the facts of the situation, understanding and analyzing causal factors to implement meaningful interventions and identifying opportunities to improve care and services, and mitigating further safety, legal, and compliance risks.

**Educator: Angela Huffman, RN, WCC** is an RN Compliance Specialist at Ascension Healthcare. With over 38 years of experience in healthcare, including 34 years dedicated to post-acute and elder care services. Early in her career, she served as a Quality Assurance State Surveyor for the Pennsylvania Department of Health. Subsequently, she held roles as both an Assistant Director and Director of Nursing in two skilled nursing facilities. After a brief period in primary care, Angela returned to long-term care, where she accumulated over 25 years of experience as a Clinical Services Consultant and Compliance Field Investigator. In this role, she oversaw operations across 68 long-term care facilities in eight states. Additionally, she has extensive expertise in reviewing and analyzing medical records as a specialized paralegal for defense attorneys. Before joining Ascension, Angela held various leadership positions, including Vice President of Clinical Services at Affinity Health Services and customer support specialist at Real Time Medical Systems. Ascension Healthcare is one of the nation's leading non-profit and Catholic health systems, across 16 states and the District of Columbia, with 30 senior living facilities.

## **Session #6: Wednesday, September 24, 10:30 am – 12:00 pm**

### **Welcoming Student Nurses and engaging Them in An Age Friendly Nursing Home for a Positive Experience**

**Professional Practice Gap and Session Description:** Nurse leaders are concerned about engaging team members as well as recruitment and retention with a shrinking workforce. Nurse leaders need the knowledge about initiatives that are available to promote these areas and assist them in planning for a more robust future workforce that is engaged. In this education session we will explore effective strategies to integrate age-friendly health systems (AFHS) and enhance care and education standards within nursing homes. Discover practical insights to cultivate supportive environments that not only enhance care quality and enrich School of Nursing student educational experiences but also foster the development of nurse leadership within these settings. The session will also assist the nurse leaders to know what to expect from students, and how to prepare their team members to welcome the students for a rewarding and enriching experience for all.

**Educators: Maureen Saxon-Gioia, MS, HSA, BSN, RN**, is a nurse project manager for aging initiatives at the Jewish Healthcare Foundation, which has a strong commitment to improving the overall well-being of older adults, considering their physical, mental, and social health. She is a passionate advocate for professional nursing education and practice, actively fostering academic relationships between schools of nursing and nursing homes in the PA Teaching Nursing Home Collaborative, and the PA Long Term Care Learning Network, both of whom aim to enhance healthcare quality, safety, and the overall strength of the care force. Ms. Saxon-Gioia's focus is on improving the education and training of nurses to deliver high-quality care and achieve positive healthcare outcomes. Her combination of clinical and quality improvement experience fuels her passion for helping others promote change in health care.

**Anneliese Perry, MS, NHA, CECM**, is the program manager for aging initiatives and Statewide Coordinator for Dementia Friendly Pennsylvania. Her current work includes the Teaching Nursing Home Collaborative; an initiative focused on demonstrating how enhanced partnerships between academic nursing schools and skilled nursing facilities can improve quality outcomes and address workforce challenges. She is one of the state-wide coordinators for Dementia Friends Pennsylvania and Dementia Friendly Pennsylvania initiatives and the PA Long-Term Care Learning Network for nursing facilities. She is a licensed nursing home administrator and is certified in ethics and compliance management.

## **Session #7: Wednesday, September 24, 1:00 pm – 2:30 pm**

### **Role of the Attorney General's Office in Long Term Care Facilities and Prevention of Abuse**

**Professional Practice Gap and Session Description:** Nursing home resident abuse and neglect occurs, but when is it an opportunity for the state Attorney General's Office to get involved with the provider facility to investigate? The goal of the education is to engage with the management and administrative staff of skilled nursing facilities and healthcare entities and make them aware that the Attorney General's office is tasked with investigating and prosecuting abuse and neglect of care-dependent persons. The education will discuss the statutes including Medicaid Fraud, 62 P.S. §1407; Abuse of Care-Dependent Person, 18 Pa.C.S. §2713.1; Neglect of Care-Dependent Person, 18 Pa.C.S. §2713; and Financial exploitation of an older adult or care-dependent person 18 Pa.C.S. § 3922.1.; Abuse/Neglect – legal definition of caretakers, care settings, and injury/grading and investigation strategies for nursing homes. It will address how the AGs office works with nursing homes (what you can expect) – as cooperative witnesses as well as facility targets with a brief discussion of cases.

**Educators: Jennifer Snerr, MS Administration of Justice Director of Outreach - Pennsylvania Attorney General's Office and Kelly Baran, RN, Nurse Investigator**

**Jennifer Snerr** has worked with the Pennsylvania Office of Attorney General, which is part of the Medicaid Fraud Control Section and is part of the Office's Bureau of Criminal Investigation. for 22 years, all of those years with the Medicaid Fraud Control Section. She started as a Special Agent working both care-dependent neglect cases and Medicaid fraud cases. In 2013 she was promoted to a Supervisory Special Agent position specifically for the

Care-Dependent Neglect team with state-wide responsibility. Currently she is the Director of Outreach for the Section.

As the Director of Outreach, she has the ability to travel across the state to speak about abuse and neglect in all care settings. She is able to meet with law enforcement and members of the County DA's Offices regarding specific cases to provide assistance and resources. Jen came to the Attorney General's Office from the Pennsylvania Department of State where she was employed in an investigative capacity and prior to that time from the Pennsylvania Office of Inspector General where she also worked as an investigator. Jen has a Bachelor of Arts in English and a Master of Science in Administration of Justice.

**Kelly Baran, RN** has been a registered nurse for 19 years. She was most recently a case manager focusing on discharge planning prior to her employment with the Pennsylvania Office of Attorney General. Kelly is the Nurse Investigator with the Medical Fraud Control Section-Neglect Team. She reviews medical records in suspected cases. Kelly completed her RN education at Reading Hospital School of Nursing and her BSN from Penn State university.

## **Session #8: Wednesday, September 24, 3:00 pm – 4:30 pm**

### **Medical Record Documentation Compliance and Reimbursement**

**Professional Practice Gap and Session Description:** Medical record documentation is required for compliance with representing the acuity and services delivered to the residents and to support levels of reimbursement. Nurse leaders need knowledge regarding what is required and expected in documentation and systems that can reduce nurse workload and time spent on documenting. They need the knowledge about what must be documented and what is unnecessary. This session will outline what is required in supportive and effective medical record documentation along with some recommendations for how and when this should be completed.

**Educator: Sophie Campbell, MSN, RN, CRRN, RAC-CT, CNDLTC** Executive Director, PADONA, the Pennsylvania Association of Directors of Nursing Administration in Long Term Care, **provides** support and education for nurse leaders in Pennsylvania long term care facilities through education and information. She provides DON education and support for new DONs and works closely with the AMI RISE and Teaching Nursing Home Collaborative initiatives. Sophie is approved by the PA Department of Health as a Directed In-Service provider.

## **Session #9: Thursday, September 25, 8:00 am – 9:30 am**

### **Quality Measures and the Five Star Quality Rating System**

**Professional Practice Gap and Session Description:** Quality measures are used by the surveyors to determine many aspects of the annual licensure and certification survey. They are also used in the PA quality improvement program as well as being a part of the 5-star quality rating program. Managed care payors require a specific 5-star rating prior to contracting with a provider. The information related to the 5-star quality rating is included on the internet in the Care Compare Medicare website for consumers and other providers to

review. Nurse leaders need to have the knowledge of the quality measures and Five Star Quality Rating system to know what they can do and educate their team members to know for a positive impact on the measures and rating system. This session will assist nurse leaders to recognize how the Care Compare Five Star Rating is calculated, with overview of the three components of the Five Star Rating (Survey, Staffing, and Quality Measures). The session will also review the impact quality measures have on the 5 Star Rating and outline how the Quality Measures are calculated, and how to monitor and manage the measures.

**Educator: Tammy Coleman RN, CNDLTC, RAC-CTA**, is Vice President of Clinical Reimbursement for Affinity Health Services, which provides advisory, consulting, and management services, where she works with providers on improving documentation and clinical delivery practices as related to quality measures, five- star rating, and third-party and government reimbursement. Tammy's experience in nursing department operations spans 18 years, including a long-term care RN, a Nursing Supervisor, Assistant Director of Nursing, and a Director of Nursing for a skilled nursing facility.

Tammy holds an Advanced Certification as a Resident Assessment Coordinator, is a Certified Nursing Director for Long Term Care, an INTERACT Champion, and has achieved a Certificate of Training in Infection Prevention in the Long-Term Care Setting. She is a member of The American Association of Post-Acute Care Nursing (AAPACN) and is also on the Nursing Advisory Committee for the Pennsylvania College of Technology.

## **Session #10: Thursday, September 25, 10:00 am – 11:30 am**

### **Legal Aspects in Long Term Care**

**Professional Practice Gap and Session Description:** Nurse leaders are not taught legal implications or aspects for their roles, their departments or in the management of the care of residents. This includes the legal aspects of interviewing, hiring, working with unions, addressing family members and resident representatives, resident care items and many others. This session will provide the nurse leaders with general information related to legal aspects that apply to and are part of daily operations in the nursing department and the role of the nurse leader.

**Educator: Candace McMullen, RN, NHA, MHA, CLNC, CNDLTC**, Vice President Business Development and PADONA CEO currently serves as the Executive Vice President of Business Development and Consulting with Affinity Health Services, Inc, who provides advisory, consulting, and management services. In this role, she oversees sales and marketing and leads the consulting division in providing individualized services to meet consulting client objectives and expectations. Candace also provides consulting services to clients in a variety of operational, clinical, and financial capacities. Prior to re-joining Affinity, she served as Chief Operating Officer over the past 13 years overseeing campus operations within various corporate structures. Her experience, as both a provider and consultant, includes working with organizations of varying ownership, operating, and size structures, with her strengths in operations, clinical services, and regulatory management.

## **Session #11: Thursday, September 25, 12:30 pm – 2:00 pm**

### **High Risk Regulatory Areas**

**Professional Practice Gap and Session Description:** Nurse leaders are consistently in survey preparedness mode. There are many regulations – both federal and state but some are cited with deficient practices more frequently and regularly than others. Many have higher risk for resident safety and quality of care. It is important to focus on all regulations when providing resident care and educating caregivers but there are some high-risk regulatory areas that have a wider scope of coverage and should attract more of the nurse leader's attention. This session will address those areas and focus on what nurse leaders can implement to protect and assist their facilities from deficiencies, complaints, and non-compliance.

**Educator: Candace McMullen, RN, NHA, MHA, CLNC, CNDLTC,** Vice President Business Development and PADONA CEO currently serves as the Executive Vice President of Business Development and Consulting with Affinity Health Services, Inc, who provides advisory, consulting, and management services. In this role, she oversees sales and marketing and leads the consulting division in providing individualized services to meet consulting client objectives and expectations. Candace also provides consulting services to clients in a variety of operational, clinical, and financial capacities. Prior to re-joining Affinity, she served as Chief Operating Officer over the past 13 years overseeing campus operations within various corporate structures. Her experience, as both a provider and consultant, includes working with organizations of varying ownership, operating, and size structures, with her strengths in operations, clinical services, and regulatory management.

## **Session #12: Thursday, September 25, 2:30 pm – 4:00 pm**

### **Financial Management in Term Care Facilities**

**Professional Practice Gap and Session Description:** Nurse leaders receive many financial information while in nursing school and are required to manage a variety of aspects of financial management in their role. Nurse leaders need the knowledge to understand, recognize and address financial aspects that impact nursing. This session will outline the basics of financial management that involve more than the budget and that significantly impact the viability of the department and the facility.

**Educator: Candace McMullen, RN, NHA, MHA, CLNC, CNDLTC,** Vice President Business Development and PADONA CEO currently serves as the Executive Vice President of Business Development and Consulting with Affinity Health Services, Inc, which provides advisory, consulting, and management services. In this role, she oversees sales and marketing and leads the consulting division in providing individualized services to meet consulting client objectives and expectations. Candace also provides consulting services to clients in a variety of operational, clinical, and financial capacities. Prior to re-joining Affinity, she served as Chief Operating Officer over the past 13 years overseeing campus operations within various corporate structures. Her experience, as both a provider and consultant, includes working with organizations of varying ownership, operating, and size structures, with her strengths in operations, clinical services, and regulatory management.

## **Session #13: Friday, September 26, 8:00 am – 9:30 am**

### **Powerful Partnerships: Strategies for Nursing and Therapy Collaboration in SNFs**

**Professional Practice Gap and Session Description:** In the dynamic healthcare landscape, the pivotal elements of effective communication and collaboration are crucial pillars for maintaining care quality, elevating resident outcomes, and developing a team culture. Within skilled nursing facilities, the relationships between nursing and therapists assumes paramount importance in delivering comprehensive and patient-centered care. Addressing unique patient needs, therapists make substantial contributions to overall well-being, while nursing assesses and provides essential care, including administering medications, monitoring residents' health, and ensuring their well-being. Nurse leaders need the knowledge to recognize and foster these collaborative relationships through their team. The objectives of this session encompass an in-depth exploration of the dimensions inherent in nursing and therapy roles. Emphasis is placed on underscoring the significance of collaboration, identifying potential barriers, proposing effective communication strategies, and presenting ideas to foster successful interdisciplinary collaboration within healthcare facilities.

**Educators:** **Julie Bellucci, MS, SLP** graduated from Edinboro University of Pennsylvania with a B.A. in Speech and Hearing Disorders, and from Clarion University with a M.S. in Speech/Language Pathology. She has over 20 years of clinical experience in geriatrics, specializing in dysphagia, aphasia and cognitive-linguistic disorders. She is a speech pathologist with Premier Therapy.

**Erin Burns, RN, PTA** is licensed as a nurse for 19 years, MDS certified, as well as licensed as a PTA for 11 years. Her time in long term care has been spent with special focuses on Alzheimer's and rehab patients. She has been with Premier Therapy for 11 years working with facility leaders on showcasing their quality and their complexities that make them each unique. Erin is a graduate of Penn State.

## **Session #14: Friday, September 26, 10:00 am – 11:30 am**

### **Restorative Nursing Programs: Person Centered and Resident Directed**

**Professional Practice Gap and Session Description:** Restorative Nursing Programs (RNP) have evolved and are not as therapy driven and focused as they had been previously. They are also a component of the Patient Driven Payment Model (PDPM) which is currently used for skilled reimbursement and effective October 1, 2025, will be used for long term care Medicaid reimbursement. This session will address the reimbursement impact of RNPs but focus more on the mobility and self-care positive impact for residents which also can positively impact the quality measures. Additionally, this session will address methods for ensuring RNPs are person centered, and resident driven while ensuring compliant documentation.

**Educator:** **Sophie Campbell, MSN, RN, CRRN, RAC-CT, CNDLTC** Executive Director, PADONA, the Pennsylvania Association of Directors of Nursing Administration in Long Term Care, provides support and education for nurse leaders in Pennsylvania long term care facilities through education and information. She provides DON education and support for new DONs and works closely with the AMI RISE and Teaching Nursing Home Collaborative initiatives. Sophie is approved by the PA Department of Health as a Directed In-Service provider.



## **Session #15: Friday, September 20, 12:30 pm – 2:00 pm**

### **Role of the Medical Director in Long Term Care and Collaboration Between Management and the Medical Director for a Positive Experience**

The role of the medical director in long term care is pivotal to effective resident care services and transitions of care. While medical staff are not as available in long term facilities as in hospitals, the nurse leaders and team members rely on the medical director for direction, guidance, support and education. Care and compliance initiatives must be reviewed by the medical director and are only effective with that support. Nurse leaders need to know the role of the medical director and the positive impact of collaboration and coordination.

**Educator: Dr David Nace, MD, MPH, CMD** is an Associate Professor and Chief of Geriatric Medicine at the University of Pittsburgh. He also serves as the Clinical Chief of Geriatric Medicine, and Chief of Medical Affairs for UPMC Senior Communities, which includes a vast array of senior communities in western Pennsylvania. Dr. Nace is the immediate past-president of AMDA - The Society for Post-Acute and Long-Term Care Medicine. His research focuses on antimicrobial stewardship and infections in older adults. Dr Nace has participated in a variety of NIH, CMS, HHS, CDC and AHRQ projects and task forces.

## **Session #16: Friday, September 20, 2:30 pm – 4:00 pm**

### **Role of the Nurse Leader in Long Term Care and the Benefits of Collaborating**

The nurse leader in long term care has a more decisive and leadership role than in most healthcare organizations. This position manages systems and processes and is responsible for effective implementation of both care and compliance initiatives. Nurse leader effectiveness relies on collaboration and cooperation with their own team members but also that of the other departments. Nurse leaders need the knowledge regarding the complexities of the role of nurse leader and where that position integrates within the long-term care facility for effectiveness. This session will take an overview of the nurse leader role and examine the need to coordinate with other clinical and non-clinical departments in the facility.

**Educator: Sophie Campbell, MSN, RN, CRRN, RAC-CT, CNDLTC** Executive Director, PADONA, the Pennsylvania Association of Directors of Nursing Administration in Long Term Care, provides support and education for nurse leaders in Pennsylvania long term care facilities through education and information. She provides DON education and support for new DONs and works closely with the AMI RISE and Teaching Nursing Home Collaborative initiatives. Sophie is approved by the PA Department of Health as a Directed In-Service provider.























