# 2026 PADONA LEADERSHIP DEVELOPMENT COURSE

## Session #1: Tuesday, September 29, 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: Amanda Bennett, MPH, MLS(ASCP)$^{CM}$, CIC** Outreach and Education Infection Prevention Advisor for the Patient Safety Authority. In this role, she serves as a resource for Pennsylvania facilities through education and the development and monitoring of infection prevention and reduction initiatives. Amanda has an extensive background in infection prevention, laboratory testing, analysis, and interpretation of diagnostic results, education, and regulatory standards.

## Session #2: Tuesday, September 29, 10:30 am – 12:00 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 #3: Tuesday, September 29, 1:00 pm – 2:30 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: Dr. Deborah A. Milito, RPh, PharmD, BCGP** is the Director of Clinical and Consultant Services-Skilled Division for Diamond Pharmacy Services. She also serves as the team leader for the Joint Commission's Performance Improvement, Provision of Care, Medication Management, and National Patient Safety Goals initiatives. Dr. Milito is responsible for overseeing the education of the Skilled Consultant Pharmacists in Pennsylvania and Ohio. She has 28 years of acute care experience, 8 years of correctional experience, and 13 years of Long-Term Care (LTC) experience.

Deborah is certified in Anticoagulation Medication Therapy Management (MTM) and has completed certification in Antimicrobial Stewardship with the Society of Infectious Disease Pharmacists (SIDP) and ASCP. She serves as chairman for the Antibiotic Stewardship Committee of the American Society of Consultant Pharmacists (ASCP) and recently received the President's Award for Education at ASCP's National Conference in 2017. Dr. Milito received her B.S. in Pharmacy in 1980 and her Doctorate in Pharmacy in 1997 from Duquesne University in Pittsburgh PA. She is also a Board Certified Geriatric Pharmacist. She has taught Pharmacy Law and Ethics at the Community College of Allegheny County and Clinical Skills at Duquesne University. Finally, Deborah recently published her first book – What You CAN Do When You Lose a Loved One

## Session #4: Tuesday, September 29, 3:00 pm – 4:30 pm

***Engaging CNAs in Long Term Care***

**Professional Practice Gap and Session Description**: This education will discuss strategies for promoting nursing home staff stability and empowering nursing assistants. This education will review effective methods to leverage CNAs and highlight actionable insights to enhance resident care and drive positive change in your facility.

Educator: Dr. Jean Storm, DO, CMD, CHCQM is the Medical Director for Quality Insights, which is a quality improvement organization. As Medical Director for Quality Insights, she provides clinical guidance to the organization's initiatives in the nursing home, hospital, and outpatient settings and plays a key role in strategic planning and business development. Previously she served as medical director for five-long term care facilities involved in both skilled and long-term population and as a regional medical director for 38 West Virginia long-term care facilities.

Dr. Storm works with the **Quality Insights Organization (QIO)** is a non-profit health care quality improvement company. We work with clinicians, community partners and patients with a goal of better healthcare for everyone. Our services are largely focused on providing education, collecting and analyzing data, collaborating with health care providers and community organization, and offering assistance to individual health care

## Session #5: Wednesday, September 30, 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 Clinical Consultant for Affinity Health Services. 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. Angela has also served as RN Compliance Specialist at Ascension Healthcare. Angela held various leadership positions, including Vice President of Clinical Services at Affinity Health Services and customer support specialist at Real Time Medical Systems.

## Session #6: Wednesday, September 30, 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.

**Educator: 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.

## Session #7: Wednesday, September 30, 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: Matthew Yocum - Pennsylvania Attorney General's Office and Kelly Baran, RN, Nurse Investigator**

**Matthew Yocum** is a Supervisory Special Agent with the Pennsylvania Office of Attorney General's Bureau of Criminal Investigations. He has more than ten years of law enforcement experience and is currently assigned to the Medicaid Fraud Control Section, working alongside the Care Dependent Neglect Team. In his role, SSA Yocum supervises a team of Criminal Investigators and leads complex investigations involving abuse and neglect of care-dependent individuals. His casework includes investigations involving abuse or neglect resulting in death or serious bodily injury, reckless endangerment, institutional sexual assault, and financial exploitation. SSA Yocum has completed extensive specialized training related to abuse, neglect, and the protection of vulnerable populations.

**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 30, 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, October 1, 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 VP of Business Development and Consulting 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 In her 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.,. 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, October 1, 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,** President and CEO with Affinity Health Services, Inc, who provides advisory, consulting, and management services. In this role, Candace leads the organization's strategic vision and operations, drawing on extensive experience as both a provider and consultant within the senior living industry. Prior to assuming this role, she served as Affinity's Executive Vice President of Business Development and Consulting. Before rejoining Affinity in 2021, she spent 13 years as CEO and Vice President of Operations for multi-site senior living organizations, overseeing communities throughout Pennsylvania and Maryland.

Candace has more than 20 years of executive leadership experience in senior living operations, consulting, clinical services, and regulatory management across the continuum of care,

including continuing care retirement communities (CCRCs), skilled nursing facilities, personal care homes, assisted living, independent living, and home care services. Candace is also the CEO and President of PADONA.

## Session #11: Thursday, October 1, 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,** President and CEO with Affinity Health Services, Inc**,** who provides advisory, consulting, and management services. In this role, Candace leads the organization's strategic vision and operations, drawing on extensive experience as both a provider and consultant within the senior living industry. Prior to assuming this role, she served as Affinity's Executive Vice President of Business Development and Consulting. Before rejoining Affinity in 2021, she spent 13 years as CEO and Vice President of Operations for multi-site senior living organizations, overseeing communities throughout Pennsylvania and Maryland.

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## Session #12: Thursday, October 1, 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,** President and CEO with Affinity Health Services, Inc**,** who provides advisory, consulting, and management services. In this role, Candace leads the organization's strategic vision and operations, drawing on extensive experience as both a provider and consultant within the senior living industry. Prior to assuming this role, she served as Affinity's Executive Vice President of Business Development and Consulting. Before rejoining Affinity in 2021, she spent 13 years as CEO and Vice President of Operations for multi-site senior living organizations, overseeing communities throughout Pennsylvania and Maryland.

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## Session #13: Friday, October 2, 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.

**Educator: 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 30 years of clinical experience in geriatrics, specializing in dysphagia, aphasia and cognitive-linguistic disorders. She is a speech pathologist with Premier Therapy. Julie is respected for her expertise in in progressive neurological disorders specializing in dementia and its impact on swallowing and cognitive linguistic communication. Managerial expertise centers on outcomes, reimbursement, and risk management. She has presented at the state and national level including Leading Age, PHCA, ASHA, and PADONA.

## Session #14: Friday, October 2, 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, October 2, 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, October 2, 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.

## Friday, October 2, 4:00 pm – 4:15 pm

Closing remarks and certification exam information

Presented by: Sophie Campbell, Executive Director, PADONA