



Nurse Leadership Institute

Presented by the Maine Health Care Association

Online Institute held (every two weeks) from

March 25, 2021 to July 15, 2021

*NLI is specifically geared toward Directors of Nursing serving in long term care.
This online option is 24 contact hours, a condensed version of the 40-hr in-person course.*



Maine Health Care Association

Maine Health Care Association
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About the Nurse Leadership Institute

Nursing facilities and skilled nursing facilities are leading providers of quality health care in the United States. Given this fact, dynamic and results-oriented nurse leaders are essential to providing excellent care and preserving the quality of life for our most vulnerable seniors. The Director of Nursing must be knowledgeable and possess the necessary skills to motivate and direct staff, make the most of their limited resources and stay informed about the rapidly changing needs of the profession.

This Institute was designed by Maine Health Care Association for nurse leaders who are currently serving as the Director of Nursing in a long term care setting or nurses exploring this career path. The goal of this curriculum is to offer the opportunity to learn new skills, fine-tune existing knowledge, explore value-based leadership, and operationalize the skills and competencies that are needed to be successful.

Dates/Times

The *online* version of the Nurse Leadership Institute will be offered one afternoon, every other week, for a total of nine workshops. All of these sessions will be offered LIVE (via Zoom) beginning at 1:00 PM. Meetings will include short breaks in between sessions and wrap up by 4:00PM each day. Here's a quick overview of what we have planned:

Day	Date	Theme
Day 1	March 25	Leadership & Communication Strategies
Day 2	April 8	Advocacy & Board of Nursing Overview
Day 3	April 22	Standards & Compliance
Day 4	May 6	Finance/Reimbursement Practices & Managing Time/Meetings
Day 5	May 20	Human Resource Management
Day 6	June 3	The Medicare Benefit & RAI Fundamentals
Day 7	June 17	Conducting Investigations & Managing the Quality Improvement Process
Day 8	July 1	Mastering the Survey Process, Licensing Practices & Opportunities for Improvement
Day 9	July 15	Coaching Supervision Strategies

Program Fee:

Member Rate	\$525
Non-Member Rate	\$800



Certificate of Completion

To be eligible for a Certificate from MHCA, you must (1) register and pay for the Institute, (2) use your own unique Zoom Link to access each web-cast, and (3) join and end the LIVE sessions on time. Partial credit cannot be granted so we recommend that you join the broadcast a few minutes early and stay connected until the presenter wraps up the session.

We will rely on reports generated by the Zoom platform to serve as proof of attendance. At the end of the Institute, after proof of attendance has been verified, a Certificate of Completion will be issued to all eligible participants. If extenuating circumstances prevent you from completing the course, please contact the Director of Education at Maine Health Care Association to discuss your options.

NLI Content

Day 1: Leadership & Communication Strategies

- The Qualities of an Effective Leader
(Danielle Watford)
- The Role of the Professional Nurse & Communication Styles/Strategies
(Marguerite McLaughlin)

Day 2: Advocacy & Board of Nursing Overview

- Advocacy: MHCA Overview & Grassroots Efforts
(Nadine Grosso)
- Maine State Board of Nursing Overview
(Kim Esquibel)

Day 3: Standards & Compliance

- Restorative Nursing Essentials and The Role of the Case Mix Nurse
(Suzanne Pinette)
- Maine Registry of Certified Nursing Assistants
(Robert Carr)

Day 4: Finance & Reimbursement Practices & Managing Time/Meetings

- Finance & Reimbursement Practices
(Wanda Pelkey & Kim Bernard)
- MaineCare Prior Authorization Process
(Tracey Gurney)
- Tips for Managing Time & Running Effective Meetings
(Danielle Watford)

Day 5: Human Resource Management

- Knowing the Laws & Requirements and Understanding the HR Process
(David Ciullo & Ashley Adams)

Day 6: The Medicare Benefit & RAI Fundamentals

- The Medicare Benefit and RAI Fundamentals
(Andrea Otis-Higgins)

Day 7: Conducting Investigations & Managing the Quality Improvement Process

- Principles for Conducting Investigations
(Mary Jane Richards)
- Managing the Quality Improvement Process
(Danielle Watford)

Day 8: Mastering the Survey Process & Overview of Maine Licensing Practices

- Best Practices for Managing the Survey Process
(Danielle Watford)
- Maine Licensing Practices & Opportunities for Improvement
(Debra Leslie)

Day 9: Coaching Supervision

- Coaching Supervision Practices
(Marguerite McLaughlin)



Speaker Biographies

Ashley Adams is a Director at Career Management Associates. Ms. Adams is a proactive, strategic thinking professional with over 10 years of experience in employee management and recruiting. She has navigated companies through a multitude of employee issues affecting business performance during business turnarounds and in tough business environments. Ms. Adams partners and coaches employees, managers, and executives to increase employee engagement and organization-wide performance. Her prior experience as an account talent manager for a global staffing firm ensures that she understands the challenges and immediate needs of each client and the urgency and balance needed to help organizations. Ashley earned her Associate degree in Business Administration from Southern New Hampshire University (SNHU) and is currently working towards a BS degree in Business Administration with a minor in Organizational Leadership. Ms. Adams is a member of the National Society of Leadership and Success.

Kim Bernard, CPA, is the Director of Accounting at First Atlantic Healthcare. Prior to joining First Atlantic in June 2012, she worked as an auditor within the Healthcare industry at the public accounting firm, BerryDunn. Kim worked for BerryDunn since graduating from Bryant University in 2007. Kim's main role at First Atlantic includes overseeing the daily accounting functions and preparation of financial reporting for all facilities. Prior to her accounting role, Kim had experience with budgets and third-party reimbursement, preparing annual budgets and MaineCare and Medicare cost reports. As needed, Kim assists with special projects. These have included report writing, automating accounting functions, creating dashboards for workforce and quality reporting, and streamlining census reporting.

Robert Carr graduated from Husson College with a B.S. in Business Administration (Marketing) and a minor in Psychology. He currently serves as the Workforce Development Program Manager for DHHS, Division of Licensing and Certification, a position he has been in since October 2010. In this

position, he manages the operation of the Maine Registry of Certified Nursing Assistants and Direct Care Workers as well as other Workforce Development initiatives for the Division. Prior to his current position Robert spent the previous 2 years working for Catholic Charities Maine as the Outreach and Placement Coordinator based out of the DHHS office in Bangor. Prior to that Robert spent 9 years with Goodwill Industries of Northern New England as an Employment Services Manager overseeing a State DHHS Welfare to Work contract and a Federal Census contract. Robert also has extensive experience in the private sector, including serving as the Director of Training as well as District Manager for Wilson Enterprises of Maine Inc.

David Ciullo is the CEO of Career Management Associates (CMA), a New England HR services organization. David is an HR thought leader, speaker, and emcee as well as the talk show host and owner of the HR Power Hour national radio show. David currently serves as a Member of the Maine State Civil Service Appeals Board. He is on the Board, and Past President, of both HRASM (Human Resource Association of Southern Maine) and the IFOB (Maine Institute for Family-Owned Business). In addition, he serves as Vice President on the Board of NNEAPS (Northern New England Association of Personnel Services). Prior to CMA, David had over 25 years of experience as an executive for large retail corporations including American Eagle Outfitters, Pacific Sunwear, and Designs/Levi Strauss. David graduated from Norwich University with a BS degree in Business Administration, a minor in management, and he had four years of ROTC in the Norwich Corp of Cadets. David is certified in Creative Training Techniques, is an Eagle Scout, and a Black Belt in Tae-Kwon-Do.

Kimberly S. Esquibel, PhD, MSN, MPA, RN, was appointed Executive Director, Maine State Board of Nursing (MSBON) on July 1, 2015. Kim has over 30 years of combined experience as a practicing nurse, educator, and manager. Esquibel holds an



undergraduate nursing degree from Auburn University (Auburn, Alabama), an MS degree in Public Administration from Auburn University, an MS degree in Nursing Education from Saint Joseph's College (Standish, Maine), and a Doctor of Philosophy degree in Psychology from Capella University (Minneapolis, Minnesota).

Nadine L. Grosso has been the Director of Communications for the Maine Health Care Association since 2000 and Vice President since 2009. As Vice President, she assists the President and CEO in overseeing the Association's daily operations. In the communications role, she is responsible for managing the Association's traditional communications. She has more than 25 years of public relations and communications experience in both acute and long-term care settings. She received her Bachelor of Arts degree in Communications from Ursinus College in Pennsylvania and a master's degree in Communication and Information Systems from Rutgers, the State University of New Jersey. She is the Co-Chair of the Maine Partnership to Improve Dementia Care, advocacy committee Chair of the Maine Culture Change Coalition/LANE and Chair of the MHCA Workers' Compensation Fund Board of Trustees. As a member of the Maine Public Relations Council, she has volunteered her time and professional expertise to various non-profit organizations in the state.

Tracey Gurney, RN is the Health Services Supervisor of the Authorization Review Unit at the Office of MaineCare Services, Department of Health and Human Services. In this role, she ensures appropriate utilization of services for cost effective, medically necessary care following MaineCare Policy and current medical community standards of care. After graduating from the Salvation Army Grace General Hospital School of Nursing in St. John's Newfoundland Canada in 1997 she went on to further her career with a special focus in Nursing Leadership, Quality Improvement and Regulatory Compliance and was recognized as a Compliance Awardee in 2014. She is a certified Green Belt in Lean Six Sigma Process Improvement.

Debra Leslie, RN, is one of two Long-Term Care Supervisors within the State's Division of Licensing and Certification. Debra has 30 years' experience in long-term care in Maine, including years as a CNA, Med Tech, and RN, as well as a front-line State of Maine surveyor of such facilities. For the past 5 years, Debra has served as one of two supervisors overseeing the State's survey work in all 93 nursing facilities. As such, she has reviewed thousands of surveys conducted by the State of Maine.

Marguerite M. McLaughlin is a Skilled Nursing Facility (SNF) Quality Improvement expert, a passionate national leader and educator focused on improving the quality of care that impacts the lives of nursing-home residents. With over 30 years of experience, Ms. McLaughlin uses unique insights and experience to assist organization's transformation in care, workforce and systems change. She led the team that developed HATCh®, the Holistic Approach to Transformational Change, a person-centered change framework. HATCh® realigns care systems and ensures the voices and choices of residents are at the heart of all care to improve the quality of care and satisfaction for all who live in our nursing homes. Ms. McLaughlin also served as Vice President of Education & Member Relations at the Rhode Island Healthcare Association and worked in the nation's capital as Senior Director of Quality Improvement at the American Health Care Association. She earned a master's degree in Holistic Counseling at Salve Regina in Newport, RI and applies this knowledge to individualized care and organizational culture.

A Maine native, **Andrea Otis-Higgins**, RN, joined the First Atlantic team as our Chief Operating Officer in 2015. Among her previous positions, Andrea has served as the CEO to a non-profit post-acute care provider; a Corporate Director of Clinical Services; Corporate Privacy Officer; and as a Manager of Clinical Operations for a large, multi-state healthcare provider. As well as expertise in the areas of post-acute care clinical operations, accreditation, consultation, and leadership, Andrea has taught extensively on the MDS, Medicare, quality improvement and leadership subject matter.



Named 2017 Contributor of the Year, Andrea has been a Master Teacher for 4th the American Association of Nurse Assessment Coordination (AANAC) for over a decade. She is licensed as a Multi-Level Nursing Home Administrator; holds an MBA, a Certificate of Graduate Study in Nursing Education and is certified in Health Care Compliance and Privacy. Andrea is a member of Hospice of Southern Maine's Board of Corporators and sits as a gubernatorial appointee to Maine's Nursing Home Administrators Licensing Board.

Wanda Pelkey, CPA, is the Chief Financial Officer at First Atlantic Healthcare providing financial services and consultation for 20+ long term care providers. Prior to this role, Wanda was an audit manager at the firm, Berry Dunn McNeil Parker, where she specialized in regulatory and operational issues unique to health care providers. She currently serves as Chair of the MHCA Board of Directors and regularly advocates in Augusta on bills and policies that drive reimbursements for Maine's long-term care providers. Wanda earned her BS degree in Accounting at the University of Southern Maine.

Suzanne Pinette currently serves the State of Maine as the Case Mix Manager in the Office of MaineCare Services and State RAI Coordinator for Maine. Suzanne earned her BSN from the University of Southern Maine. Her nursing career has afforded her the opportunity to serve in pediatrics (both in a hospital setting and in-home health), long term care nursing facilities, and as an independent consultant for ICF-MR homes and residential care. Suzanne worked in the field of home health nursing for 16 years specializing in respiratory care, geriatrics, and high-tech nursing including intravenous, subcutaneous, and chemotherapy. In addition to her current role, Suzanne has served State Government in Licensing and Office of Elder Services.

Mary Jane Richards has over twenty-nine years of experience working with older adults and people with developmental challenges. She currently serves as the Chief Operating Officer for North Country Associates, Maine's largest provider of Long-Term Care Services. North Country Associates owns and manages 26, Long Term Care,

Residential Care and ICF/IID facilities in Maine and a Rest Home on Cape Cod, Massachusetts. Mary Jane has been a Licensed Nursing Home Administrator since 1992. She is currently on the Board of Directors and is the Immediate Past Chair for the Maine Council on Aging. She is a former member and Chairperson for the Nursing Home Administrator's Licensing Board, and a former Chairperson and member for the Board of Directors for the Maine Healthcare Association. She also is a current member of the Maine Council for Elder Abuse Prevention.

Danielle Watford, MS, MS-IO, CME-OE, has dedicated her career to the improvement and sustainability of Maine's long-term care providers. Currently serving as the Director of Quality Improvement and Regulatory Affairs for Maine Health Care Association, she has committed to serving as a resource for providers with an expertise in quality improvement, regulatory application, and advocacy. She holds a master's degree in both clinical psychology and industrial organizational psychology and has served as a nursing home and assisted living resource throughout the state. Ms. Watford has sixteen years' experience in long term care quality with an expertise in QAPI implementation, LTC quality measures, and an overwhelming and somewhat twisted love of data and data reporting strategies. She is LEAN SIX SIGMA green belted and is certified as a Manager of Quality in the category of Organizational Excellence.



Policies & General Information

Registration

To participate in this series, you must [Register Online](#). Once you complete the form, a confirmation will be sent to the email you provided. ***If you opt to request a check from your facility (vs. processing your payment through PayPal), please use the confirmation email to invoice your facility. Payment is due at least one week prior to the event.***

Tuition

Payment is required at the time of registration or at least 10 days prior to the start date of the program. Acceptable forms of payment include cash, checks and credit cards. If you opt to pay with a credit card, to ensure the accuracy and safety of your information, you must process your payment online.

Zoom Link

About two weeks in advance, MHCA will invite all attendees to register for the Zoom Meeting. Once complete, a confirmation will be sent to the email you provided, including your unique link to join the webcasts. ***Please do not provide your login information to others as it is unique to you and you can only join the broadcast from one device.***

Substitutions

If a registered participant is unable to attend, a substitution (from the same facility) may be requested at no additional charge. Written notice of the substitution is required at least one business day prior to the start date of the program. Substitution requests may be sent by fax (207.623.4080) or by emailing Ashley Ellis (aellis@mehca.org) or Karen Michaud (kmichaud@mehca.org). After the opening session of the Institute, substitutions are no longer available.

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Canceled Programs

MHCA reserves the right to cancel a program due to limited enrollment or for other extenuating circumstances. When this happens, we will make every effort to provide advanced notice of the cancellation, and a full credit or refund will be issued to prepaid registrations.

Refunds

All cancellations must be submitted in writing either by fax (207.623.4080) or by emailing Ashley Ellis (aellis@mehca.org) or Karen Michaud (kmichaud@mehca.org). A full credit or refund will be granted if written notice of cancellation is received at least 10 days in advance. For cancellations received 1 to 9 days prior, a partial credit or refund will be issued, after deducting a late withdrawal fee of \$50. For cancellations received on the day the Institute is scheduled to begin (or no shows), no credit or refund will be granted.



The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I." They don't think "I." They think "we"; they think "team."

Peter Drucker



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