

Manager Certificate Program

for Ancillary Service Directors and Managers (W26063)

Presented by Maine Health Care Association
June 23, 25 & July 2, 2026





About the Manager Certificate Program

Effective Service Directors and Managers play a pivotal role in delivering top-quality services to some of the state’s most vulnerable populations—older and disabled adults. These leaders must not only possess deep expertise in specialized areas such as therapy, dietary services, and social work, but also demonstrate exceptional leadership and communication skills. This is especially crucial as many directors and managers may not have formal training in leadership or supervision.

The **Manager Certificate Program (MCP)**, a comprehensive 9-hour course crafted by the Maine Health Care Association, is tailored specifically for those currently in or preparing for leadership roles as Ancillary Service Directors or Managers in long-term care, assisted living, or residential care communities. This hands-on, dynamic program aims to equip participants with the essential tools to sharpen their leadership and communication skills, while also offering practical strategies to manage teams effectively, tackle performance challenges, navigate complex situations, and build a culture of collaboration.

In addition to their expertise in specific service areas, strong leadership skills are essential for managers who are committed to ensuring the health, safety, and well-being of residents. The MCP empowers service directors to effectively lead their teams, navigate complex challenges, and create an environment where both residents and staff thrive. By enhancing leadership capabilities, this program helps participants drive team stability, improve performance, and foster a collaborative, supportive atmosphere in their communities.

Program Format



The **Manager Certificate Program** includes seven interactive, sessions that are offered as a mix of virtual and in-person sessions. The webinars will be offered over Zoom and the in-person sessions will be held at the Viles Foundation in Augusta. You can find the dates, times, and locations listed below.

Here’s a list of the sessions we have planned for this year:

Date	Content	Session Length
June 23, 2026	Virtual - Zoom Qualities of an Effective Leader	1:00 PM - 2:30 PM
June 25, 2026	In-Person at MHCA, 317 State Street, Augusta Communication Styles & Strategies Managing Conflict Leading through Change: Fostering Resiliency Team Building Concepts & Methods	9:30 AM - 4:00 PM
July 2, 2026	Virtual - Zoom Directing Staff & Managing Performance Coaching Supervision	1:00 PM - 3:00 PM

Sponsored By



Maine Health Care Association
317 State Street
Augusta, ME 04330
Tel: 207.623.4080
Website: www.mehca.org

Certificate of Completion



The MCP includes sessions designed specifically to educate managers on key concepts related to leadership. To earn credit for the virtual sessions, you must use your own unique link to join and end the broadcast on time and respond to questions during the webcast. We will rely on reports generated by ZOOM for proof of attendance.

To earn credit for the in-person sessions, you will be required to sign-in upon arrival, and again after lunch. If you arrive late or leave early, your time will be documented and will reflect the number of credits you earn. Participation in group discussions and breakout groups is expected.

After the series is complete, and attendance has been verified, a certificate will be emailed to all eligible attendees.

Program Fee



The fee for the Online Manager Certificate Program is \$210 for MHCA Members and \$315 for Non-Members. You may [click here](#) to register for this program.

Questions



For questions related to the Manager Certificate Program, please contact Maureen Booth, Director of Education at mbooth@mehca.org.





Learning Objectives

Qualities of an Effective Leader

Presented by Maureen Carland

- Discuss the qualities, traits and skills of effective leaders.
- Understand common barriers that prevent leaders from being successful.
- Through self-awareness and group discussion, identify personal leadership strengths and weaknesses.
- Develop a plan for building upon the leadership skills of yourself and others.

Communication Styles & Strategies

Presented by Jake Anderson

- Five Key Communication Strategies.
- Organizing Communication so you're easy to understand and follow.
- Handling difficult conversations with diplomacy and tact.
- Adapting communication styles to have more effective interactions with others.
- Enhancing Communication to build your Influence and connect with others.

Managing Conflict

Presented by Jake Anderson

- Understand different types of conflict in the workplace and ways to resolve them.
- Discuss methods for handling conflict and how to choose the appropriate style for the situation.
- Identify personal preferences/styles for dealing with conflict and how they affect the outcome.
- Understanding mindfulness and how your attitude and behavior can influence a positive resolution to any conflict.

Leading Through Change: Fostering Resiliency

Presented by Angela Cole Westhoff

- Understand common individual, team-level, and organization-level stressors.
- Gain tools for fostering resiliency among your teams in the face of these stressors.
- Strengthen communication skills to enhance teamwork and stay connected with employees.
- Learn strategies for effectively boosting morale.



C O M M U N I C A T I O N

Team Building Concepts & Methods

Presented by Maureen Carland

- Identify the essential ingredients for building a successful team.
- Understand the role of the Team Leader.
- Discuss methods for helping a group collaborate on special projects.
- Understand what's necessary to manage, reinforce and encourage movement towards the goals and objectives of a team.

Directing Staff & Managing Performance

Presented by Maureen Carland

- Understand your role as a Leader in communicating expectations, providing clear direction, and continuously monitoring performance.
- Discuss the secrets of delegation, flexibility, accountability and trust.
- Learn ways to provide meaningful feedback to staff regarding job performance.
- Understand ways to coach poor performance and draw out the best in others.

Coaching Supervision

Presented by Kim Dufour

- Differentiate between Traditional vs. Coaching Approaches to Supervision.
- Learn strategies for coaching staff to become successful leaders.
- Understand and employ active listening skills and improve staff collaboration.
- Become familiar with communication “rules of thumb” that help make coaching supervision work.



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Speakers Biographies

Jake Anderson is the Chief Operations Officer of Maine Veterans' Homes. Jake has been nationally recognized for his work in standardizing clinical processes to reduce re-hospitalizations and improve resident and patient outcomes. He has presented nationally and at the state level on workforce stabilization and Small House Concepts. Most recently, Jake participated in the design, planning and implementation of the new Small House Model at Maine Veterans' Homes – Augusta, with a move-in date of March 2022. Before becoming an administrator, he began his career in health care as an Occupational Therapist and later a Director of Rehab Services.

Maureen Carland, MA, RN, NHA, is the Director of Quality Improvement & Regulatory Affairs at the Maine Health Care Association. Previously, she served as the Administrator at Maine Veterans' Homes in Scarborough. In that role, she oversaw all aspects of a 120-bed skilled nursing facility and a 30-bed assisted living facility. During her tenure, the facility earned the Gold – Excellence in Quality Award – for superior performance in quality care by the American Health Care Association and National Center for Assisted Living (AHCA/NCAL), becoming the first Gold recipient in the state of Maine. She is a licensed multilevel nursing home administrator and a registered nurse with 30 years of experience in the health care field. Maureen has been a Gold Award Examiner for the past 5 years and is a self-described quality assurance performance improvement (QAPI) junkie. She holds a MA in Leadership Studies as well as a BS in Nursing.

Kim Dufour, Vice President of Clinical Services & Quality Improvement, has worked in healthcare for nearly 30 years. Her experience began as a Certified Nursing Assistant while in high school, then as a Licensed Practical Nurse, and becoming a Registered Nurse in 1999. Kim's nursing career has always been in the Long Term Care setting, with the first 10 years in the ICF/IDD setting. She has worked with North Country Associates since 2005, working in various capacities to include: MDS Co-ordinator, Nurse Manager, and Director of Nursing Services. In her present position, Kim works collaboratively with all NCA facilities to ensure delivery of high quality clinical care with a focus on Quality Improvement. Kim has also become NCA's content expert related to our COVID-19 response.

Angela Cole Westhoff, CAE is the President/ CEO of the Maine Health Care Association. Prior to this role, Ms. Westhoff held similar positions with the Maine Dental Association and the Maine Osteopathic Association. Angela has over 25 years of non-profit management experience with a focus on health care, reimbursement policy, public health, and advocacy. Ms. Westhoff graduated from the University of Maine with a bachelor's and master's degree in communication, with concentrations in health communication and public relations. Angela also earned her Certified Association Executive (CAE) credential from the American Society of Association Executives. She is also a graduate of the Hanley Health Leadership Development (HLD) program as well as a past president of the American Osteopathic Society of Executive Directors and the Maine Public Health Association. In 2017, she received national recognition from the American Academy of Osteopathy with an Academy Award, the highest honor bestowed upon non-physicians. Angela serves on the Board of Trustees for the Maine College of Health Professions and the Board of Directors for the Maine Council on Aging. She is a member of the HLD Alumni Council and a volunteer for the United Way of Kennebec County.





Program Policies & General Information

Registration Information

To enroll in this program, complete the [online registration form](#). 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 check or credit card processed securely through PayPal.

Substitutions

If a registrant is unable to participate in this series, you may request a substitution (from the same facility). Advanced written notice of this change is required (at least 24 hours before the first session begins). Written notice of a substitution may be sent to Laury Delano at ldelano@mehca.org or Maureen Booth at mbooth@mehca.org.

Confirmation Notice

Watch for a confirmation notice a week prior to the start date, which will include the latest information about the event, Zoom instructions, directions to the in-person venue, and a link to the handouts. To help us ensure that this information reaches participants on time, please verify contact information before submitting your registration.

Certificate of Completion

Virtual: To earn credit for both online sessions you must: (1) participate in the LIVE webcast, (2) join the broadcast using your own unique Zoom link, (3) join and end the session on time, and (4) respond to questions during the session.

In-Person: To earn credit for the in-person event, you must: (1) arrive early to sign-in, (2) sign-in again after lunch, (3) participate in group discussions and breakout groups.

After the series is complete, and proof of attendance is verified, Certificates will be emailed to all eligible participants.

Canceled Programs

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

Refunds

All cancellations must be submitted in writing by emailing Laury Delano at ldelano@mehca.org or Maureen Booth at mbooth@mehca.org. A *full credit or refund (minus the PayPal administrative fees)* 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 \$50 late withdrawal fee. For cancellations received the day of the program (or no shows), no credit or refund will be granted.

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