



DESIGNATION: ADULT CARE

Let's Talk About Sex... Institutional Sexual Assaults - It Happens

Monday, September 11 from 10:30am - 12pm

Ensuring the safety and well-being of those in institutional care is crucial. Sexual assaults happen. Thus, identifying potential victims and perpetrators, as well as understanding the power of grooming the victim is important. It becomes incumbent upon those who regulate institutional care to understand the process and how to assist in the protection of potential victims by empowerment and training.

Presented by: Patricia Adams and Sandra Wooters

Patricia Adams, BA, is a professional regulator with the Office of the Bureau of Human Services Licensing. She is currently a Regional Licensing Administrator in the Southeast where she manages regulatory and licensing functions for Personal Care Homes. She has also worked as a Nursing Home Administrator.

Patricia has worked in licensing since 2009, first as a licensing representative where she conducted all phases of licensing, provided technical assistance to maintain compliance and conducted training for the orientation program for administrators in Personal Care Homes. In 2014, she was promoted to Regional Licensing Administrator. Patricia is currently a member of the ninth class of the Department of Human Services Leadership Development Institute Program. Patricia has presented numerous workshops on Stress Management of a Caregiver and Regulator, Administrator Orientation for Personal Care Home Administrators and Staff burnout. Patricia was the sole caregiver for her mother from the time of her diagnosis until her death in 2010. Her mother had Alzheimer.

Sandi Wooters, MHS, ACG, is currently the Southeast Regional Director for the Office of the Bureau of Human Service Licensing for the Commonwealth of Pennsylvania. She oversees all licensing and enforcement actions for Personal Care Homes, Assisted Living Homes, Children Residential Licensed Facilities, Community Residential Residences and Long Term Structured Residents for those with Mental Illness. Sandi has worked in licensing since 2007 first as a licensing representative where she conducted all phases of licensing for Personal Care Homes, and since 2012 the Regional Director. Sandi is a Masters prepared Gerontologist and worked primarily with the aging population from 1982 through 2007. Her experience includes assisting individuals to live independently in the community through coordinating services with 15+ hospitals throughout the Delaware Valley, as the Associate Administrator of Geropsychiatry at the University of Pennsylvania from 1996 through 2002 she managed inpatient, outpatient, partial hospital and consultant services. Sandi then moved to California and from 2002 through 2007 she worked in the Assisted Living industry both as an administrator and as a corporate Director of Quality Assurance. Sandi also lived four months in an all Alzheimer's facility as a method to develop policies to help reduce resident to resident abuse. Sandi has presented at national conferences, including NARA, on maintaining regulatory compliance through Conducting Investigations to Determine Illegal Operations, Enforcement Strategies across the US and Providences, Provider Support, From Enforcement to Compliance and on simplified direct care staff training the "Walk About Workshops." Sandi also developed a program to reduce resident to resident abuse and hospitalization through the CLUB program, Caring Listening and Understanding Behaviors. This program was implemented in nursing homes and assisted living facilities throughout Pennsylvania and California. In 1995, Sandi was a



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delegate to the White House Conference on Aging for the state of Pennsylvania as an expert on the rural elderly of PA.

Who Are You as a Regulatory in Licensing?

Monday, September 11 from 10:30am - 12pm

The proper use of authority needs a lot of balancing as an essential skill for a licensing professional. This session will discuss the tools needed for a front line inspector on how to manage conflicts, identify the difference between rational and irrational conflict and ways on how to develop tools for clear thinking when conducting inspections. In addition, we will review how to impart a self-reflection and awareness of how others see yourself. This session is based on NARA's curriculum.

Presented by: Sandi Wooters and Donna Sabo

Sandi Wooters, MHS, ACG, is currently the Southeast Regional Director for the Office of the Bureau of Human Service Licensing for the Commonwealth of Pennsylvania. She oversees all licensing and enforcement actions for Personal Care Homes, Assisted Living Homes, Children Residential Licensed Facilities, Community Residential Residences and Long Term Structured Residents for those with Mental Illness. Sandi has worked in licensing since 2007 first as a licensing representative where she conducted all phases of licensing for Personal Care Homes, and since 2012 the Regional Director. Sandi is a Masters prepared Gerontologist and worked primarily with the aging population from 1982 through 2007. Her experience includes assisting individuals to live independently in the community through coordinating services with 15+ hospitals throughout the Delaware Valley, as the Associate Administrator of Geropsychiatry at the University of Pennsylvania from 1996 through 2002 she managed inpatient, outpatient, partial hospital and consultant services. Sandi then moved to California and from 2002 through 2007 she worked in the Assisted Living industry both as an administrator and as a corporate Director of Quality Assurance. Sandi also lived four months in an all Alzheimer's facility as a method to develop policies to help reduce resident to resident abuse. Sandi has presented at national conferences, including NARA, on maintaining regulatory compliance through Conducting Investigations to Determine Illegal Operations, Enforcement Strategies across the US and Providences, Provider Support, From Enforcement to Compliance and on simplified direct care staff training the "Walk About Workshops." Sandi also developed a program to reduce resident to resident abuse and hospitalization through the CLUB program, Caring Listening and Understanding Behaviors. This program was implemented in nursing homes and assisted living facilities throughout Pennsylvania and California. In 1995, Sandi was a delegate to the White House Conference on Aging for the state of Pennsylvania as an expert on the rural elderly of PA.

Donna Sabo holds a bachelor's degree in individual and family studies with an early child education emphasis from Pennsylvania State University and a master's degree in administration and supervision from Baldwin Wallace College. Donna has been a regulator for over 28 years; 23 years in Child Welfare Licensing, three years in Child Day Care Licensing working for the Ohio Department of Job and Family Services. She is currently employed by the Ohio Department of Mental Health and Addiction Services as a Behavioral Health Surveyor and provides training to adult and child care providers in Ohio on child welfare, child day care and adult care licensing rules and requirements. Donna currently serves on the



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NARA Board of Directors, Child Welfare Committee and Governance Committee. She is also a consultant and trainer for NARA. Dana has been a NARA Co-Consultant on a number of projects including: development of the Licensing Procedural Manual for the Louisiana Department of Children and Family Services Licensing and Regulatory Services for child placing agencies and day care facilities; development of Model Family Foster Home Standards for the Annie E. Casey Foundation in consultation with Generations United and American Bar Association Center on Children and Law; development of Licensing Indicator Policy and Procedure for Kansas Dept. of Health and Environment Child Care Licensing; and development of Interpretive Guides for Rhode Island Child Care Family Home rules. As a Foster Care Licensing Specialist, Donna has served on the following committees: Crisis Nursery Rules Development Task Force; Licensing Procedural Manual Committee, Licensing Transitional Team, Organizational and Diagnosis Team and the Physical Restraint Rule Development Committee. Donna is a member of The Ohio Association of Child and Youth Care Professionals (OACYCP) and has done training on licensing rules and procedures at the annual statewide OACYCP conferences.

Alternatives to Enforcement: Using Innovation and Information to Improve Provider Performance

Monday, September 11 from 1:30 - 2:30pm

What factors do private businesses consider when making decisions about investing in their communities, determining staffing levels and pay and implementing services? We will discuss the effects of online customer reviews, making performance information available to the public and customer surveys in motivating business decision makers.

Presented by: Jamie Simpson

Jamie is an Assisted Living Administrator who after 15 years working for private business healthcare providers, moved to state service, where she has run the state's assisted living licensing and survey program for the past twelve years. She has a master's degree from Northwest Nazarene University. Jamie also serves as a search dog for Idaho Mountain Search and Rescue.

Regulator Relief

Monday, September 11 from 1:30 - 2:30pm

This session will identify the necessity to provide emotional and psychological relief for regulators to prevent burn-out. The session will offer techniques for self-implementation as well as what employers may offer.

Presented by: Jacqueline L Rowe

Jacqueline Rowe has been a provider of long-term care since 1996 for nursing homes and personal care homes prior to joining the Pennsylvania Department of Human Services as the Director of the Bureau of Human Services Licensing in 2016. She has a master's degree in management and a bachelor's degree in health care administration. Still licensed as a nursing home administrator, Jacqueline finds her



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professional purpose in her oversight of the statewide regulatory responsibilities, bringing balance between the providers and regulatory requirements with an understanding of the individuals entrusted to their care.

Senior Living 2025 - The Future of Senior Living **Monday, September 11 from 3:45 - 4:45pm**

The senior living industry has an opportunity to accommodate the nation's demand for senior care while providing the high quality of life that has made senior living an attractive long-term care option for older adults and their families. But as the nation's demographics shift and the healthcare arena constantly changes, the industry faces challenges but also opportunities to partner with policy makers and regulators to meet the rising demand for resident-centered senior living communities. Argentum is an association built for the future and has crafted a look at key issues facing the industry over the next 10 years: Workforce Development, Quality Improvement, Operational Excellence, Consumer Choice (saving for retirement), and Memory Care. By collaborating with stakeholders in senior living, healthcare, academia, business, government and elsewhere, Argentum focuses on these five critical imperatives to craft new initiatives, partnerships and goals to ensure the nation's aging population can experience quality service, independence, dignity and respect.

Presented by: James Balda

James Balda is President & CEO of Argentum where he is responsible for the overall leadership of the association and with transforming its vision and mission to meet the changing needs of the senior living industry. Under James' direction, Argentum has successfully implemented a new and more inclusive membership model, rebranded the association to reflect the evolving landscape of the senior living industry, launched a foundational set of quality standards and developed an executive director credentialing program designed to further professionalize the senior living industry. He joined Argentum in January 2015 when the organization was known as the Assisted Living Federation of America. He spent 2015 touring the country meeting with senior living executives, policymakers, academics, and other advocates for older adults to better understand the industry's key imperatives and to help define Argentum's role in shaping a healthy, robust future for senior living. Prior to his work with Argentum, Balda served in several roles at the National Restaurant Association where he was responsible for business development, product strategy, and membership. He also was charged with transforming the association's brand, marketing and communications activities, and state partner relationships. Additionally, Balda was Senior Vice President of Membership and Professional Development at America's Health Insurance Plans. He holds a bachelor's degree in english from the University of Maryland and lives in Northern Virginia with his wife and four children.

Maintaining Regulatory Compliance for Non-Medical Staff Administering Medications to Vulnerable Populations **Monday, September 11 from 3:45 - 4:45pm**



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The Commonwealth of Pennsylvania regulates non-medical staff administering medications to vulnerable populations living in licensed homes. The staff must pass the Departments Medication Administration Training program prior to administering medications independently and complete annual practicums to maintain the certification. This session will review the concepts of the train the trainer Medication program, how does the train the trainer train the non-medical staff using online and face to face training processes and how licensing measures compliance. How does the state ensure protection by allowing non-medical staff to administer medications.

Presented by: Sandi Wooters and Sheila Page

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Sheila Page is the Director of Operations for the Bureau of Human Services for the Commonwealth of Pennsylvania. Sheila has been with Licensing since 2007 and prior to her position as the Director of Operations was the Regional Director for the Western Licensing Division. Sheila has a master's degree.

The Integration of Trauma Informed Care into the Licensing Process for Child Welfare, Child Day Care and Adult Care

Monday, September 11 from 3:45 - 4:45pm

Trauma-informed care (TIC) is an approach that explicitly acknowledges the role trauma plays in people's lives. TIC means that every part of an organization or program understands the impact of trauma on the individuals they serve and promotes cultural and organization change in responding to



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the consumers/clients served. Licensing staff need to be aware of the role trauma plays during a licensing assessment, and how the applicant's responses and reactions may be driven by Adverse Childhood Experiences (ACES). The workshop will discuss the ACES Study and how to use the self assessment tool for your licensing staff as well as the Agency Self Assessment for TIC. The Agency Self-Assessment for Trauma-Informed Care is intended to be a tool that will help you assess your organization's readiness to implement a trauma-informed approach. Honest and candid staff responses can benefit your agency by helping to identify opportunities for program and environmental change, assist in professional development planning, and can be used to inform organizational policy change. The Six Key Principles of a Trauma-Informed Approach will be discussed from a licensing assessment perspective. These include: safety; trustworthiness and transparency, peer support; collaboration and mutuality; empowerment, voice and choice; and cultural, historical and gender issues.

Presented by: Donna Sabo and Joyce Debolt

Donna Sabo holds a bachelor's degree in individual and family studies with an early child education emphasis from Pennsylvania State University and a master's degree in administration and supervision from Baldwin Wallace College. Donna has been a regulator for over 28 years; 23 years in Child Welfare Licensing, three years in Child Day Care Licensing working for the Ohio Department of Job and Family Services. She is currently employed by the Ohio Department of Mental Health and Addiction Services as a Behavioral Health Surveyor and provides training to adult and child care providers in Ohio on child welfare, child day care and adult care licensing rules and requirements. Donna currently serves on the NARA Board of Directors, Child Welfare Committee and Governance Committee. She is also a consultant and trainer for NARA. Dana has been a NARA Co-Consultant on a number of projects including: development of the Licensing Procedural Manual for the Louisiana Department of Children and Family Services Licensing and Regulatory Services for child placing agencies and day care facilities; development of Model Family Foster Home Standards for the Annie E. Casey Foundation in consultation with Generations United and American Bar Association Center on Children and Law; development of Licensing Indicator Policy and Procedure for Kansas Dept. of Health and Environment Child Care Licensing; and development of Interpretive Guides for Rhode Island Child Care Family Home rules. As a Foster Care Licensing Specialist, Donna has served on the following committees: Crisis Nursery Rules Development Task Force; Licensing Procedural Manual Committee, Licensing Transitional Team, Organizational and Diagnosis Team and the Physical Restraint Rule Development Committee. Donna is a member of The Ohio Association of Child and Youth Care Professionals (OACYCP) and has done training on licensing rules and procedures at the annual statewide OACYCP conferences.

Joyce Debolt is currently employed as a Family Services Supervisor for a Kansas child placing agency where she is the supervisor of agency sponsoring of family foster homes initial and renewal licensing for foster, adoptive, and kinship families, responsible for training of families. She supervises the Interstate State Compact (ICPC) recommendation for placement of children in custody in states outside of Kansas and agency process accreditation for CARF, including updating and developing policies and procedures for program supervising. Joyce was employed by the Kansas Department of Health and Environment (KDHE) from 2007 to 2001 as Public Service Administrator II in Bureau of Child Care Licensing foster and residential care program. She has served on the Governor's BEST Team for foster family and child placing agency regulation revisions from 2004 - 2009. From 1998-2007, Joyce worked in the private sector for Saint Francis Community Services in various child welfare positions, beginning as a direct care provider



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and was promoted to Executive Director of the foster care program. Joyce serve as a NARA subject matter expert on development and presentations of Family Foster Home Standards with NARA consultants, ABA, Annie Casey, and Generations United.

Using Data from Information Systems for Program Planning, Evaluation and Optimizing Limited Staff Resources

Monday, September 11 from 3:45 - 4:45pm

Performance measurement is a critical element of accountability for public resources. In human care licensing programs, a significant amount of “resources” are vested in Licensing Staff. It is important for managers of government programs to show what was received from the use of these staff resources and whether the public is receiving an acceptable benefit. Information systems that support business operations routinely collect data that can be used for program planning, performance evaluation and to optimize limited staff resources. This presentation will provide examples of how existing data sets can be used, show ways to visually tell a story, and provide an opportunity for session participants to share ideas.

Presented by: Steven Eng and Sheri Obera

Steven Eng has over 36 years experience working in public health - primarily in regulatory licensing of community care facilities for adults and children (including investigations), environmental health, communicable disease surveillance and outbreak management, and health promotion. As a volunteer Environmental Quality Panel Chair, he has contributed to the development of the 2002 and 2011 editions of “Caring for Our Children” which are national health and safety performance standards for out of home child care. He has delivered training on the Licensing Complaint Investigation Chapter from the NARA Licensing Curriculum to several states and has contributed volunteer time to support the NARA organization as a member since 1979, and in various Board positions over the years. Steven has held an interest in computer programming since high school and the application of information systems in regulatory settings during his work career. He has a passion for finding creative solutions to solve problems or make things better for people. Steven holds a master's degree in public health from the University of Washington in Seattle and currently is the Manager of Technology, Planning & Integration in the department of Population & Public Health at Fraser Health located in British Columbia, Canada.

Sheri Obera was a Licensing Officer for six years, working exclusively with child care facilities. Since 2011 she has worked as an Information Specialist supporting the operational needs of the Community Care Facilities Licensing program, with a focus on database development and data analysis. An Early Childhood Educator for 18 years, Sheri also holds a Montessori Teaching Certificate, Elementary Teaching Certificate, and degrees in linguistics, psychology and children's literature.

Music & Memory

Tuesday, September 12 from 10:15 - 11:45am



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Music and Memory is a person-centered, personalized music program, which meets the participant where they are, regardless of their level of cognition or ambulation. Discover the difference that personalized music can make for individuals who have a dementia diagnosis, physical challenges, chronic pain or depression.

Presented by: Julie Hyland and Dan Cohen

Julie Hyland has a Bachelor in Business Administration from Edgewood College and was introduced to Music and Memory while working for the Wisconsin Department of Health Services. She joined Music and Memory to establish a Student Volunteer Program to educate and create intergenerational volunteer opportunities for high school and college students in Wisconsin.

Dan Cohen, MSW, is founder and Executive Director of Music and Memory, a nonprofit that promotes the use of personalized music to improve the lives of the elderly and infirm, while improving staff morale and reducing turnover. "Alive Inside: A Story of Music & Memory," a Sundance Audience Award-winning documentary, is its inspirational story. Music and Memory operates in more than 3,000 long-term care communities, hospices, hospitals, and home care organizations across the U.S. and abroad.

Code of Ethics for Regulators

Tuesday, September 12 from 10:15 - 11:45am

Inherent in the use of authority is the potential for abuse of authority. Public trust and consumer confidence and respect require that regulators use their authority with integrity. This session will discuss The Code of Ethics for regulators, explore issues of competency, regulator expectations, prohibited actions and maintenance of professional appearances.

Presented by: Becky Fleming- Siebenaler

Becky Fleming-Siebenaler has over 25 years experience as a licensing specialist, a supervisor/program manager and most recently as a regulatory bureau chief. In this position, she oversaw the licensing activities and all programmatic programming for child care, health care facilities, youth residential care, CD facilities, and mental health facilities in the State of Montana. Becky is an experienced national and local trainer, strategic planning specialist and policy developer. She trains using principles of adult learning and engage groups in such a way that all learning styles benefit.

Flying Under the Radar... Responding to Struggling Programs

Tuesday, September 12 from 10:15 - 11:45am

As regulatory compliance converges with risk, social media and competitive markets there can be a tendency for residential treatment providers to under report challenges both internally and externally. Programs that see regulatory oversight as adversarial are particularly at risk to attempt to avoid reporting which often results in an escalation of problems. This presentation reviews the mistakes and successes of collaboration between regulators and operators from a solution-focused lens that can aid consumers, regulators and program operators.



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Presented by: Kimball DeLaMare and Diane Moore

Kimball DeLaMare, LCSW, is a licensed clinical social worker with over 30 years of experience in the management of therapeutic programs that serve troubled adolescents, young adults, and their families. He is the co-founder of eight different treatment programs, the founding Board President of the National Association of Therapeutic Schools and Programs (NATSAP), and currently supports programs that belong to InnerChange. Kimball is a past member of the Joint Commission Youth Advisory Council and a member of various state and national committees that review and develop standards. Kimball started his career in community mental health and counseling and continues to work with young adults, teenagers and their families in various settings. He has visited over 400 different treatment programs nationally and internationally in the past 20 years.

Diane Moore has served as the Director of the Office of Licensing within Utah's Department of Human Services since 2014. Prior to that she worked for over 20 years in Utah's public child welfare system where she was the Salt Lake Valley Region Director administering over nearly half of Utah's child welfare services within the state's most metropolitan region. Her priorities have always been to create safety and well being through the least restrictive, most effective, and implementable interventions possible. Her motto of always leaving people, things, and situations better than you find them is the driver behind her focus on continuous quality improvement. Diane holds a master's degree in public administration from Brigham Young University.

Effective Licensing Plan of Correction Practices

Tuesday, September 12 from 1:15 - 2:45pm

This expert panel discussion with regulators from multiple states will address best practices and common pitfalls in the licensing plan of correction process. What are the essential elements of a effective plan of correction? How can regulators ensure plans of corrections will not only address the immediate violations found, but prevent any future occurrences, resulting in increased health, safety and well-being protections for the vulnerable populations served. Explore plan of correction methods that can help improve the overall quality of licensing of your agency.

Presented by: Sheila Page, Lisa Turtle, Alfred Johnson, and Tom Van Der Veen

Sheila Page has worked with Pennsylvania Department of Human Services, Bureau of Human Services Licensing since 2007 serving as a Program Analyst, Regional Licensing Administrator, and as the Western Regional Director for over five years. She is currently the Director of Operations. Her work experience includes several years as Program Administrator for Allegheny County Department of Human Services. Sheila is a graduate of the University of Pittsburgh Graduate School of Public and International Affairs, earning a master's degree in public administration.



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The Principles of Documentation: Document, Document and Document Again

Tuesday, September 12 from 1:15 - 2:45pm

This session will discuss the importance of documentation, one method of writing statements of deficiency, what is considered an acceptable plan of correction and a general discussion about enforcement strategies and the type of writing that is necessary for those strategies to be effective.

Presented by: Becky Fleming- Siebenaler

Becky Fleming-Siebenaler has over 25 years experience as a licensing specialist, a supervisor/program manager and most recently as a regulatory bureau chief. In this position, she oversaw the licensing activities and all programmatic programming for child care, health care facilities, youth residential care, CD facilities, and mental health facilities in the State of Montana. Becky is an experienced national and local trainer, strategic planning specialist and policy developer. She trains using principles of adult learning and engage groups in such a way that all learning styles benefit.

Making Regulatory Decisions: Traps and Biases to Avoid

Tuesday, September 12 from 3:00 - 4:30pm

Regulators make decisions every day. Licensors use their judgment to assess compliance with regulations and standards, or decide if facilities need a license or must close. Their decisions can be life-altering for vulnerable populations. It is easy to make mistakes - from lack of experience or too much familiarity with the issues. This session establishes a framework for decision making and considers three judgment traps and four common biases to avoid. Participants will share experiences, become more aware of their own practices, and get tips for training staff to make more effective professional decisions.

Presented by: Judith Colbert

Judith Colbert, PhD, is an experienced consultant – writer, researcher and training specialist – based in Guelph, Ontario, Canada. She has an international perspective, and is known throughout Canada and the United States for her efforts in support of the regulation of quality programs for young children. She served on NARA’s governing board from 1999 - 2005. As a NARA consultant, she has drafted child care licensing rules for three states and delivered training based on the NARA Curriculum in both Canada and the United States. She is also a co-author of NARA’s online training module, “History, Concepts, Ethics and Rule-Making in Human Care Regulation.” For over 10 years, she helped develop newcomer child care programs funded by the Government of Canada and is principal author of three sets of requirements governing their operation, with accompanying interpretive guides. She provides ongoing consultation on monitoring issues to promote compliance with those requirements. Her most recent book is Judgment in Action: The Regulatory Process (Rev. Ed., 2016). She has also written numerous reports and policy documents and her articles have appeared in several publications. She is the author of two earlier books related to the care of children from diverse cultures: Welcoming Newcomer Children: The Settlement of Young Immigrants and Refugees (2010) and Child Health Across Cultures (2014). Her website is www.welcomingchildren.ca. As a training specialist, she has prepared and delivered numerous



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professional development programs and is a frequent presenter at conferences. Her overall goal is to build bridges between research and practice.

Risky Business: Health and Safety Monitoring in Child Care and Child Welfare Programs

Tuesday, September 12 from 3:00 - 4:30pm

A discussion on child care and child welfare program health and safety administration and oversight. With the increased attention on child care health and safety through the 2014 Reauthorization of CCDBG and the changing nature of how residential services are structured and utilized in child welfare, PCG presents some challenges and solutions for improved childcare and residential monitoring.

Presented by: Jennifer MacBlane and Tina Chen-Xu

Jennifer MacBlane is a Senior Advisor, with PCG. She has over 20 years of experience in human services, government and government consulting. She has been employed by PCG for 10 years and she specializes in child welfare and human services program administration and evaluation. She recently worked with the Office of the Child Advocate in the Commonwealth of Massachusetts to improve oversight of residential schools by identifying programmatic factors that are most closely associated with safety and positive outcomes for children and making recommendations for improved data collection and sharing between seven oversight agencies. She recently began work with the State of Maine Department of Health and Human Services to perform a comprehensive assessment of violence prevention services and develop a strategic plan that identifies short- and long-term strategies for service delivery, program outcomes, and program administration. Before PCG, Jennifer worked as the Budget Manager for the Commonwealth of Massachusetts Department of Children and Families, where she forecasted and tracked expenditures of approximately \$750 million across administrative and program accounts. She also served as an Assistant Budget Director at the Commonwealth of Massachusetts Executive Office for Administration and Finance where she oversaw spending in the areas of public safety, corrections, healthcare, housing and the environment. Early in her career, Jennifer worked as a residence supervisor in a domestic violence shelter and worked at a neighborhood center providing case management services to families at risk of foster care.

Tina Chen-Xu is a Consultant at PCG and brings expertise in early childhood education and child care health and safety systems design. Tina's early childhood education work focuses on assisting states and organizations with the range of quality improvement and monitoring programs including, quality rating improvement system (QRIS) analysis and identification of provider professional development needs; kindergarten entry assessment implementation and design, and Head Start and child care licensing standards. She is currently leading an engagement with the State of Washington's Department of Early Learning to design, implement and analyze a survey to determine risk assessment weights for the draft aligned child care safety regulations. The risk weights and draft regulations will move into a public comment and review period into the fall of 2017 before finalization. In the Commonwealth of Massachusetts, she led the child care licensing redesign as the project manager for the Differential Licensing Initiative with the Department of Early Education and Care (EEC). Over a two and a half year period, PCG has facilitated the initiative through three subcommittees of EEC licensing staff and



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department leadership. PCG facilitated the research, design, and implementation of the agency's new differential monitoring tools, two pilots an evaluation, and creation of the new business processes and specifications for the supporting IT system. In addition, she has worked with states to assess the overall child care subsidy system to identify the gaps and needs from the system stakeholders including providers, families and children.

Report Writing Essentials

Wednesday, September 13 from 8:30 - 10am

Every inspection, licensing visit, survey, investigation, monitoring visit, review, etc. results in the production of a report. The report must communicate information effectively to the provider and others who need to know the findings of your review. This workshop will focus on what it takes to produce a report that is accurate, concise, thorough, clear, impartial and relevant - one that documents the investigative findings in a way that helps to ensure the safety and quality of care of individuals receiving services from licensed or contracted providers.

Presented by: Victoria L. Flynn

Victoria L. Flynn has been the Director of the Office of Incident Management and Investigations with the Georgia Department of Behavioral Health and Developmental Disabilities for four years. A team of investigators is responsible for investigating deaths and other critical incidents of individuals receiving behavioral health or intellectual disability services in state psychiatric hospitals, an intermediate care facility for individuals with intellectual disabilities, two state skilled nursing facilities and a variety of community residential and day programs. Prior to assuming this position, Victoria served as the Director of the Personal Care Home Program for Georgia and was responsible for the inspection, licensing, regulation and enforcement activities statewide for over 2,700 assisted living facilities, personal care homes, and community living arrangements.

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Presented by: Patricia Adams and Sandra Wooters

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Who Are You as a Regulatory in Licensing?

Monday, September 11 from 10:30am - 12pm

The proper use of authority needs a lot of balancing as an essential skill for a licensing professional. This session will discuss the tools needed for a front line inspector on how to manage conflicts, identify the difference between rational and irrational conflict and ways on how to develop tools for clear thinking when conducting inspections. In addition, we will review how to impart a self-reflection and awareness of how others see yourself. This session is based on NARA's curriculum.

Presented by: Sandi Wooters and Donna Sabo



CHILD CARE - CONTINUED

Sandi Wooters, MHS, ACG, is currently the Southeast Regional Director for the Office of the Bureau of Human Service Licensing for the Commonwealth of Pennsylvania. She oversees all licensing and enforcement actions for Personal Care Homes, Assisted Living Homes, Children Residential Licensed Facilities, Community Residential Residences and Long Term Structured Residents for those with Mental Illness. Sandi has worked in licensing since 2007 first as a licensing representative where she conducted all phases of licensing for Personal Care Homes, and since 2012 the Regional Director. Sandi is a Masters prepared Gerontologist and worked primarily with the aging population from 1982 through 2007. Her experience includes assisting individuals to live independently in the community through coordinating services with 15+ hospitals throughout the Delaware Valley, as the Associate Administrator of Geropsychiatry at the University of Pennsylvania from 1996 through 2002 she managed inpatient, outpatient, partial hospital and consultant services. Sandi then moved to California and from 2002 through 2007 she worked in the Assisted Living industry both as an administrator and as a corporate Director of Quality Assurance. Sandi also lived four months in an all Alzheimer's facility as a method to develop policies to help reduce resident to resident abuse. Sandi has presented at national conferences, including NARA, on maintaining regulatory compliance through Conducting Investigations to Determine Illegal Operations, Enforcement Strategies across the US and Providences, Provider Support, From Enforcement to Compliance and on simplified direct care staff training the "Walk About Workshops." Sandi also developed a program to reduce resident to resident abuse and hospitalization through the CLUB program, Caring Listening and Understanding Behaviors. This program was implemented in nursing homes and assisted living facilities throughout Pennsylvania and California. In 1995, Sandi was a delegate to the White House Conference on Aging for the state of Pennsylvania as an expert on the rural elderly of PA.

Donna Sabo holds a bachelor's degree in individual and family studies with an early child education emphasis from Pennsylvania State University and a master's degree in administration and supervision from Baldwin Wallace College. Donna has been a regulator for over 28 years; 23 years in Child Welfare Licensing, three years in Child Day Care Licensing working for the Ohio Department of Job and Family Services. She is currently employed by the Ohio Department of Mental Health and Addiction Services as a Behavioral Health Surveyor and provides training to adult and child care providers in Ohio on child welfare, child day care and adult care licensing rules and requirements. Donna currently serves on the NARA Board of Directors, Child Welfare Committee and Governance Committee. She is also a consultant and trainer for NARA. Dana has been a NARA Co-Consultant on a number of projects including: development of the Licensing Procedural Manual for the Louisiana Department of Children and Family Services Licensing and Regulatory Services for child placing agencies and day care facilities; development of Model Family Foster Home Standards for the Annie E. Casey Foundation in consultation with Generations United and American Bar Association Center on Children and Law; development of Licensing Indicator Policy and Procedure for Kansas Dept. of Health and Environment Child Care Licensing; and development of Interpretive Guides for Rhode Island Child Care Family Home rules. As a Foster Care Licensing Specialist, Donna has served on the following committees: Crisis Nursery Rules Development Task Force; Licensing Procedural Manual Committee, Licensing Transitional Team, Organizational and Diagnosis Team and the Physical Restraint Rule Development Committee. Donna is a member of The Ohio Association of Child and Youth Care Professionals (OACYCP) and has done training on licensing rules and procedures at the annual statewide OACYCP conferences.



CHILD CARE - CONTINUED

A Proactive Approach to Support Early Childhood Programs

Monday, September 11 from 10:30am - 12pm

Do you work for children and families to create a safe and secure early childhood environment in your community? Are you curious on how to build a blended approach through your state's DHS and QRIS systems? This session will highlight a proactive approach to blending the two systems to create a strong support for your Early Childhood Programs. Attending this seminar will provide you the tools to begin a pilot within your community. Hear from Pennsylvania on their strategies and ongoing collaborations to incorporate both systems services for the providers, children and families they serve.

Presented by: Sharon Arabia and Melissa Fuller

Sharon Arabia began her work in Early Childhood Education in the mid-1980s as a Head Start Home Visitor. She continued her advocacy for children and families when she accepted a casework position with Allegheny County Children and Youth Services. Sharon began her career with the Commonwealth of Pennsylvania 24 years ago as a licensing representative for Office of Children Youth and Families, Day Care Division (now known as OCDEL) and is currently the Early Learning Program Regional Manager for Pennsylvania Department of Human Services, Office of Child Development and Early Learning (OCDEL), Bureau of Certification Services Western Region. During her time with the Commonwealth she earned a certificate in leadership through the Department of Public Welfare Leadership Institute. Sharon serves on regional leadership with a diverse group of stakeholders committed to improving quality and supports in the early learning communities and is actively involved with several initiatives within OCDEL. She has presented at the Early Childhood Education Conference at Penn State University on regulatory compliance. Sharon is committed to achieving quality early learning environments for children through developing teams and challenging historical assumptions and processes. Sharon has a BA in Sociology. She is an active member of NARA and currently serves on the Professional Development Committee.

Melissa Fuller has been in the Early Childhood Field since February 2000. She has a passion for creating safe high quality environments for children to learn and grow in. Currently, Melissa is the Southwest Regional Key Director in the state of Pennsylvania. Her current work is to support programs to reach their highest potential. The Southwest Regional Key offers Technical Assistance, Professional Development, Mentoring, and supports to Early Childhood Programs. Melissa serves on multiple committees for the advancements of the Early Childhood Field including Project LAUNCH, Ready Set Grow, and The Homeless Initiative. All of these committees work to service the community to create a safe, healthy, and high quality system for children. Melissa is a true advocate for children, families, and the Early Childhood field. She continues to be a strong voice for the Southwest Region of Pennsylvania.

Child Care Licensing for the Round-the-Clock Economy

Monday, September 11 from 10:30am - 12pm

The round-the-clock economy in the U.S. presents complexities for the availability and affordability of child care. Licensing should be a part of our changing thinking that acknowledges economic realities and the workforce, while prioritizing the needs of the child. The 2014 CCDBG law offers important opportunities: priorities include increasing the supply of high-quality care, and requirements include



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targeting investments for non-traditional hours care and underserved communities with significant poverty. Join us for a discussion of challenges and solutions for the role of licensing content, monitoring and agency systems for families who count on child care during non-traditional hours.

Presented by: Mary Beth Salomone Testa and Jacqueline Rose

Mary Beth Salomone Testa brings more than 15 years of experience in advocacy and policy development. Mary Beth's expertise is in connecting policy and practice, with depth of knowledge in child care regulations and legislation. Mary Beth has led advocacy campaigns across a variety of states and at the federal level, representing and building coalitions with child care providers, child care resource and referral agencies, home visiting programs, and the Children's Defense Fund. As a consultant, Mary Beth offers policy analysis, capacity building, and mobilization for federal and state policy and legislative affairs. Clients include local, state and national organizations. For the National Association for Family Child Care (NAFCC), Mary Beth works with providers, state and local associations and partners to advance NAFCC's mission to promote the power of family child care. Mary Beth is a regular presenter at national and statewide conferences and has been published in Exchange magazine. Mary Beth graduated from American University in Washington, DC and lives in Falls Church, Virginia.

Weighting our WAC; Ready, Set, Go!

Monday, September 11 from 10:30am - 12pm

In 2015, the Washington state legislature directed the Department of Early Learning (DEL) to align the child care licensing rules. DEL unified center and family home child care standards with the goal of making them easier to understand. DEL took this opportunity to revamp the agency's enforcement approach. DEL studied the leading policies in North America to devise a system that creates consistent enforcement, accounts for each provider's history, and "weighs" the unique risk of danger when a rule is broken. This presentation details DEL's weighting process and enforcement plan, which will be implemented in the fall of 2018.

Presented by: Sonya Stevens, Tyler Farmer, and Heather West

Sonya Stevens is a Licensing Analyst for the Washington State Department of Early Learning. She is currently the project manager for the weighting process of the newly aligned proposed Washington Administrative Codes (WAC) for child care licensing oversight. Sonya will have completed her doctorate degree in education with a research study on the use and usability of a focused monitoring system in Washington State licensed childcare centers by July 2017. The study is firmly grounded in Dr. Richard Fiene's differential monitoring and risk assessment framework, giving Sonya specific content knowledge of the entire child care enforcement methodology used in the weighted WAC and enforcement process. Additionally, Sonya has an master's degree in adult education as well as a bachelor's degree in child development and family studies. She has served as an early learning educator, family advocate and home visitor, program director and adjunct faculty in Early Childhood Education at both Clark College in Vancouver, Washington, as well as Portland Community College in Portland, Oregon.

Tyler Farmer is an attorney working in the licensing department at the Washington State Department of Early Learning (DEL). Tyler earned his law degree from the Seattle University School of Law and received



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bachelor's degrees in both English and in Community, Environment, and Planning from the University of Washington. Prior to joining DEL, Tyler clerked for two separate judges on the Washington State Supreme Court. He was first introduced to state regulatory schemes while working for the nation's largest electronics recycling company. There, Tyler advised municipal and not-for-profit clients throughout the U.S. on creating "e-waste" recycling programs throughout California, Texas, Illinois, and North Carolina. In his spare time, Tyler plays water polo, travels as much as possible with his wife, and tends to two chickens and one cat at his home in Seattle.

Heather West has a bachelor's degree in psychology and is currently employed by the Washington state Department of Early Learning (DEL) as one of four Licensing Regional Administrators. Heather not only grew up in a family that worked in human services bu

Regulator Relief

Monday, September 11 from 1:30 - 2:30pm

This session will identify the necessity to provide emotional and psychological relief for regulators to prevent burn-out. The session will offer techniques for self-implementation as well as what employers may offer.

Presented by: Jacqueline L Rowe

Jacqueline Rowe has been a provider of long-term care since 1996 for nursing homes and personal care homes prior to joining the Pennsylvania Department of Human Services as the Director of the Bureau of Human Services Licensing in 2016. She has a master's degree in management and a bachelor's degree in health care administration. Still licensed as a nursing home administrator, Jacqueline finds her professional purpose in her oversight of the statewide regulatory responsibilities, bringing balance between the providers and regulatory requirements with an understanding of the individuals entrusted to their care.

Balancing Licensing Workloads: Georgia's Specialized Approach

Monday, September 11 from 1:30 - 2:30pm

This session will provide an overview of the strategies the Child Care Services division of the Georgia Department of Early Care and Learning (DECAL) uses to support the division's responsibility of regulating and monitoring Georgia's licensed child care programs. These strategies include creating specialized work units to support regulatory functions and developing and annually implementing a weighted caseload system to effectively and efficiently distribute caseloads across Georgia's 159 counties.

Presented by: Amy Page and Randy Hudgins

Amy Page currently serves as the manager of the Process & Policy Unit within the Child Care Services licensing division of the Georgia Department of Early Care and Learning (DECAL). She has worked with DECAL since July 2004. In that time she has also worked in the Applicant Services and Quality Improvement Units within the division. Before coming to DECAL, Amy worked with the child care



CHILD CARE - CONTINUED

resource and referral system in Georgia. She began her career in early childhood working in a group child care home during college. After graduating from Texas A&M University, she taught in Head Start. She currently lives in the north Georgia mountains with her husband and two young sons. Her hobbies include reading and saltwater fishing.

Randy Hudgins is a Senior Research and Policy Analyst at the Georgia Department of Early Care and Learning. He has worked with DECAL since February 2010. He is part of the department's research and analysis team that conducts and guides policy research and supports program implementation across DECAL's divisions and initiatives. Randy has worked extensively with the Child Care Services' Licensing division to analyze trends, develop pilot research, and support policy implementation. Randy earned a master's degree in public administration from the Andrew Young School of Policy Studies at Georgia State University. He is an avid Atlanta sports fan and he and his fiancé enjoy traveling, hiking, camping, and other outdoor adventures.

Licensing: the Foundation of Building the Supply of Child Care **Monday, September 11 from 1:30 - 2:30pm**

Implementation of the federal child care law is underway. The law calls for efforts to increase the supply of high-quality care, and pushes the states to target investments for underserved communities. Child care licensing is the foundation of quality. Licensed family child care is part of the solution for state agency efforts to meet the needs of families, comply with new priorities, and build and connect systems in the states. In this session, we will work together to address challenges and opportunities, and discuss state policy choices to build the supply of licensed family child care.

Presented by: Mary Beth Salomone Testa

Mary Beth Salomone Testa brings more than 15 years of experience in advocacy and policy development. Mary Beth's expertise is in connecting policy and practice, with depth of knowledge in child care regulations and legislation. Mary Beth has led advocacy campaigns across a variety of states and at the federal level, representing and building coalitions with child care providers, child care resource and referral agencies, home visiting programs, and the Children's Defense Fund. As a consultant, Mary Beth offers policy analysis, capacity building, and mobilization for federal and state policy and legislative affairs. Clients include local, state and national organizations. For the National Association for Family Child Care (NAFCC), Mary Beth works with providers, state and local associations and partners to advance NAFCC's mission to promote the power of family child care. Mary Beth is a regular presenter at national and statewide conferences and has been published in Exchange magazine. Mary Beth graduated from American University in Washington, DC and lives in Falls Church, Virginia.



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The Handshake: Unifying Information Systems Through Communication and Collaboration

Monday, September 11 from 1:30 - 2:30pm

This session will cover how Florida's Department of Children and Families' (DCF) Child Care Regulation Program Office addressed CCDBG requirements by collaborating with Florida's Office of Early Learning (OEL). Through this partnership, DCF and OEL established processes that allowed the sharing of information between the two offices and their information systems. These efforts resulted in a statewide training registry and the ability for licensing staff to inspect Florida's School Readiness providers and communicate the findings with Florida's Early Learning Coalitions.

Presented by: Jeremy Lewis

Jeremy Lewis is a graduate of Florida State University with a degree in professional communication. In 2009, Jeremy joined the Florida Department of Children and Families as a business analyst for the information systems team. He now leads that team, which consists of three business analysts and seven software engineers. Throughout his nearly seven years of experience, Jeremy has navigated the decommissioning of a 13 year old legacy system, the recruitment of a new internal software development team and the construction of a brand new licensing system. Jeremy is also an avid 3-D artist and is certified in 3-D modeling and animation by the state of New York.

Where Are We Now? Lessons Learned from Georgia's Integrated Enforcement and Compliance System

Monday, September 11 from 1:30 - 2:30pm

Georgia's child care licensing division has created a new licensing enforcement and compliance determination system. This new system integrates a risk-based, progressive approach that is clear, fair and predictable, taking into account severity of violations and a provider's ability to correct. It incorporates a balance of standardization for consistency and professional judgment to allow for individual factors. This session will focus on lessons learned during the first year of implementation of Georgia's Integrated Enforcement and Compliance System. We will provide an overview of this new enforcement and compliance system. We will show how the chart illustrates a systematic format that is fair and transparent, supports a licensing system focused on both regulation and support, and articulates the complexity of 21st century early education. This session will include some of the unforeseen circumstances encountered during the first year.

Presented by: Rhonda Parker and April Rogers

Rhonda Parker has worked with Bright from the Start: Georgia Department of Early Care & Learning for 17 years. She is currently serving in the Child Care Services Licensing Division.

April Rogers has worked with Bright from the Start: Georgia Department of Early Care & Learning for 11 years. She is currently serving in the Child Care Services Licensing Division.



CHILD CARE - CONTINUED

Maintaining Regulatory Compliance for Non-Medical Staff Administering Medications to Vulnerable Populations

Monday, September 11 from 3:45 - 4:45pm

The Commonwealth of Pennsylvania regulates non-medical staff administering medications to vulnerable populations living in licensed homes. The staff must pass the Department's Medication Administration Training program prior to administering medications independently and complete annual practicums to maintain the certification. This session will review the concepts of the train the trainer Medication program, how does the train the trainer train the non-medical staff using online and face to face training processes and how licensing measures compliance. How does the state ensure protection by allowing non-medical staff to administer medications.

Presented by: Sandi Wooters and Sheila Page

Sandi Wooters, MHS, ACG, is currently the Southeast Regional Director for the Office of the Bureau of Human Service Licensing for the Commonwealth of Pennsylvania. She oversees all licensing and enforcement actions for Personal Care Homes, Assisted Living Homes, Children Residential Licensed Facilities, Community Residential Residences and Long Term Structured Residents for those with Mental Illness. Sandi has worked in licensing since 2007 first as a licensing representative where she conducted all phases of licensing for Personal Care Homes, and since 2012 the Regional Director. Sandi is a Masters prepared Gerontologist and worked primarily with the aging population from 1982 through 2007. Her experience includes assisting individuals to live independently in the community through coordinating services with 15+ hospitals throughout the Delaware Valley, as the Associate Administrator of Geropsychiatry at the University of Pennsylvania from 1996 through 2002 she managed inpatient, outpatient, partial hospital and consultant services. Sandi then moved to California and from 2002 through 2007 she worked in the Assisted Living industry both as an administrator and as a corporate Director of Quality Assurance. Sandi also lived four months in an all Alzheimer's facility as a method to develop policies to help reduce resident to resident abuse. Sandi has presented at national conferences, including NARA, on maintaining regulatory compliance through Conducting Investigations to Determine Illegal Operations, Enforcement Strategies across the US and Providences, Provider Support, From Enforcement to Compliance and on simplified direct care staff training the "Walk About Workshops." Sandi also developed a program to reduce resident to resident abuse and hospitalization through the CLUB program, Caring Listening and Understanding Behaviors. This program was implemented in nursing homes and assisted living facilities throughout Pennsylvania and California. In 1995, Sandi was a delegate to the White House Conference on Aging for the state of Pennsylvania as an expert on the rural elderly of PA.

Sheila Page is the Director of Operations for the Bureau of Human Services for the Commonwealth of Pennsylvania. Sheila has been with Licensing since 2007 and prior to her position as the Director of Operations was the Regional Director for the Western Licensing Division. Sheila has a master's degree.



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The Integration of Trauma Informed Care into the Licensing Process for Child Welfare, Child Day Care and Adult Care

Monday, September 11 from 3:45 - 4:45pm

Trauma-informed care (TIC) is an approach that explicitly acknowledges the role trauma plays in people's lives. TIC means that every part of an organization or program understands the impact of trauma on the individuals they serve and promotes cultural and organization change in responding to the consumers/clients served. Licensing staff need to be aware of the role trauma plays during a licensing assessment, and how the applicant's responses and reactions may be driven by Adverse Childhood Experiences (ACES). The workshop will discuss the ACES Study and how to use the self assessment tool for your licensing staff as well as the Agency Self Assessment for TIC. The Agency Self-Assessment for Trauma-Informed Care is intended to be a tool that will help you assess your organization's readiness to implement a trauma-informed approach. Honest and candid staff responses can benefit your agency by helping to identify opportunities for program and environmental change, assist in professional development planning, and can be used to inform organizational policy change. The Six Key Principles of a Trauma-Informed Approach will be discussed from a licensing assessment perspective. These include: safety; trustworthiness and transparency, peer support; collaboration and mutuality; empowerment, voice and choice; and cultural, historical and gender issues.

Presented by: Donna Sabo and Joyce Debolt

Donna Sabo holds a bachelor's degree in individual and family studies with an early child education emphasis from Pennsylvania State University and a master's degree in administration and supervision from Baldwin Wallace College. Donna has been a regulator for over 28 years; 23 years in Child Welfare Licensing, three years in Child Day Care Licensing working for the Ohio Department of Job and Family Services. She is currently employed by the Ohio Department of Mental Health and Addiction Services as a Behavioral Health Surveyor and provides training to adult and child care providers in Ohio on child welfare, child day care and adult care licensing rules and requirements. Donna currently serves on the NARA Board of Directors, Child Welfare Committee and Governance Committee. She is also a consultant and trainer for NARA. Dana has been a NARA Co-Consultant on a number of projects including: development of the Licensing Procedural Manual for the Louisiana Department of Children and Family Services Licensing and Regulatory Services for child placing agencies and day care facilities; development of Model Family Foster Home Standards for the Annie E. Casey Foundation in consultation with Generations United and American Bar Association Center on Children and Law; development of Licensing Indicator Policy and Procedure for Kansas Dept. of Health and Environment Child Care Licensing; and development of Interpretive Guides for Rhode Island Child Care Family Home rules. As a Foster Care Licensing Specialist, Donna has served on the following committees: Crisis Nursery Rules Development Task Force; Licensing Procedural Manual Committee, Licensing Transitional Team, Organizational and Diagnosis Team and the Physical Restraint Rule Development Committee. Donna is a member of The Ohio Association of Child and Youth Care Professionals (OACYCP) and has done training on licensing rules and procedures at the annual statewide OACYCP conferences.

Joyce Debolt is currently employed as a Family Services Supervisor for a Kansas child placing agency where she is the supervisor of agency sponsoring of family foster homes initial and renewal licensing for



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foster, adoptive, and kinship families, responsible for training of families. She supervises the Interstate State Compact (ICPC) recommendation for placement of children in custody in states outside of Kansas and agency process accreditation for CARF, including updating and developing policies and procedures for program supervising. Joyce was employed by the Kansas Department of Health and Environment (KDHE) from 2007 to 2001 as Public Service Administrator II in Bureau of Child Care Licensing foster and residential care program. She has served on the Governor's BEST Team for foster family and child placing agency regulation revisions from 2004 - 2009. From 1998-2007, Joyce worked in the private sector for Saint Francis Community Services in various child welfare positions, beginning as a direct care provider and was promoted to Executive Director of the foster care program. Joyce serve as a NARA subject matter expert on development and presentations of Family Foster Home Standards with NARA consultants, ABA, Annie Casey, and Generations United.

Using Data from Information Systems for Program Planning, Evaluation and Optimizing Limited Staff Resources

Monday, September 11 from 3:45 - 4:45pm

Performance measurement is a critical element of accountability for public resources. In human care licensing programs, a significant amount of "resources" are vested in Licensing Staff. It is important for managers of government programs to show what was received from the use of these staff resources and whether the public is receiving an acceptable benefit. Information systems that support business operations routinely collect data that can be used for program planning, performance evaluation and to optimize limited staff resources. This presentation will provide examples of how existing data sets can be used, show ways to visually tell a story, and provide an opportunity for session participants to share ideas.

Presented by: Steven Eng and Sheri Obera

Steven Eng has over 36 years experience working in public health - primarily in regulatory licensing of community care facilities for adults and children (including investigations), environmental health, communicable disease surveillance and outbreak management, and health promotion. As a volunteer Environmental Quality Panel Chair, he has contributed to the development of the 2002 and 2011 editions of "Caring for Our Children" which are national health and safety performance standards for out of home child care. He has delivered training on the Licensing Complaint Investigation Chapter from the NARA Licensing Curriculum to several states and has contributed volunteer time to support the NARA organization as a member since 1979, and in various Board positions over the years. Steven has held an interest in computer programming since high school and the application of information systems in regulatory settings during his work career. He has a passion for finding creative solutions to solve problems or make things better for people. Steven holds a master's degree in public health from the University of Washington in Seattle and currently is the Manager of Technology, Planning & Integration in the department of Population & Public Health at Fraser Health located in British Columbia, Canada.

Sheri Obera was a Licensing Officer for six years, working exclusively with child care facilities. Since 2011 she has worked as an Information Specialist supporting the operational needs of the Community Care Facilities Licensing program, with a focus on database development and data analysis. An Early



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Childhood Educator for 18 years, Sheri also holds a Montessori Teaching Certificate, Elementary Teaching Certificate, and degrees in linguistics, psychology and children's literature.

Creating Successful Organizational Practices for Administrators: Useful Tools and Techniques for Child Care Center Compliance.

Monday, September 11 from 3:45 - 4:45pm

This session will focus on the administrative aspect of operating a compliant child care center. We will discuss organizational tools to assist with child and adult files as well as facility paperwork required to meet state licensing regulations. Participants will gain ideas on how to incorporate and assist child care centers with this process and will have a chance to view the organizational tools developed for Riley County, Kansas Child Care Centers. Participants will gain an understanding of the quality improvement process and how that aligns with the strategic goals of the licensing agency.

Presented by: Breva Spencer, LBSW

Breva Spencer is a Licensed Bachelor of Social Worker (LBSW) in the state of Kansas and Virginia. She received her bachelor's degree in social work at the University of Kansas in 2004. She began her career in child welfare with the Kansas Department for Children and Families in 2006. For the next three years, she worked as a Social Work Specialist conducting investigations, specifically, child sexual abuse cases. She left child welfare in 2009, and began working for the Fort Belvoir, Virginia, Family Advocacy Program, as a Victim Advocate (VA) and Sexual Assault Response Coordinator (SARC). In 2011, she began working for the Riley County Health Department as the Child Care Licensing (CCL) Surveyor and shortly thereafter became the CCL Program Coordinator. She has developed and presented many trainings throughout her career. She developed and implemented a domestic violence and sexual assault prevention training for the Fort Belvoir installation and over 4,000 soldiers, Garrison Commander's and civilian employees attended. Most recently, she developed and implemented an organization training for child care facilities, one specific to home based providers and another for center-based facilities. She is passionate about organization and assisting child care facilities in becoming compliant with licensing laws and regulations.

Georgia's Research-Based Approach to Monitoring License-Exempt Providers

Monday, September 11 from 3:45 - 4:45pm

This session will provide an overview of a pilot project conducted by Georgia's child care licensing division which informed the development of on-going monitoring processes to meet CCDF requirements. The six-month project collected data from nearly 500 programs that serve children and are exempt from licensure throughout the state of Georgia. A leading national research firm analyzed the data, providing feedback on the state of operations within exempt programs. Information garnered guided the development of policy and processes for annual on-going monitoring of license-exempt programs receiving subsidy funding. The technical systems created to monitor these programs will also be discussed.



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Presented by: Amy Page and Melissa Davis

Amy has worked for the Georgia Department of Early Care and Learning since July 2004. She currently serves as the manager of the Process & Policy Unit within the Child Care Services licensing division. Amy has also worked in the Applicant Services and Quality Improvement Units in the division. Prior to working for the Department, she worked with the child care resource and referral system in Georgia. Amy began her career in the early childhood field while working in a group child care home during college, then teaching Head Start upon graduation. She currently resides in the north Georgia mountains with her husband and two young sons. Her hobbies include reading and saltwater fishing.

After starting her career in the financial services world, Melissa changed gears into the human services field when she experienced a crisis of not being able to find child care for her children. Since then, Melissa has worked in the Early Care and Education spectrum for 24 years, first as a child care provider, then trainer/consultant; moving to licensing consultant, region coordinator, QRIS Assessor, Technical Assistance unit manager, and now in leadership on the Child Care Services team. Melissa serves as the Director of Quality Operations overseeing the units for Applicant Services, Exemptions, and Quality Improvement and Training. She holds a teaching certificate and a master's degree in adult education with a Birth-5 Education endorsement. In her free time, Melissa enjoys her three granddaughters, attending festivals and concert events, yoga and sampling restaurant cuisine.

Code of Ethics for Regulators

Tuesday, September 12 from 10:15 - 11:45am

Inherent in the use of authority is the potential for abuse of authority. Public trust and consumer confidence and respect require that regulators use their authority with integrity. This session will discuss The Code of Ethics for regulators, explore issues of competency, regulator expectations, prohibited actions and maintenance of professional appearances.

Presented by: Becky Fleming- Siebenaler

Becky Fleming-Siebenaler has over 25 years experience as a licensing specialist, a supervisor/program manager and most recently as a regulatory bureau chief. In this position, she oversaw the licensing activities and all programmatic programming for child care, health care facilities, youth residential care, CD facilities, and mental health facilities in the State of Montana. Becky is an experienced national and local trainer, strategic planning specialist and policy developer. She trains using principles of adult learning and engage groups in such a way that all learning styles benefit.

Flying Under the Radar... Responding to Struggling Programs

Tuesday, September 12 from 10:15 - 11:45am

As regulatory compliance converges with risk, social media and competitive markets there can be a tendency for residential treatment providers to under report challenges both internally and externally. Programs that see regulatory oversight as adversarial are particularly at risk to attempt to avoid reporting which often results in an escalation of problems. This presentation reviews the mistakes and



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successes of collaboration between regulators and operators from a solution-focused lens that can aid consumers, regulators and program operators.

Presented by: Kimball DeLaMare and Diane Moore

Kimball DeLaMare, LCSW, is a licensed clinical social worker with over 30 years of experience in the management of therapeutic programs that serve troubled adolescents, young adults, and their families. He is the co-founder of eight different treatment programs, the founding Board President of the National Association of Therapeutic Schools and Programs (NATSAP), and currently supports programs that belong to InnerChange. Kimball is a past member of the Joint Commission Youth Advisory Council and a member of various state and national committees that review and develop standards. Kimball started his career in community mental health and counseling and continues to work with young adults, teenagers and their families in various settings. He has visited over 400 different treatment programs nationally and internationally in the past 20 years.

Diane Moore has served as the Director of the Office of Licensing within Utah's Department of Human Services since 2014. Prior to that she worked for over 20 years in Utah's public child welfare system where she was the Salt Lake Valley Region Director administering over nearly half of Utah's child welfare services within the state's most metropolitan region. Her priorities have always been to create safety and well being through the least restrictive, most effective, and implementable interventions possible. Her motto of always leaving people, things, and situations better than you find them is the driver behind her focus on continuous quality improvement. Diane holds a master's degree in public administration from Brigham Young University.

Best Practices In Human Care Regulation Project

Tuesday, September 12 from 10:15 - 11:45am

States will share their experience with the Best Practices Project that was conducted in partnership with NARA and the National Center for Early Childhood Quality Assurance (NCECQA). The self-assessment process along with the strategic goals identified and what next steps they have taken to improve and align their program with the Best Practices model.

Presented by: Deborah Russo, Amy Page and Lisa Clifford

Deborah Russo was a past director of child care licensing and background screening for state of Florida for over 20 years. She was past president of NARA; board member from 2006 - 2014; and NARA consultant and certified Project Manager.

Amy Page currently serves as the manager of the Process & Policy Unit within the Child Care Services licensing division of the Georgia Department of Early Care and Learning (DECAL). She has worked with DECAL since July 2004. In that time she has also worked in the Applicant Services and Quality Improvement Units within the division. Before coming to DECAL, Amy worked with the child care resource and referral system in Georgia. She began her career in early childhood working in a group child care home during college. After graduating from Texas A&M University, she taught in Head Start. She



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currently lives in the north Georgia mountains with her husband and two young sons. Her hobbies include reading and saltwater fishing.

When Safe Can Become Too Safe? The Need for Risk

Tuesday, September 12 from 10:15 - 11:45am

In our attempt to protect children, licensing works hard to minimize risks to children in care. Licensing is often accused of over regulating licensees or not doing enough to protect children when an unfortunate incident occurs. But we rarely consider if our actions are harmful to children's development. This session will explore the critical need for "risk" in children's lives and what can happen if children are not exposed to risk. How licensing through its rules and licensing staff's interpretations can foster or harm children's risk taking skills will also be discussed. Other cultures will be touched on that allow risk as an going part of their childrens' day.

Presented by: Jacqueline A Wood

Jacqueline Wood has over 30 years experience in the field of human service regulation and early childhood education, the majority in child care licensing. This experience includes directing all Michigan child care licensing field operations, as well as developing and leading professional development activities for licensing staff. Her experience further includes serving as a past member of NARA's Board of Directors and as a past NARA trainer. She has been an Early Childhood Consultant with the Michigan Department of Education working with early childhood programs and teaching early childhood professionals, at local community and university levels. Since her retirement from state government, she has spent her time advocating for the needs of young children and working with children at local elementary schools. She travels to other countries, visiting their schools and early childhood centers whenever a chance arises. Jacqueline has degrees in education and child development with advanced work in effective teaching and learning.

Effective Licensing Plan of Correction Practices

Tuesday, September 12 from 1:15 - 2:45pm

This expert panel discussion with regulators from multiple states will address best practices and common pitfalls in the licensing plan of correction process. What are the essential elements of a effective plan of correction? How can regulators ensure plans of corrections will not only address the immediate violations found, but prevent any future occurrences, resulting in increased health, safety and well-being protections for the vulnerable populations served. Explore plan of correction methods that can help improve the overall quality of licensing of your agency.

Presented by: Sheila Page, Lisa Turtle, Alfred Johnson, and Tom Van Der Veen

Sheila Page has worked with Pennsylvania Department of Human Services, Bureau of Human Services Licensing since 2007 serving as a Program Analyst, Regional Licensing Administrator, and as the Western



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Regional Director for over five years. She is currently the Director of Operations. Her work experience includes several years as Program Administrator for Allegheny County Department of Human Services. Sheila is a graduate of the University of Pittsburgh Graduate School of Public and International Affairs, earning a master's degree in public administration.

The Principles of Documentation: Document, Document and Document Again **Tuesday, September 12 from 1:15 - 2:45pm**

This session will discuss the importance of documentation, one method of writing statements of deficiency, what is considered an acceptable plan of correction and a general discussion about enforcement strategies and the type of writing that is necessary for those strategies to be effective.

Presented by: Becky Fleming- Siebenaler

Becky Fleming-Siebenaler has over 25 years experience as a licensing specialist, a supervisor/program manager and most recently as a regulatory bureau chief. In this position, she oversaw the licensing activities and all programmatic programming for child care, health care facilities, youth residential care, CD facilities, and mental health facilities in the State of Montana. Becky is an experienced national and local trainer, strategic planning specialist and policy developer. She trains using principles of adult learning and engage groups in such a way that all learning styles benefit.

Preventing Children's Exposures to Environmental Health Hazards: Emerging Initiatives

Tuesday, September 12 from 1:15 - 2:45pm

Many of our nation's youngest children spend 40+ hours every week in an early learning environment where they may routinely be exposed to a variety of environmental health hazards. The Children's Environmental Health Network in partnership with the National Association for the Education of Young Children, the Association for Early Learning Leaders, the National Association for Family Child Care and state Quality Rating Improvement Systems are working to reduce children's exposures to environmental toxicants commonly found within child cares.

Presented by: Robin Joseph, MPH

Robin Joseph is the Eco-Healthy Child Care® (EHCC) Engagement Manager for the Children's Environmental Health Network. She supports the national expansion of the EHCC program. With a master's degree in environmental and occupational health, a bachelor's degree in environmental toxicology, and experience working within the U.S. Environmental Protection Agencies Office of Children's Health Protection, Robin is aware of the strategies to protect children from chemicals in their everyday environments. With the desire to improve children's health through environmental education, Robin has developed and conducted several national, state, and local trainings on children's environmental health.



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Supporting Provider's Compliance with Regulations

Tuesday, September 12 from 1:15 - 2:45pm

All licensing agencies want child care providers to succeed. During this session, we'll discuss strategies that licensing agencies can use to support providers' compliance with regulations. This includes increasing the transparency of the inspection process, encouraging providers to report incidents, implementing a fair and transparent enforcement system, thoughtful and inclusive regulation revision, and supportive training and technical assistance. We'll share newly developed resources, successful strategies from other sectors, and promising state examples.

Presented by: Nina Johnson and Nancy vonBargen

Nina Johnson has over 20 years of experience in the early childhood field, including direct care provision, research, educational software development, policy analysis and program administration. Nina currently provides technical assistance to states and territories on several topics – including practices and policies related to licensed and license-exempt care - as a Senior TA Specialist with the National Center on Early Childhood Quality Assurance.

Nancy vonBargen has more than 35 years of experience in the field of child care administration and technical assistance (TA) services and has focused on improving child care services that address the needs of all children. Nancy has extensive experience conducting analysis and synthesis of information; promoting collaboration across programs, agencies, or funding sources; developing written TA materials; and providing and facilitating training, consultation, and meetings. She has given presentations at many national events, primarily in the areas of quality rating and improvement systems (QRIS) and licensing.

Making Regulatory Decisions: Traps and Biases to Avoid

Tuesday, September 12 from 3:00 - 4:30pm

Regulators make decisions every day. Licensors use their judgment to assess compliance with regulations and standards, or decide if facilities need a license or must close. Their decisions can be life-altering for vulnerable populations. It is easy to make mistakes - from lack of experience or too much familiarity with the issues. This session establishes a framework for decision making and considers three judgment traps and four common biases to avoid. Participants will share experiences, become more aware of their own practices, and get tips for training staff to make more effective professional decisions.

Presented by: Judith Colbert

Judith Colbert, PhD, is an experienced consultant – writer, researcher and training specialist – based in Guelph, Ontario, Canada. She has an international perspective, and is known throughout Canada and the United States for her efforts in support of the regulation of quality programs for young children. She served on NARA's governing board from 1999 - 2005. As a NARA consultant, she has drafted child care licensing rules for three states and delivered training based on the NARA Curriculum in both Canada and the United States. She is also a co-author of NARA's online training module, "History, Concepts, Ethics and Rule-Making in Human Care Regulation." For over 10 years, she helped develop newcomer child care



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programs funded by the Government of Canada and is principal author of three sets of requirements governing their operation, with accompanying interpretive guides. She provides ongoing consultation on monitoring issues to promote compliance with those requirements. Her most recent book is Judgment in Action: The Regulatory Process (Rev. Ed., 2016). She has also written numerous reports and policy documents and her articles have appeared in several publications. She is the author of two earlier books related to the care of children from diverse cultures: Welcoming Newcomer Children: The Settlement of Young Immigrants and Refugees (2010) and Child Health Across Cultures (2014). Her website is www.welcomingchildren.ca. As a training specialist, she has prepared and delivered numerous professional development programs and is a frequent presenter at conferences. Her overall goal is to build bridges between research and practice.

Risky Business: Health and Safety Monitoring in Child Care and Child Welfare Programs

Tuesday, September 12 from 3:00 - 4:30pm

A discussion on child care and child welfare program health and safety administration and oversight. With the increased attention on child care health and safety through the 2014 Reauthorization of CCDBG and the changing nature of how residential services are structured and utilized in child welfare, PCG presents some challenges and solutions for improved childcare and residential monitoring.

Presented by: Jennifer MacBlane and Tina Chen-Xu

Jennifer MacBlane is a Senior Advisor, with PCG. She has over 20 years of experience in human services, government and government consulting. She has been employed by PCG for 10 years and she specializes in child welfare and human services program administration and evaluation. She recently worked with the Office of the Child Advocate in the Commonwealth of Massachusetts to improve oversight of residential schools by identifying programmatic factors that are most closely associated with safety and positive outcomes for children and making recommendations for improved data collection and sharing between seven oversight agencies. She recently began work with the State of Maine Department of Health and Human Services to perform a comprehensive assessment of violence prevention services and develop a strategic plan that identifies short- and long-term strategies for service delivery, program outcomes, and program administration. Before PCG, Jennifer worked as the Budget Manager for the Commonwealth of Massachusetts Department of Children and Families, where she forecasted and tracked expenditures of approximately \$750 million across administrative and program accounts. She also served as an Assistant Budget Director at the Commonwealth of Massachusetts Executive Office for Administration and Finance where she oversaw spending in the areas of public safety, corrections, healthcare, housing and the environment. Early in her career, Jennifer worked as a residence supervisor in a domestic violence shelter and worked at a neighborhood center providing case management services to families at risk of foster care.

Tina Chen-Xu is a Consultant at PCG and brings expertise in early childhood education and child care health and safety systems design. Tina's early childhood education work focuses on assisting states and organizations with the range of quality improvement and monitoring programs including, quality rating improvement system (QRIS) analysis and identification of provider professional development needs;



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kindergarten entry assessment implementation and design, and Head Start and child care licensing standards. She is currently leading an engagement with the State of Washington's Department of Early Learning to design, implement and analyze a survey to determine risk assessment weights for the draft aligned child care safety regulations. The risk weights and draft regulations will move into a public comment and review period into the fall of 2017 before finalization. In the Commonwealth of Massachusetts, she led the child care licensing redesign as the project manager for the Differential Licensing Initiative with the Department of Early Education and Care (EEC). Over a two and a half year period, PCG has facilitated the initiative through three subcommittees of EEC licensing staff and department leadership. PCG facilitated the research, design, and implementation of the agency's new differential monitoring tools, two pilots an evaluation, and creation of the new business processes and specifications for the supporting IT system. In addition, she has worked with states to assess the overall child care subsidy system to identify the gaps and needs from the system stakeholders including providers, families and children.

Bridging the Gap Between Child Care Providers and Licensors Through Professional Development

Tuesday, September 12 from 3:00 - 4:30pm

Consistency in interpretation of licensing rules is essential for an effective licensing agency. Achieving consistency across inspectors throughout the state is difficult to achieve and maintain. The presenters will describe how Georgia uses a specialized unit to support the bridge between program compliance and program quality. The unit is designed to support professional development of licensing inspectors to deliver high quality visits to ensure child care providers are in compliance with rules and regulations, and embedding national best practices to improve the quality of child care environments. In this session participants will learn how to provide internal technical assistance to licensing inspectors, develop a streamlined on-boarding system, and create professional development activities to engage licensors.

Presented by: Dana Bond Morrison and Shawnell Johnson

Dana Bond Morrison has worked with Bright from the Start: Georgia Department of Early Care and Learning for eight years. She is currently serving in the Child Care Services Licensing Division.

Shawnell Johnson has worked with Bright from the Start: Georgia Department of Early Care and Learning for seven years. She is currently serving in the Child Care Services Licensing Division.

Professional Development and Skill Building for Successful Child Care Licensing Inspectors

Tuesday, September 12 from 3:00 - 4:30pm

Preparing licensors to perform successful inspections, communicate with providers and provide technical assistance is a critical responsibility of child care licensing agencies. Learn how licensor competencies can inform licensor training objectives. Explore the key elements of a comprehensive



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training and professional development program that can provide licensors with a solid foundation in regulatory practice. Identify training delivery practices that help develop the skills needed to interpret and apply regulations, assess risk, determine compliance, and document inspection results. The audience will have an opportunity to discuss licensor training plans and share achievements and common challenges in developing successful child care licensing inspectors.

Presented by: Michele Adams

Michele Adams is a senior technical assistance specialist with NCECQA. She has 30 years experience in child care regulation with the state of Texas. She held a wide variety of positions including licensing inspector, investigator, manager, policy director and assistant commissioner. Michele lead the development of minimum standards for Texas child care, authored and delivered training to licensing inspectors, supervisors and child care providers.

Report Writing Essentials

Wednesday, September 13 from 8:30 - 10am

Every inspection, licensing visit, survey, investigation, monitoring visit, review, etc. results in the production of a report. The report must communicate information effectively to the provider and others who need to know the findings of your review. This workshop will focus on what it takes to produce a report that is accurate, concise, thorough, clear, impartial and relevant - one that documents the investigative findings in a way that helps to ensure the safety and quality of care of individuals receiving services from licensed or contracted providers.

Presented by: Victoria L. Flynn

Victoria L. Flynn has been the Director of the Office of Incident Management and Investigations with the Georgia Department of Behavioral Health and Developmental Disabilities for four years. A team of investigators is responsible for investigating deaths and other critical incidents of individuals receiving behavioral health or intellectual disability services in state psychiatric hospitals, an intermediate care facility for individuals with intellectual disabilities, two state skilled nursing facilities and a variety of community residential and day programs. Prior to assuming this position, Victoria served as the Director of the Personal Care Home Program for Georgia and was responsible for the inspection, licensing, regulation and enforcement activities statewide for over 2,700 assisted living facilities, personal care homes, and community living arrangements.

Exploring Two Models for Monitoring License Exempt Programs in Wisconsin

Wednesday, September 13 from 8:30 - 10am

In Wisconsin, most license exempt child care programs must be certified in order to be eligible for child care subsidy payments. The certification program is administered through the county with state supervision. Programs that are operated by public schools have been required to comply with the licensing rules, but were not monitored for compliance. With the new requirements coming from the CCDBG that will affect public school operated programs we are implementing a new "licensing lite"



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procedure administered by the licensing agency. We will look at both monitoring programs; sharing the pros and cons of each system and lessons learned in the implementation process.

Presented by: Anne Carmody and Jolene Ibeling

Anne Carmody is the Child Care Program Specialist with Wisconsin's Department of Children and Families in the Bureau of Early Care Regulation. Anne works with the child care licensing rules in development and implementation. She provides training to licensing staff and child care providers on topics related to child care licensing. Anne has worked in the early childhood field for over 35 years. Anne worked in child care facilities in all capacities including director/administrator, teacher, assistant, cook and cleaning person. In addition, she helped persons interested in opening a child care center navigate the regulation path and worked as a licensing specialist, monitoring programs, investigating complaints and taking enforcement action when necessary.

Jolene Ibeling is a Program and Policy Analyst with Wisconsin's Department of Children and Families (DCF) in the Bureau of Early Care Regulation. Jolene oversees child care certification contracts, provides training and technical assistance to county and tribal certification workers, coordinates agency monitoring and develops rules, policies and procedures pertaining to certified child care. Jolene holds a master's degree in human and community resources in child and families studies and has worked in the field of early care and education for over 25 years. Prior to her current position with DCF, Jolene was a teacher and director in licensed child care settings, child care course instructor, a certified family child care operator, City of Madison Child Care Accreditation Program Coordinator and county child care certification regulator.

New York State's Lessons on Licensing: Improvements to the Process

Wednesday, September 13 from 8:30 - 10am

Child care licensing can often be a lengthy and challenging process. New York State regulates 18,000 child care programs statewide and licenses approximately 2,000 new programs annually. Historically, it took close to 175 days for a program to get licensed. In this workshop, you will hear about some of our challenges and more importantly about our recent successes in streamlining the child care licensing process. Implementing new procedures resulted in a reduction in the timeframe for licensing by nearly 50%. New York State invites you to come hear about our successful strategies, which include the use of Lean principles, along with our plans for future progress.

Presented by: Jim Hart

Jim Hart is the Director of Program Operations at the New York State Office of Children and Family Services, Division of Child Care Services. In this role, Jim is responsible for the overall management of the seven Division of Child Care Services regional offices that are responsible for the licensing and inspection activities of the nearly 18,000 state-regulated child care programs in New York State. Jim also provides oversight to a unit that provides support to the regional offices in the areas of policy, technical assistance, and regulatory enforcement. Jim has led several strategic initiatives during his tenure in the areas of technology, licensing and inspections. Jim's career in regulated child care began in 2000 and he



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has held several key supervisory and management roles within the Division. Jim is a graduate of St. Bonaventure University.

Promoting Regulatory Compliance in Child Care Centers in New York City, A New Approach

Wednesday, September 13 from 8:30 - 10am

The New York City (NYC) Department of Health and Mental Hygiene (DOHMH) launched a new regulatory strategy in November 2016 to promote regulatory compliance in 700 child care centers that are 'at-risk' for regulatory non-compliance. The goal of this presentation is to illustrate the impact of this new regulatory strategy in a large, diverse, urban setting. This approach demonstrates the value of promoting regulatory compliance, community engagement, and the provision of technical assistance as complementary goals.

Presented by: Kelvin Chan

Kelvin Chan, PhD, MTS, MPH, is the Director of Early Childhood Development and the inaugural Director of the Compliance Promotion Unit of the NYC Department of Health and Mental Hygiene. In his current role, he develops regulatory strategies to promote healthy early childhood development across NYC, and leads a Unit focused on promoting compliance in child care services with an history of regulatory non-compliance.

State Systems Partnerships: Working Smarter, Not Harder

Wednesday, September 13 from 8:30 - 10am

Come learn how the state of Wyoming has used a partnership between the Professional Development Registry to build a new licensing module to help increase the accuracy of shared data, reduce duplication, and increase the knowledge of the licensors out in the field. This also allows for improved QPR reporting, encourages facility administrators to the system, and a uniform process for tracking technical assistance.

Presented by: Micca Burris

Micca comes from a background in early childhood, working in early childhood programs in a variety of roles before working for the state in licensing and accreditation. There she helped manage the licensing database and helped to rebuild the professional development registry. Now she manages five stage registries and one state licensing module at ChildCare Education Institute.



DESIGNATION: CHILD WELFARE

Let's Talk About Sex... Institutional Sexual Assaults - It Happens

Monday, September 11 from 10:30am - 12pm

Ensuring the safety and well-being of those in institutional care is crucial. Sexual assaults happen. Thus, identifying potential victims and perpetrators, as well as understanding the power of grooming the victim is important. It becomes incumbent upon those who regulate institutional care to understand the process and how to assist in the protection of potential victims by empowerment and training.

Presented by: Patricia Adams and Sandra Wooters

Patricia Adams, BA, is a professional regulator with the Office of the Bureau of Human Services Licensing. She is currently a Regional Licensing Administrator in the Southeast where she manages regulatory and licensing functions for Personal Care Homes. She has also worked as a Nursing Home Administrator. Patricia has worked in licensing since 2009, first as a licensing representative where she conducted all phases of licensing, provided technical assistance to maintain compliance and conducted training for the orientation program for administrators in Personal Care Homes. In 2014, she was promoted to Regional Licensing Administrator. Patricia is currently a member of the ninth class of the Department of Human Services Leadership Development Institute Program. Patricia has presented numerous workshops on Stress Management of a Caregiver and Regulator, Administrator Orientation for Personal Care Home Administrators and Staff burnout. Patricia was the sole caregiver for her mother from the time of her diagnosis until her death in 2010. Her mother had Alzheimer.

Sandi Wooters, MHS, ACG, is currently the Southeast Regional Director for the Office of the Bureau of Human Service Licensing for the Commonwealth of Pennsylvania. She oversees all licensing and enforcement actions for Personal Care Homes, Assisted Living Homes, Children Residential Licensed Facilities, Community Residential Residences and Long Term Structured Residents for those with Mental Illness. Sandi has worked in licensing since 2007 first as a licensing representative where she conducted all phases of licensing for Personal Care Homes, and since 2012 the Regional Director. Sandi is a Masters prepared Gerontologist and worked primarily with the aging population from 1982 through 2007. Her experience includes assisting individuals to live independently in the community through coordinating services with 15+ hospitals throughout the Delaware Valley, as the Associate Administrator of Geropsychiatry at the University of Pennsylvania from 1996 through 2002 she managed inpatient, outpatient, partial hospital and consultant services. Sandi then moved to California and from 2002 through 2007 she worked in the Assisted Living industry both as an administrator and as a corporate Director of Quality Assurance. Sandi also lived four months in an all Alzheimer's facility as a method to develop policies to help reduce resident to resident abuse. Sandi has presented at national conferences, including NARA, on maintaining regulatory compliance through Conducting Investigations to Determine Illegal Operations, Enforcement Strategies across the US and Providences, Provider Support, From Enforcement to Compliance and on simplified direct care staff training the "Walk About Workshops." Sandi also developed a program to reduce resident to resident abuse and hospitalization through the CLUB program, Caring Listening and Understanding Behaviors. This program was implemented in nursing homes and assisted living facilities throughout Pennsylvania and California. In 1995, Sandi was a delegate to the White House Conference on Aging for the state of Pennsylvania as an expert on the rural elderly of PA.



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Who Are You as a Regulatory in Licensing?

Monday, September 11 from 10:30am - 12pm

The proper use of authority needs a lot of balancing as an essential skill for a licensing professional. This session will discuss the tools needed for a front line inspector on how to manage conflicts, identify the difference between rational and irrational conflict and ways on how to develop tools for clear thinking when conducting inspections. In addition, we will review how to impart a self-reflection and awareness of how others see yourself. This session is based on NARA's curriculum.

Presented by: Sandi Wooters and Donna Sabo

Sandi Wooters, MHS, ACG, is currently the Southeast Regional Director for the Office of the Bureau of Human Service Licensing for the Commonwealth of Pennsylvania. She oversees all licensing and enforcement actions for Personal Care Homes, Assisted Living Homes, Children Residential Licensed Facilities, Community Residential Residences and Long Term Structured Residents for those with Mental Illness. Sandi has worked in licensing since 2007 first as a licensing representative where she conducted all phases of licensing for Personal Care Homes, and since 2012 the Regional Director. Sandi is a Masters prepared Gerontologist and worked primarily with the aging population from 1982 through 2007. Her experience includes assisting individuals to live independently in the community through coordinating services with 15+ hospitals throughout the Delaware Valley, as the Associate Administrator of Geropsychiatry at the University of Pennsylvania from 1996 through 2002 she managed inpatient, outpatient, partial hospital and consultant services. Sandi then moved to California and from 2002 through 2007 she worked in the Assisted Living industry both as an administrator and as a corporate Director of Quality Assurance. Sandi also lived four months in an all Alzheimer's facility as a method to develop policies to help reduce resident to resident abuse. Sandi has presented at national conferences, including NARA, on maintaining regulatory compliance through Conducting Investigations to Determine Illegal Operations, Enforcement Strategies across the US and Providences, Provider Support, From Enforcement to Compliance and on simplified direct care staff training the "Walk About Workshops." Sandi also developed a program to reduce resident to resident abuse and hospitalization through the CLUB program, Caring Listening and Understanding Behaviors. This program was implemented in nursing homes and assisted living facilities throughout Pennsylvania and California. In 1995, Sandi was a delegate to the White House Conference on Aging for the state of Pennsylvania as an expert on the rural elderly of PA.

Donna Sabo holds a bachelor's degree in individual and family studies with an early child education emphasis from Pennsylvania State University and a master's degree in administration and supervision from Baldwin Wallace College. Donna has been a regulator for over 28 years; 23 years in Child Welfare Licensing, three years in Child Day Care Licensing working for the Ohio Department of Job and Family Services. She is currently employed by the Ohio Department of Mental Health and Addiction Services as a Behavioral Health Surveyor and provides training to adult and child care providers in Ohio on child welfare, child day care and adult care licensing rules and requirements. Donna currently serves on the NARA Board of Directors, Child Welfare Committee and Governance Committee. She is also a consultant and trainer for NARA. Dana has been a NARA Co-Consultant on a number of projects including: development of the Licensing Procedural Manual for the Louisiana Department of Children and Family Services Licensing and Regulatory Services for child placing agencies and day care facilities; development



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of Model Family Foster Home Standards for the Annie E. Casey Foundation in consultation with Generations United and American Bar Association Center on Children and Law; development of Licensing Indicator Policy and Procedure for Kansas Dept. of Health and Environment Child Care Licensing; and development of Interpretive Guides for Rhode Island Child Care Family Home rules. As a Foster Care Licensing Specialist, Donna has served on the following committees: Crisis Nursery Rules Development Task Force; Licensing Procedural Manual Committee, Licensing Transitional Team, Organizational and Diagnosis Team and the Physical Restraint Rule Development Committee. Donna is a member of The Ohio Association of Child and Youth Care Professionals (OACYCP) and has done training on licensing rules and procedures at the annual statewide OACYCP conferences.

Regulator Relief

Monday, September 11 from 1:30 - 2:30pm

This session will identify the necessity to provide emotional and psychological relief for regulators to prevent burn-out. The session will offer techniques for self-implementation as well as what employers may offer.

Presented by: Jacqueline L Rowe

Jacqueline Rowe has been a provider of long-term care since 1996 for nursing homes and personal care homes prior to joining the Pennsylvania Department of Human Services as the Director of the Bureau of Human Services Licensing in 2016. She has a master's degree in management and a bachelor's degree in health care administration. Still licensed as a nursing home administrator, Jacqueline finds her professional purpose in her oversight of the statewide regulatory responsibilities, bringing balance between the providers and regulatory requirements with an understanding of the individuals entrusted to their care.

NARA Model Foster Care Standards - Implementation Discussion and Legislative Response

Monday, September 11 from 1:30 - 2:30pm

The American Bar Association Center on Children and the Law, the Annie E. Casey Foundation, Generations United and the National Association for Regulatory Administration have developed a set of clear and practical family foster home licensing standards that help ensure children in foster care are safe and promote the opportunity for relatives and non-related caregivers to become foster parents. This session will include an overview of the standards and an update on state implementation, as well as proposed federal legislative action involving the standards. In addition, discussion will include an Implementation Readiness Questionnaire that can be used to assess your state's readiness to implement the standards. These model family foster home licensing standards ensure that children: (1) live in safe and appropriate homes with child welfare and court oversight; (2) receive monthly financial assistance and supportive services; and (3) access the permanency option of assisted guardianship in the states and tribes that participate in the federal Guardianship Assistance Program. These standards, which are the



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only comprehensive national guidelines, fill a previous void by giving the federal government a set of clear and practical requirements to reference and guide states in their efforts to license homes. Under federal law, states have extraordinary flexibility to create family foster home licensing standards; it requires only that states develop guidelines “reasonably in accord” with national organizations’ recommendations. The model standards are accompanied by an interpretative guide and crosswalk tool. The guide summarizes the purpose of each standard and provides instructions necessary for compliance determinations. The crosswalk tool helps states assess and align their current standards with the model standards. The model standards, which encompass all the necessary components to license a family foster home, should not be considered “minimum” criteria. These standards are flexible enough to respond to individual circumstances, but most importantly they help ensure that children in out-of-home care have safe and appropriate homes.

Presented by: Donna Sabo, Joyce Debolt and Ana Beltran, JD

Donna Sabo holds a bachelor’s degree in individual and family studies with an early child education emphasis from Pennsylvania State University and a master’s degree in administration and supervision from Baldwin Wallace College. Donna has been a regulator for over 28 years; 23 years in Child Welfare Licensing, three years in Child Day Care Licensing working for the Ohio Department of Job and Family Services. She is currently employed by the Ohio Department of Mental Health and Addiction Services as a Behavioral Health Surveyor and provides training to adult and child care providers in Ohio on child welfare, child day care and adult care licensing rules and requirements. Donna currently serves on the NARA Board of Directors, Child Welfare Committee and Governance Committee. She is also a consultant and trainer for NARA. Dana has been a NARA Co-Consultant on a number of projects including: development of the Licensing Procedural Manual for the Louisiana Department of Children and Family Services Licensing and Regulatory Services for child placing agencies and day care facilities; development of Model Family Foster Home Standards for the Annie E. Casey Foundation in consultation with Generations United and American Bar Association Center on Children and Law; development of Licensing Indicator Policy and Procedure for Kansas Dept. of Health and Environment Child Care Licensing; and development of Interpretive Guides for Rhode Island Child Care Family Home rules. As a Foster Care Licensing Specialist, Donna has served on the following committees: Crisis Nursery Rules Development Task Force; Licensing Procedural Manual Committee, Licensing Transitional Team, Organizational and Diagnosis Team and the Physical Restraint Rule Development Committee. Donna is a member of The Ohio Association of Child and Youth Care Professionals (OACYCP) and has done training on licensing rules and procedures at the annual statewide OACYCP conferences.

Joyce Debolt is currently employed as a Family Services Supervisor for a Kansas child placing agency where she is the supervisor of agency sponsoring of family foster homes initial and renewal licensing for foster, adoptive, and kinship families, responsible for training of families. She supervises the Interstate State Compact (ICPC) recommendation for placement of children in custody in states outside of Kansas and agency process accreditation for CARF, including updating and developing policies and procedures for program supervising. Joyce was employed by the Kansas Department of Health and Environment (KDHE) from 2007 to 2001 as Public Service Administrator II in Bureau of Child Care Licensing foster and residential care program. She has served on the Governor’s BEST Team for foster family and child placing agency regulation revisions from 2004 - 2009. From 1998-2007, Joyce worked in the private sector for Saint Francis Community Services in various child welfare positions, beginning as a direct care provider



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and was promoted to Executive Director of the foster care program. Joyce serve as a NARA subject matter expert on development and presentations of Family Foster Home Standards with NARA consultants, ABA, Annie Casey, and Generations United.

Ana Beltran is an attorney and prior to moving to the West Coast served as the Director of the National Center on Grandfamilies. Ana is a national expert on Grandfamilies, authoring several Generations United publications on the subject and publishing art

Maintaining Regulatory Compliance for Non-Medical Staff Administering Medications to Vulnerable Populations

Monday, September 11 from 3:45 - 4:45pm

The Commonwealth of Pennsylvania regulates non-medical staff administering medications to vulnerable populations living in licensed homes. The staff must pass the Departments Medication Administration Training program prior to administering medications independently and complete annual practicums to maintain the certification. This session will review the concepts of the train the trainer Medication program, how does the train the trainer train the non-medical staff using online and face to face training processes and how licensing measures compliance. How does the state ensure protection by allowing non-medical staff to administer medications.

Presented by: Sandi Wooters and Sheila Page

Sandi Wooters, MHS, ACG, is currently the Southeast Regional Director for the Office of the Bureau of Human Service Licensing for the Commonwealth of Pennsylvania. She oversees all licensing and enforcement actions for Personal Care Homes, Assisted Living Homes, Children Residential Licensed Facilities, Community Residential Residences and Long Term Structured Residents for those with Mental Illness. Sandi has worked in licensing since 2007 first as a licensing representative where she conducted all phases of licensing for Personal Care Homes, and since 2012 the Regional Director. Sandi is a Masters prepared Gerontologist and worked primarily with the aging population from 1982 through 2007. Her experience includes assisting individuals to live independently in the community through coordinating services with 15+ hospitals throughout the Delaware Valley, as the Associate Administrator of Geropsychiatry at the University of Pennsylvania from 1996 through 2002 she managed inpatient, outpatient, partial hospital and consultant services. Sandi then moved to California and from 2002 through 2007 she worked in the Assisted Living industry both as an administrator and as a corporate Director of Quality Assurance. Sandi also lived four months in an all Alzheimer's facility as a method to develop policies to help reduce resident to resident abuse. Sandi has presented at national conferences, including NARA, on maintaining regulatory compliance through Conducting Investigations to Determine Illegal Operations, Enforcement Strategies across the US and Providences, Provider Support, From Enforcement to Compliance and on simplified direct care staff training the "Walk About Workshops." Sandi also developed a program to reduce resident to resident abuse and hospitalization through the CLUB program, Caring Listening and Understanding Behaviors. This program was implemented in nursing homes and assisted living facilities throughout Pennsylvania and California. In 1995, Sandi was a delegate to the White House Conference on Aging for the state of Pennsylvania as an expert on the rural elderly of PA.



CHILD WELFARE - CONTINUED

Sheila Page is the Director of Operations for the Bureau of Human Services for the Commonwealth of Pennsylvania. Sheila has been with Licensing since 2007 and prior to her position as the Director of Operations was the Regional Director for the Western Licensing Division. Sheila has a master's degree.

The Integration of Trauma Informed Care into the Licensing Process for Child Welfare, Child Day Care and Adult Care

Monday, September 11 from 3:45 - 4:45pm

Trauma-informed care (TIC) is an approach that explicitly acknowledges the role trauma plays in people's lives. TIC means that every part of an organization or program understands the impact of trauma on the individuals they serve and promotes cultural and organization change in responding to the consumers/clients served. Licensing staff need to be aware of the role trauma plays during a licensing assessment, and how the applicant's responses and reactions may be driven by Adverse Childhood Experiences (ACES). The workshop will discuss the ACES Study and how to use the self assessment tool for your licensing staff as well as the Agency Self Assessment for TIC. The Agency Self-Assessment for Trauma-Informed Care is intended to be a tool that will help you assess your organization's readiness to implement a trauma-informed approach. Honest and candid staff responses can benefit your agency by helping to identify opportunities for program and environmental change, assist in professional development planning, and can be used to inform organizational policy change. The Six Key Principles of a Trauma-Informed Approach will be discussed from a licensing assessment perspective. These include: safety; trustworthiness and transparency, peer support; collaboration and mutuality; empowerment, voice and choice; and cultural, historical and gender issues.

Presented by: Donna Sabo and Joyce Debolt

Donna Sabo holds a bachelor's degree in individual and family studies with an early child education emphasis from Pennsylvania State University and a master's degree in administration and supervision from Baldwin Wallace College. Donna has been a regulator for over 28 years; 23 years in Child Welfare Licensing, three years in Child Day Care Licensing working for the Ohio Department of Job and Family Services. She is currently employed by the Ohio Department of Mental Health and Addiction Services as a Behavioral Health Surveyor and provides training to adult and child care providers in Ohio on child welfare, child day care and adult care licensing rules and requirements. Donna currently serves on the NARA Board of Directors, Child Welfare Committee and Governance Committee. She is also a consultant and trainer for NARA. Dana has been a NARA Co-Consultant on a number of projects including: development of the Licensing Procedural Manual for the Louisiana Department of Children and Family Services Licensing and Regulatory Services for child placing agencies and day care facilities; development of Model Family Foster Home Standards for the Annie E. Casey Foundation in consultation with Generations United and American Bar Association Center on Children and Law; development of Licensing Indicator Policy and Procedure for Kansas Dept. of Health and Environment Child Care Licensing; and development of Interpretive Guides for Rhode Island Child Care Family Home rules. As a Foster Care Licensing Specialist, Donna has served on the following committees: Crisis Nursery Rules Development Task Force; Licensing Procedural Manual Committee, Licensing Transitional Team, Organizational and Diagnosis Team and the Physical Restraint Rule Development Committee. Donna is a member of The



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Ohio Association of Child and Youth Care Professionals (OACYCP) and has done training on licensing rules and procedures at the annual statewide OACYCP conferences.

Joyce Debolt is currently employed as a Family Services Supervisor for a Kansas child placing agency where she is the supervisor of agency sponsoring of family foster homes initial and renewal licensing for foster, adoptive, and kinship families, responsible for training of families. She supervises the Interstate State Compact (ICPC) recommendation for placement of children in custody in states outside of Kansas and agency process accreditation for CARF, including updating and developing policies and procedures for program supervising. Joyce was employed by the Kansas Department of Health and Environment (KDHE) from 2007 to 2001 as Public Service Administrator II in Bureau of Child Care Licensing foster and residential care program. She has served on the Governor's BEST Team for foster family and child placing agency regulation revisions from 2004 - 2009. From 1998-2007, Joyce worked in the private sector for Saint Francis Community Services in various child welfare positions, beginning as a direct care provider and was promoted to Executive Director of the foster care program. Joyce serve as a NARA subject matter expert on development and presentations of Family Foster Home Standards with NARA consultants, ABA, Annie Casey, and Generations United.

Using Data from Information Systems for Program Planning, Evaluation and Optimizing Limited Staff Resources **Monday, September 11 from 3:45 - 4:45pm**

Performance measurement is a critical element of accountability for public resources. In human care licensing programs, a significant amount of "resources" are vested in Licensing Staff. It is important for managers of government programs to show what was received from the use of these staff resources and whether the public is receiving an acceptable benefit. Information systems that support business operations routinely collect data that can be used for program planning, performance evaluation and to optimize limited staff resources. This presentation will provide examples of how existing data sets can be used, show ways to visually tell a story, and provide an opportunity for session participants to share ideas.

Presented by: Steven Eng and Sheri Obera

Steven Eng has over 36 years experience working in public health - primarily in regulatory licensing of community care facilities for adults and children (including investigations), environmental health, communicable disease surveillance and outbreak management, and health promotion. As a volunteer Environmental Quality Panel Chair, he has contributed to the development of the 2002 and 2011 editions of "Caring for Our Children" which are national health and safety performance standards for out of home child care. He has delivered training on the Licensing Complaint Investigation Chapter from the NARA Licensing Curriculum to several states and has contributed volunteer time to support the NARA organization as a member since 1979, and in various Board positions over the years. Steven has held an interest in computer programming since high school and the application of information systems in regulatory settings during his work career. He has a passion for finding creative solutions to solve problems or make things better for people. Steven holds a master's degree in public health from the



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University of Washington in Seattle and currently is the Manager of Technology, Planning & Integration in the department of Population & Public Health at Fraser Health located in British Columbia, Canada.

Sheri Obera was a Licensing Officer for six years, working exclusively with child care facilities. Since 2011 she has worked as an Information Specialist supporting the operational needs of the Community Care Facilities Licensing program, with a focus on database development and data analysis. An Early Childhood Educator for 18 years, Sheri also holds a Montessori Teaching Certificate, Elementary Teaching Certificate, and degrees in linguistics, psychology and children's literature.

Code of Ethics for Regulators

Tuesday, September 12 from 10:15 - 11:45am

Inherent in the use of authority is the potential for abuse of authority. Public trust and consumer confidence and respect require that regulators use their authority with integrity. This session will discuss The Code of Ethics for regulators, explore issues of competency, regulator expectations, prohibited actions and maintenance of professional appearances.

Presented by: Becky Fleming- Siebenaler

Becky Fleming-Siebenaler has over 25 years experience as a licensing specialist, a supervisor/program manager and most recently as a regulatory bureau chief. In this position, she oversaw the licensing activities and all programmatic programming for child care, health care facilities, youth residential care, CD facilities, and mental health facilities in the State of Montana. Becky is an experienced national and local trainer, strategic planning specialist and policy developer. She trains using principles of adult learning and engage groups in such a way that all learning styles benefit.

Flying Under the Radar... Responding to Struggling Programs

Tuesday, September 12 from 10:15 - 11:45am

As regulatory compliance converges with risk, social media and competitive markets there can be a tendency for residential treatment providers to under report challenges both internally and externally. Programs that see regulatory oversight as adversarial are particularly at risk to attempt to avoid reporting which often results in an escalation of problems. This presentation reviews the mistakes and successes of collaboration between regulators and operators from a solution-focused lens that can aid consumers, regulators and program operators.

Presented by: Kimball DeLaMare and Diane Moore

Kimball DeLaMare, LCSW, is a licensed clinical social worker with over 30 years of experience in the management of therapeutic programs that serve troubled adolescents, young adults, and their families. He is the co-founder of eight different treatment programs, the founding Board President of the National Association of Therapeutic Schools and Programs (NATSAP), and currently supports programs that belong to InnerChange. Kimball is a past member of the Joint Commission Youth Advisory Council and a member of various state and national committees that review and develop standards. Kimball started



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his career in community mental health and counseling and continues to work with young adults, teenagers and their families in various settings. He has visited over 400 different treatment programs nationally and internationally in the past 20 years.

Diane Moore has served as the Director of the Office of Licensing within Utah's Department of Human Services since 2014. Prior to that she worked for over 20 years in Utah's public child welfare system where she was the Salt Lake Valley Region Director administering over nearly half of Utah's child welfare services within the state's most metropolitan region. Her priorities have always been to create safety and well being through the least restrictive, most effective, and implementable interventions possible. Her motto of always leaving people, things, and situations better than you find them is the driver behind her focus on continuous quality improvement. Diane holds a master's degree in public administration from Brigham Young University.

Effective Licensing Plan of Correction Practices

Tuesday, September 12 from 1:15 - 2:45pm

This expert panel discussion with regulators from multiple states will address best practices and common pitfalls in the licensing plan of correction process. What are the essential elements of a effective plan of correction? How can regulators ensure plans of corrections will not only address the immediate violations found, but prevent any future occurrences, resulting in increased health, safety and well-being protections for the vulnerable populations served. Explore plan of correction methods that can help improve the overall quality of licensing of your agency.

Presented by: Sheila Page, Lisa Turtle, Alfred Johnson, and Tom Van Der Veen

Sheila Page has worked with Pennsylvania Department of Human Services, Bureau of Human Services Licensing since 2007 serving as a Program Analyst, Regional Licensing Administrator, and as the Western Regional Director for over five years. She is currently the Director of Operations. Her work experience includes several years as Program Administrator for Allegheny County Department of Human Services. Sheila is a graduate of the University of Pittsburgh Graduate School of Public and International Affairs, earning a master's degree in public administration.

The Principles of Documentation: Document, Document and Document Again

Tuesday, September 12 from 1:15 - 2:45pm

This session will discuss the importance of documentation, one method of writing statements of deficiency, what is considered an acceptable plan of correction and a general discussion about enforcement strategies and the type of writing that is necessary for those strategies to be effective.

Presented by: Becky Fleming- Siebenaler

Becky Fleming-Siebenaler has over 25 years experience as a licensing specialist, a supervisor/program manager and most recently as a regulatory bureau chief. In this position, she oversaw the licensing activities and all programmatic programming for child care, health care facilities, youth residential care,



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CD facilities, and mental health facilities in the State of Montana. Becky is an experienced national and local trainer, strategic planning specialist and policy developer. She trains using principles of adult learning and engage groups in such a way that all learning styles benefit.

Making Regulatory Decisions: Traps and Biases to Avoid

Tuesday, September 12 from 3:00 - 4:30pm

Regulators make decisions every day. Licensors use their judgment to assess compliance with regulations and standards, or decide if facilities need a license or must close. Their decisions can be life-altering for vulnerable populations. It is easy to make mistakes - from lack of experience or too much familiarity with the issues. This session establishes a framework for decision making and considers three judgment traps and four common biases to avoid. Participants will share experiences, become more aware of their own practices, and get tips for training staff to make more effective professional decisions.

Presented by: Judith Colbert

*Judith Colbert, PhD, is an experienced consultant – writer, researcher and training specialist – based in Guelph, Ontario, Canada. She has an international perspective, and is known throughout Canada and the United States for her efforts in support of the regulation of quality programs for young children. She served on NARA’s governing board from 1999 - 2005. As a NARA consultant, she has drafted child care licensing rules for three states and delivered training based on the NARA Curriculum in both Canada and the United States. She is also a co-author of NARA’s online training module, “History, Concepts, Ethics and Rule-Making in Human Care Regulation.” For over 10 years, she helped develop newcomer child care programs funded by the Government of Canada and is principal author of three sets of requirements governing their operation, with accompanying interpretive guides. She provides ongoing consultation on monitoring issues to promote compliance with those requirements. Her most recent book is *Judgment in Action: The Regulatory Process* (Rev. Ed., 2016). She has also written numerous reports and policy documents and her articles have appeared in several publications. She is the author of two earlier books related to the care of children from diverse cultures: *Welcoming Newcomer Children: The Settlement of Young Immigrants and Refugees* (2010) and *Child Health Across Cultures* (2014). Her website is www.welcomingchildren.ca. As a training specialist, she has prepared and delivered numerous professional development programs and is a frequent presenter at conferences. Her overall goal is to build bridges between research and practice.*

Risky Business: Health and Safety Monitoring in Child Care and Child Welfare Programs

Tuesday, September 12 from 3:00 - 4:30pm

A discussion on child care and child welfare program health and safety administration and oversight. With the increased attention on child care health and safety through the 2014 Reauthorization of



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CCDBG and the changing nature of how residential services are structured and utilized in child welfare, PCG presents some challenges and solutions for improved childcare and residential monitoring.

Presented by: Jennifer MacBlane and Tina Chen-Xu

Jennifer MacBlane is a Senior Advisor, with PCG. She has over 20 years of experience in human services, government and government consulting. She has been employed by PCG for 10 years and she specializes in child welfare and human services program administration and evaluation. She recently worked with the Office of the Child Advocate in the Commonwealth of Massachusetts to improve oversight of residential schools by identifying programmatic factors that are most closely associated with safety and positive outcomes for children and making recommendations for improved data collection and sharing between seven oversight agencies. She recently began work with the State of Maine Department of Health and Human Services to perform a comprehensive assessment of violence prevention services and develop a strategic plan that identifies short- and long-term strategies for service delivery, program outcomes, and program administration. Before PCG, Jennifer worked as the Budget Manager for the Commonwealth of Massachusetts Department of Children and Families, where she forecasted and tracked expenditures of approximately \$750 million across administrative and program accounts. She also served as an Assistant Budget Director at the Commonwealth of Massachusetts Executive Office for Administration and Finance where she oversaw spending in the areas of public safety, corrections, healthcare, housing and the environment. Early in her career, Jennifer worked as a residence supervisor in a domestic violence shelter and worked at a neighborhood center providing case management services to families at risk of foster care.

Tina Chen-Xu is a Consultant at PCG and brings expertise in early childhood education and child care health and safety systems design. Tina's early childhood education work focuses on assisting states and organizations with the range of quality improvement and monitoring programs including, quality rating improvement system (QRIS) analysis and identification of provider professional development needs; kindergarten entry assessment implementation and design, and Head Start and child care licensing standards. She is currently leading an engagement with the State of Washington's Department of Early Learning to design, implement and analyze a survey to determine risk assessment weights for the draft aligned child care safety regulations. The risk weights and draft regulations will move into a public comment and review period into the fall of 2017 before finalization. In the Commonwealth of Massachusetts, she led the child care licensing redesign as the project manager for the Differential Licensing Initiative with the Department of Early Education and Care (EEC). Over a two and a half year period, PCG has facilitated the initiative through three subcommittees of EEC licensing staff and department leadership. PCG facilitated the research, design, and implementation of the agency's new differential monitoring tools, two pilots an evaluation, and creation of the new business processes and specifications for the supporting IT system. In addition, she has worked with states to assess the overall child care subsidy system to identify the gaps and needs from the system stakeholders including providers, families and children.

Report Writing Essentials

Wednesday, September 13 from 8:30 - 10am



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Every inspection, licensing visit, survey, investigation, monitoring visit, review, etc. results in the production of a report. The report must communicate information effectively to the provider and others who need to know the findings of your review. This workshop will focus on what it takes to produce a report that is accurate, concise, thorough, clear, impartial and relevant - one that documents the investigative findings in a way that helps to ensure the safety and quality of care of individuals receiving services from licensed or contracted providers.

Presented by: Victoria L. Flynn

Victoria L. Flynn has been the Director of the Office of Incident Management and Investigations with the Georgia Department of Behavioral Health and Developmental Disabilities for four years. A team of investigators is responsible for investigating deaths and other critical incidents of individuals receiving behavioral health or intellectual disability services in state psychiatric hospitals, an intermediate care facility for individuals with intellectual disabilities, two state skilled nursing facilities and a variety of community residential and day programs. Prior to assuming this position, Victoria served as the Director of the Personal Care Home Program for Georgia and was responsible for the inspection, licensing, regulation and enforcement activities statewide for over 2,700 assisted living facilities, personal care homes, and community living arrangements.