

# FALL CONFERENCE

THE HISTORIC DAVENPORT | SPOKANE | SEPTEMBER 26-28



LET THE  
*good times*  
ROLL

Idaho Health Care Association  
(208) 343-9735 | [www.idhca.org](http://www.idhca.org)



Washington Health Care Association  
(800) 562-6170 | [www.whca.org](http://www.whca.org)

## SCHEDULE AT A GLANCE

### Monday, September 26, 2022

11:00 AM	WHCA-PAC Fall Golf Invitational – <i>Sponsored by Mercury Pharmacy</i>
12:30 PM	Conference Registration Opens
1:00 PM	Breakout Sessions IHCA Board Meeting
2:00 PM	Break
2:30 PM	Breakout Sessions
4:00 PM	Education Adjourns
6:00 PM	Dine Around

### Tuesday, September 27, 2022

7:30 AM	Registration Opens
8:00 AM	Keynote Session – <i>Sponsored by KARE</i>
9:00 AM	Break
9:15 AM	Breakout Sessions
10:15 AM	Break
10:30 AM	Breakout Sessions
12:00 PM	Lunch – <i>Sponsored by Navigator</i>
1:00 PM	Breakout Sessions
2:00 PM	Break/WHCA Board Meeting
2:30 PM	Breakout Sessions
4:00 PM	Exhibit Showcase
5:30 PM	Exhibit Showcase Closes
6:30 PM	Let the Good Times Roll Fun Night – <i>Sponsored by McKesson</i>

### Wednesday, September 28, 2022

8:00 AM	Registration Opens
8:30 AM	Breakout Sessions
9:30 AM	Break
9:45 AM	Breakout Sessions
10:45 AM	Break
11:00 AM	Breakout Sessions
12:00 PM	Education Adjourns

## CONTINUING EDUCATION

This conference is approved by the Washington Department of Social and Health Services for up to 24.5 continuing education units for **assisted living professionals**, and meets the requirements of Chapter 246-843-130 WAC for up to 32.5 continuing education units for **skilled nursing professionals**.

CEUs offered by the Idaho Health Care Association are approved by the Idaho Board of Examiners of Nursing Home Administrators and the Idaho Board of Examiners of Residential Care Facility Administrators. For more information, click [here](#).

### Cancellation Policy

Cancellations made in writing on or before Monday, September 19, 2022, will be subject to a \$25 **per person** cancellation fee; the remainder will be refunded or credited. All cancellations received after Monday, September 19, 2022, will not be eligible for any refund. Substitutions are encouraged. **No cancellations for virtual registrations. Substitutions requested in writing are welcome.**

## ACCOMMODATIONS

This year's Fall Conference will be held at [The Historic Davenport Hotel](#). Rooms have been blocked for attendees in the Historic Davenport. You may make reservations by calling (509) 455-8888 or online [here](#). The room block has been extended to **September 2, 2022**.

### Historic Davenport Hotel

10 S Post Street  
Spokane, WA 99201  
**\$159/night plus taxes**



## REGISTRATION INFORMATION

**Full Conference Package:** Includes entry to all conference education sessions, meals, refreshment breaks, the Exhibit Showcase, the *Let the Good Times Roll* Fun Night, and up to 11.5 continuing education units attending sessions in person, 32.5 total if you complete virtual sessions.

**\$199 per person** (non-member \$398)

**\$349 per facility** (non-member \$698)

*All in-person and virtual registrations will have access to recorded sessions and CEUs for two weeks after the conference ends.*

**Daily Packages:** Include entry to educational sessions offered that day, refreshment breaks, access to handout materials (online), and Tuesday Only includes lunch and Exhibit Showcase. Monday, 2.5 CEUs available; Tuesday, 6 CEUs available; Wednesday, 3 CEUs available.

### Monday Only Package:

**\$79** (non-member \$158)

### Tuesday Only Package:

**\$109** (non-member \$218) *Does not include Fun Night.*

### Wednesday Only Package:

**\$79** (non-member \$158)

# WHCA-PAC Fall Golf Invitational

Sponsored by Mercury Pharmacy Services, Inc.

## Tournament Details

Monday, September 26 | 10:00 AM Registration  
11:00 AM Modified Shotgun Start

### The Links Golf Club

10623 Chase Road | Post Falls, Idaho | ☎ (208) 777-7611

### Registration Fees – Click [HERE](#) to Register

**Single Player** **\$150**

*Includes green fee, cart, boxed lunch, prizes, and lots of fun!*

**Team of Four** **\$500**

*Team must register together; team fee must be paid in one payment of \$500, and includes green fees for four, carts, boxed lunches for four, prizes, and lots of fun!*

### Prizes

Prizes will be awarded for the following:

- First Place Team – lowest overall score
- Ladies KP
- Men's KP

### Questions?

To sponsor, for additional information, or for help with registration, please contact:

### Diana Hitchings

☎ (800) 562-6170, ext. 116 | [dianahitchings@whca.org](mailto:dianahitchings@whca.org)

The WHCA-PAC is supported by individual and corporate contributions and fundraising efforts such as this golf tournament. Your participation enables us to continue our active and effective efforts on behalf of long term care providers in Washington State.

**Tournament  
Sponsored by**



**MERCURY**  
PHARMACY SERVICES

**Goodie Bags  
Sponsored By**

**Hyatt** Family Facilities

**Lunch Sponsored By**



### Exclusive Hole Sponsors

Advanced Lifeline  
Respiratory Services

Avamere Health Services

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America

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Noble Healthcare

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Regency Pacific  
Management

Senior Services of America

Sunshine Health Facilities

The Partners Group

United Wound Healing

Village Pharmacy (VPS)

# EXHIBITORS AND SPONSORS

IHCA and WHCA would like to thank the following organizations that will be attending and/or exhibiting at the conference. Be sure to visit them in the Exhibit Showcase on Tuesday, September 27, from 4 – 5:30 PM.

Accushield  
 Advanced Lifeline Respiratory Services  
 Advanced Wireless Communications  
 Arris Health  
 The Buckner Company  
 Behavioral Health Solutions  
 BOK Financial  
 CBRE  
 Charter Construction  
 CirrusDX  
 Comagine  
 Consolidated Billing Services, Inc. (CBSI)  
 Cononus Healthcare Services  
 Consulting Resources  
 Copeland Group  
 Employer Resources Northwest (ERNwest)  
 Essity HMS North America, Inc.  
 Fidalab  
 Fusion Medical Staffing, LLC  
 GeriPro, Inc.  
 Grand Canyon University

Golden SHERPA, Inc.  
 Health Resource Services  
 Heartland LTC Pharmacy  
 HPSI Purchasing Services  
 IlluminAge Communication Partners  
 Independence Rehab  
 Infinity Rehab  
 Interactive Medical Systems, Inc.  
 Jogan Health, LLC  
 KARE  
 Kore Group  
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 Medline  
 MedTrust Health Alliance  
 Mercury Pharmacy Services, Inc.  
 Molina Healthcare of Idaho  
 Navigator Group Purchasing  
 Nursa  
 Omni Staffing Services  
 Omnicare a CVS Health Company  
 Parker, Smith & Feek Insurance

PayNorthwest  
 Performance Systems Integration  
 PharMerica  
 Post Acute Medical (Asenda)  
 Propel Insurance  
 Quick Test Lab Diagnostics  
 R3 Continuum  
 Reliant Rehabilitation  
 Select Rehab  
 Serengeti Home Care  
 Siena Healthcare Finance  
 Sound Dental  
 Soundview Medical Supply  
 Tapestry Health  
 The Partners Group  
 Trident Care  
 United Wound Healing  
 US Foods  
 Viatrix  
 Woodruff Sawyer

IHCA and WHCA would like to thank the following organizations for supporting the IHCA/WHCA Fall Conference by sponsoring an item or event. Without their help, our conferences would lack flair!



IHCA and WHCA would like to thank the following organizations for supporting the IHCA/WHCA Fall Conference by sponsoring an educational session and providing quality content.



# PROGRAM SCHEDULE

● Assisted Living ● Skilled Nursing ● General Audience ● Board

## Monday, September 26

1:00 – 2:00 PM

- Create an Environment of Joy and Success: A Practical Approach to Person-centered Dementia Care
- Diversion Awareness of Controlled Substances in LTC
- IHCA Board Meeting

2:30 – 4:00 PM

- Using Social Media to Recruit Amazing Staff
- Developing and Retaining Leaders Through Culture
- Get the Secret Sauce to Dementia and Dining

## Tuesday, September 27

8:00 – 9:00 AM

- **KEYNOTE PRESENTATION:** Creating a Happy Workplace by Leading with a Grateful Heart

9:15 – 10:15 AM

- The Bartender's Guide to Dementia Care
- Census Development, Payors, and Retention
- How to Train Your New Maintenance Personnel for Survey

10:30 AM – 12:00 PM

- Core Infection Prevention Practices for Assisted Living Facilities
- Life Safety Code Happens: Documenting for Success, Part I
- Armed Intruder/Active Shooter in Long Term Care: Planning to Survive the Unthinkable

1:00 – 2:00 PM

- Trauma Informed Care: Caring for the Whole Person, Part I
- Life Safety Code Happens: Documenting for Success, Part II
- Improving the Safety of Using Anticoagulants for LTC Residents

2:00 PM

- WHCA Board Meeting

2:30 – 4:00 PM

- Trauma Informed Care: Caring for the Whole Person, Part II
- Infection Prevention: What We Have Learned and a Bridge to a Better Future
- When Resident-to-Staff Communications are Sticks and Stones

4:00 – 5:30 PM

- EXHIBIT SHOWCASE

## Wednesday, September 28

8:30 – 9:30 AM

- Let the Good Times Roll to Enhance Service to Your Residents
- Increasing Confidence and Efficiency with the National Healthcare Safety Network Data System (NHSN)
- How Partnership with a Modern Clinical Lab Can Improve Your UTI Care
- Idaho Legislative Update

9:45 – 10:45 AM

- Wellness for Healthcare Professionals
- Discover Why the QIO is a Hidden Gem for Centers, Patients, Providers and More
- The Business Case for Diversity, Equity, and Inclusion: A Must-Learn for All Leaders of Today
- Immunize to Reduce Illness and Death in LTC Residents

11:00 AM – 12:00 NOON

- Employee Retention in Assisted Living through Professional Development
- Managing Food Waste and Costs in a Skilled Nursing Facility
- Washington Legislative Update: 2023 Session and Beyond

# EDUCATIONAL PROGRAMMING

MONDAY, SEPTEMBER 26

1:00 – 2:00 PM

## ● **Create an Environment of Joy and Success: A Practical Approach to Person-centered Dementia Care**

*Kari Brizendine, PT, CWS, CDP, CADDCT*

With the understanding that every person is an individual with a life story and residual memory and skills, we can predict and prevent outbursts and difficulties to create an environment where the care is person centered, and the person is able to function at their highest level while enjoying their life. Knowing the characteristics common to individuals with neurocognitive disorders will allow an anticipation of needs. This translates to success with incontinence and fall prevention, improvement of skin integrity, and participation in self-care, and activity and leisure time that stimulates and engages. Care plans will be developed around individual needs, activities will be meaningful, family and staff interactions will bring joy both to the person as well as those participating in their care. The approach discussed will take into consideration that the person continues to be an individual who has a life that matters by utilizing strategies that allow for success, dignity, and joy.

*Sponsored by Select Rehabilitation*

## ● **Diversion Awareness of Controlled Substances in LTC**

*Lynnette Wingert, DEA DPM*

This presentation is developed and designed to bring awareness to the diversion of pharmaceutical controlled substances throughout the United States within long term care, both assisted living and skilled nursing centers. In most cases, these facilities are not registered with the DEA, yet these health care facilities routinely maintain controlled substances issued via prescriptions to their residents. The staff has an important role in the partnership of preventing diversion and illegal use of pharmaceutical controlled substances in preventing overdose deaths. This presentation will provide information about the state of the opioid crisis today and identify current drug trends, how to recognize drug diversion schemes, provide information on the proper way to obtain prescriptions and refills, dispensing medication concerns, the use of automated dispensing systems (ADS machines), the use of Emergency Kits, Opioid Addiction Treatment in long term care, and the disposal of controlled substances.

*Sponsored by Drug Enforcement Administration*

2:30 – 4:00 PM

## ● **Using Social Media to Recruit Amazing Staff**

*Bryan McNeil, M.B.A., LNHA*

We've all heard that social media is the best way to recruit passive job seekers. How do you do it? We know that most individuals spend more than one hour a day on social media. How do you get their attention? You see creative posts from your competition. How do you do the same? During this session, participants will hear proven strategies to attract and retain staff through social media. As well, the presenter will provide insight on how to create a social media marketing campaign that gets results.

## ● **Developing and Retaining Leaders Through Culture**

*Casey V. Fowler, DNP, NP-C, GS-C, ARNP, Optum*

Peter Drucker once said, "Culture eats strategy for breakfast." If that is true, then why don't we spend more time developing strong cultures that foster innovative teams? Such cultures prioritize people and inspire them to do their best work on behalf of our residents. In this session, we will discuss the elements of building a strong leadership culture that facilitates positive results for our people and our residents. These elements include purpose, trust/accountability, relationships, influence, change/adaptability, and resilience. In this presentation, you will hear the real-life application in the story of one of the first clinical teams in the nation to encounter a COVID outbreak. You will learn from the two-and-a-half-year journey that saw significant declines in turnover, improved employee engagement despite challenging circumstances, and the development of a strong committed leadership team that enjoys the work, each other, and their teams. You will learn how a strong leadership culture can help a team to shine, even in the darkest times. *Sponsored by Optum*

## ● **Get the Secret Sauce to Dementia and Dining**

*Toni Fisk, CMDCP, CDP, CDM CFPP*

Toni Fisk discusses dementia and how it affects the dining experience. Characteristics of dementia are demonstrated, and the direct correlation of how it relates to the socialization and the action of eating will be shared. Our overall mission is to provide socialization, increased food consumption, improved hydration, and dignified dining. We must always focus on persons with dementia completing daily activities and tasks for themselves, for as long as they can. We

will segue into the service standards and environmental aspects of the physical dining space. We will discuss best practice recommendations for the standard dining model and what considerations/actions should be undertaken to improve the dining experience for persons living with dementia. This is a SPECIAL SESSION! Audience members will be given the opportunity to volunteer to participate in and bear witness to what it “feels” like to engage in a simulated dining experience. Volunteers will be garbed in unique props to simulate vision, hearing, hand coordination and physical discomfort challenges as they go through the motions of managing a meal. We will have a question-and-answer segment to reveal what their experience was!

<https://fall22.whca.org>



*Sessions*

*Vendor Partners*

*Speakers*

*Attendees*

*Sponsors*

*EYE2i Connect*



Be sure to bring some CASH or a credit card to support the IHCA Foundation Raffle!

**You could win great prizes and support a great cause!**

The IHCA Foundation is a Non-profit organization dedicated to providing educational opportunities for individuals aspiring to continue their education and work in Idaho care facilities.

**Tickets are just \$1 each.**  
You can use CASH or CREDIT CARD!

# EDUCATIONAL PROGRAMMING

TUESDAY, SEPTEMBER 27

## 8:00 – 9 AM Opening Keynote

### ● **Creating a Happy Workplace by Leading with a Grateful Heart**

*Scott Colby, Founder Say It With Gratitude*

Do you feel like there is a lack of appreciation in your workplace? Research shows that 79% of employees quit their job because they don't feel appreciated at work. This can lead to team members that don't feel valued. Eventually they feel hopeless, underperform, and quit. What if you had some easy gratitude systems in place to help your employees feel appreciated? In this Fscopresentation, you'll learn how to create a happy workplace by leading with gratitude. This leads to employees that perform their best and stick around for the long term, resulting in cost savings for the organizations. Your caregivers need hope. They need to know that you care about their well-being, so they feel less stressed and less burnout—this presentation will give you the tools needed. *Sponsored by KARE*

## 9:15 – 10:15 AM

### ● **The Bartender's Guide to Dementia Care**

*Vicki McNealley, PhD, MN, RN*

Alzheimer's Disease and other forms of dementia are fickle conditions; the changes in brain functioning can affect each person in vastly different ways...and on different days! By creating a basic arsenal of anticipated and actual event responses, the staff person can find ways to support the person's strengths while downplaying their shortcomings. One of the best caregivers I had the pleasure of hiring and training had come from the local pub; her natural and friendly approaches made her perfect to care for the residents living in a memory care unit. This innovative presentation will infuse the most common tricks of a successful bartender with the artform known as memory care.

### ● **Census Development, Payors, and Retention**


*Bill Hartung, CBSI; Bill Ulrich, President/CEO, CBSI*

Skilled nursing professionals are faced with many challenges, and this session is designed to help providers understand how to work with preferred networks including acute care hospitals, Accountable Care Organizations (ACOs), and payors that can provide referrals. An important factor in skilled nursing care is data and metrics. During this session, the presenters will offer insight on how to gather quality and financial metrics for referral partners. Participants will also learn about the pros and cons in managed care and Medicare Advantage relationships and how to retain census through readmission reduction and I-SNPs (Institutional Special Needs Plans). Finally, the presenters will offer direction on how to develop clinical programs to address referral partner needs. This session is a must-attend for every skilled nursing provider. *Sponsored by Consolidated Billing Services, Inc.*

### ● **How to Train Your Maintenance Personnel for Survey**

*Kimberly Bloor, Deputy State Fire Marshal, WSP*

When you have new maintenance personnel and you are in your survey window, you want to be sure you are prepared. How do you ensure that you have them trained and have the proper documentation to ensure the best survey possible? During this presentation, attendees will review all documentation needed for a survey, how to compile the documentation, and what to do if documentation is missing. In addition, this presentation will go over what is required for the physical walk-through, what a fire marshal will look for, and resources available to train. This session is applicable for both assisted living and skilled nursing providers in Idaho or Washington. *Sponsored by Washington State Patrol*



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10:30 – 12:00 PM

● **Core Infection Prevention Practices for Assisted Living Facilities**

*A.C. Burke, MA, CIC, RB Health Partners*

This presentation will discuss the chain of transmission of infection, best practices for breaking the chain and preventing infections, and identify the key policies and procedures needed for infection prevention and control activities in the assisted living facility. Information on building your infection prevention program and core infection prevention practices such as hand hygiene, use of personal protective equipment, transmission-based precautions, and cleaning and disinfection will be presented.

● **Life Safety Code Happens: Documenting for Success, Part I**

*Kenn Daily, Eldercare Systems Group*

CMS adopted both the 2012 Life Safety and Healthcare Facilities Code more than five years ago, establishing many new expectations for inspection, testing, and maintenance (ITM) for the many features of fire and safety protection found in long term care facilities. With this comprehensive adoption there has been an evident tightening of the requirements by CMS through stricter implementation resulting in many more deficiencies for nursing facilities. The Life Safety Code establishes minimum criteria for the many protective features and systems for fire protection, generators, doors, building services, and maintenance activities. All of this must be accomplished under the rubric that facilities maintain an acceptable degree of safety for all who live and work in our centers. This session will examine the ITM expectations and an overview of the expected documentation for survey success. Life Safety Code requires facilities to complete rigorous inspection, testing, and maintenance (ITM) for the many features of fire and safety protection. Using real life examples and survey scenarios, the session will explore how the code is applied, discuss code changes and increased ITM requirements, and review common violations. Participants will understand practical applications of the Life Safety Code and learn from Life Safety expert on what to prepare for during survey. This session will examine what CMS expects and an overview of documentation for survey success.

● **Armed Intruder/Active Shooter in LTC – Planning to Survive the Unthinkable**

*Stan Szytek, President, Fire and Life Safety, Inc.*

The possibility of an armed intruder or active shooter in any type of occupancy is simply a reality that we are all

forced to live with. Long term care and senior living communities are not immune from this threat. This informative session will review violent incidents that have occurred in long term care facilities and senior living communities to help attendees understand that violence of this caliber can happen anywhere. The session will take a deep dive into an incident that occurred in 2009 where, on a peaceful Sunday morning, an act of domestic violence turned into a mass killing in a long term care facility in North Carolina. This incident, along with others that will be shared, will serve as case studies for this type of threat. Attendees will learn the critical options that they can consider to survive the peril of an active shooter in a health care facility or senior living community. The program will focus on personal safety and the safety of residents in a process that is designed to safeguard as many lives as possible. This meaningful presentation is designed to educate, inspire, and motivate attendees to prepare, survive, and recover from *the unthinkable*.

1:00 – 2:00 PM

● **Trauma Informed Care: Caring for the Whole Person, Part I**

*Kristina Walker, Walker Consulting and Resources, LLC*

Events and experiences throughout our lives, both positive and negative, play a significant role in how we engage with the world around us. Did you know that according to the Substance Abuse and Mental Health Services Administration, 70% (223.4M) of adults have experienced some kind of traumatic event and more than two out of three children reported at least one traumatic event by age 16? Trauma-Informed Care acknowledges the need to understand a person's life experiences in order to deliver effective care. It allows for us to have better understanding and a higher level of compassion for our residents. It can help answer the question "why?" when they may be responding negatively to a situation, person, or thing. Trauma Informed Care has the potential to improve engagement, treatment adherence, health outcomes, and staff wellness. During this training we will explore how understanding a person's trauma history can aid in creating person-centered care plans and reduce re-traumatization. You will be able to recognize signs of trauma and *Adverse Childhood Events*, apply the *Six Principles of a Trauma-Informed Environment* and even how to avoid *Secondary Trauma*. *Sponsored by Walker Consulting and Resources LLC*

● **Life Safety Code Happens: Documenting for Success, Part II**, *Kenn Daily, Eldercare Systems Group*  
See description for Part I.

● **Improving the Safety of Using Anticoagulants for LTC Residents**

*Keilana Fisher, RPh, PharmD, Consonus*

The use of anticoagulation therapy among nursing home residents is increasing. It is estimated that more than 10% of US nursing home residents use anticoagulants. Currently, anticoagulants have the highest rate of medication-related adverse drug events leading to emergency room visits and hospital admissions. Although these events are considered preventable, the prevalence of new anticoagulants with complex dosing can increase the risk of harm. This session will review the appropriate use and monitoring of anticoagulation therapy in the assisted living and skilled nursing setting and will help residents more safely use these medications. *Sponsored by Consonus*

2:30 – 4:00 PM

● **Trauma Informed Care: Caring for the Whole Person, Part II**

*Kristina Walker, Walker Consulting and Resources, LLC*

See description for Part I. *Sponsored by Walker Consulting and Resources LLC*

● **Infection Prevention: What We Have Learned and a Bridge to a Better Future**

*A.C. Burke, MA, CIC, RB Health Partners*

Skilled nursing facilities have seen dramatic changes over the past couple of years as it relates to infection prevention and control programming. While providers adapted to ever-changing regulation, guidance, and proclamations, now many of those changes and pandemic requirements are here to stay. CMS is directing surveyors across the nation to fully evaluate infection control policies, procedures, protocols, and practices. During this session, we will identify four infection prevention and control lessons learned from the nursing home response to COVID-19. From these lessons and the regulatory citations, we will describe four best practices to help strengthen skilled nursing infection prevention and control programs. Attendees will also learn about three key elements of a successful infection prevention and control program for skilled nursing facilities.

● **When Resident-to-Staff Communications are Sticks and Stones**

*Panel Presentation: Vicki McNealley, PhD, MN, RN; Sarah Swale, Attorney, Jensen Morse Baker; Robert M. Gable, MBA, EmpRes Healthcare Management*

Communication is vital to quality care and resident satisfaction in any long term care setting. All staff, no matter the job duties, is trained to respect residents, honor their wishes to the extent possible, and respect their rights when it comes to planning and providing care and service. Staff is trained to respect their colleagues and to avoid communications that might be considered offensive, discriminating, or disrespectful. Residents, however, do not attend training classes, and they can sometimes use bias, derogatory terms, or offensive statements when interacting with staff. Some residents refuse care based on gender. Others refuse care and service by particular staff based on race, religion, appearance, or assumptions about sexual orientation. Sometimes all the assurances that all staff are professional and trained to provide the best care and service cannot defy the sticks and stones communications. During this session, we will dive into ways to diffuse offensive communication, how to overcome challenges to providing care and service when specific resident requests cannot be met and share ways to support staff and mitigate the risk of losing dedicated staff because of hurtful communications. *Sponsored by Jensen Morse Baker*

# EDUCATIONAL PROGRAMMING

WEDNESDAY, SEPTEMBER 28

8:30 – 9:30 AM

## ● **Let the Good Times Roll to Enhance Service to Your Residents**

*Rachell Larsen, RDN, LD*

During this session, participants will learn how to improve overall customer/resident service and satisfaction. As well, we will dive into developing a relationship with residents by learning to engage with them in ways that help them connect with your staff, community, and each other. The presenter will offer insight to the importance of keeping residents updated with changes, learning how to handle difficult situations, and understanding **The 10 Important Phases**. Learn about these 10 Important Phases during this interactive and insightful session.

## ● **Increasing Confidence and Efficiency with the National Healthcare Safety Network Data System (NHSN)**

*Paula Parsons, Department of Health*

Has your skilled nursing facility staff had issues entering COVID-19 cases and vaccination into the National Healthcare Safety Network (NHSN)? Would you like to learn from the experts about how to save time, improve accuracy, and ensure users have access? This session will give you a behind-the-scenes tour of NHSN data tools, with valuable tips and tricks that your staff can use. Washington State Department of Health's NHSN experts will guide you through important information about NHSN, which was developed by the Centers for Disease Control and Prevention to help track infections in healthcare settings. Through hands-on demonstration and practical examples, you will increase understanding of this robust and sometimes complex data system. A walk-through of data entry elements, including tips for accuracy, will be covered. Having better knowledge about NHSN can be a benefit to your SNF in helping to meet regulatory reporting requirements and identify issues with infections in your building. Join us for an exclusive opportunity to meet the experts and get your questions answered.

*Sponsored by Washington Department of Health*

## ● **Idaho Legislative Update**

*Robert Vande Merwe, MBA, CEO, IHCA*

This session is designed to update IHCA members about the 2023 legislative session. While ALFs and PCS

agencies enjoyed increases in 2022, SNFs did not. We are collecting data and creating messaging now. This session will help you prepare to effectively communicate with your legislators the need for increases in Medicaid rates. Without the ability to pay our staff more, facilities and agencies who accept Medicaid patients cannot survive.

## ● **How Partnership with a Modern Clinical Lab Can Improve Your UTI Care**

*Dr. Myles Yu, MD, PhD*

Urinary tract infection (UTI) is prevalent among residents of long term care communities. Unlike the younger population, residents with UTI may deteriorate rapidly, leading to hospitalization or sepsis if not diagnosed and treated in a timely manner. This situation calls for rapid and accurate diagnosis and treatment based on lab guidance. The current gold-standard diagnostic test for UTI, urine culture, fails to meet this demand due to its lengthy turnaround time and unacceptable rate of false negative results. These problems can largely be solved by the modern technology-based PCR urine test. The PCR urine test benefits from both clinical and practical advantages. Clinically, next-day highly accurate results allow targeted antibiotic therapy and help prevent antibiotic resistance (antibiotic stewardship). Practically, PCR simplifies every step of preparing a urine sample for testing. In particular, the PCR test foregoes the need of clean catch or catheter collection for those who are incontinent or bedridden. This permits in-house urine collection for ALL cases, with the aid of collection pads. Learn how, as a result of these practical advantages, staff workflow efficiency is improved, and patient safety is protected by remaining in the safe environment of a community and how modern technology-based PCR test outperforms urine culture. *Sponsored by Fidalab*

9:45 – 10:45 AM

## ● **Wellness for Healthcare Professionals**

*Cassandra Whitmore, RD, LMNT*

COVID placed a strain on us, both physically and mentally. Many of us have seen our teams shrink due to burnout. As we emerge from the "emergency state", it's important that we learn how to no longer just survive, but thrive. We'll discuss why wellness matters and what to focus on. We will consider what steps we can take in the workplace, with or without an "official" workplace

wellness program, to help support the health of your team. Most importantly, we will talk wellness tips to bring back to your families and teams as well as use for yourself. While the focus of this presentation is on nutrition, we will touch on other areas of wellness that you may not have considered before. Everything from sleep to finances will be discussed. Cassie's presentations focus on useful tips and information as well as the reasoning behind that information. Ultimately, our goal is to help support your team while reducing turnover.

● **Discover Why the QIO is a Hidden Gem for Centers, Patients, Providers and More**

*Shannon Finegood, PTA, Comagine;*

*Connie Lowder, BSN, CPHQ, Comagine*

Comagine Health will be presenting as the QIN-QIO program for Washington and Idaho. In this session, you will learn both what the QIN-QIO program is and how we can serve you and your residents. Many may know us formerly as Qualis Health. We merged with Health Insight to combine our strengths in 2018 and today we're Comagine Health. As a trusted, neutral party, we work in our communities to address key, complex health, and health care delivery problems. In all our engagements and initiatives, we draw upon our expertise in quality improvement, care management, health information technology, analytics, and research. This presentation will give you the opportunity to learn about the no-cost technical assistance services available to you to support your building's goals to be "survey ready," decrease hospital readmissions, improve your star rating, improve immunization rates, prepare for future disasters and infectious disease outbreaks, reduce HAIs, decrease COVID-19 infection rates, decrease ADEs and address opioid utilization and misuse. Please join us for this presentation to learn why the QIO is the "Hidden Gem" for resources and support within our community. *Sponsored by Comagine*

● **The Business Case for Diversity, Equity, and Inclusion: A Must-Learn for All Leaders of Today**

*Dr. Albert Munanga, Serengeti Healthcare*

This DEI presentation rests on the business case of why today's business leaders must relearn what these emerging terms mean, how to engage on the subject matter with ease and confidence, and help their business thrive. This is not about racism or discrimination per se, but rather an endeavor to get ahead of the social justice energy curve as wise leaders and to lead around these current issues of our day with understanding and confidence. In a way, this also shields the business from being misunderstood and,

therefore, reduces risks. You want managers at all levels to be well vested in these principles. *Sponsored by Serengeti Home Care*

● **Immunize to Reduce Illness and Death in LTC Residents**

*Kathy Bay, Department of Health*

Using a facilitated discussion, the presenter will review current adult immunization recommendations based on Advisory Committee on Immunization Practices and review barriers to vaccinations for long term care residents and staff. With a specific focus on the COVID-19 vaccine, learn about its efficacy, and how staying up-to-date with boosters can help your staff and the residents they care for protect those around them. Learn ways to motivate and encourage residents and staff to get vaccinated, as well as how to communicate opportunities available to receive the vaccine. This session will also provide a review of the proper storage, orders, and administration of the COVID-19 vaccine in long term care, as well as other vaccines that should be considered for long term care residents and why vaccinations for both staff and residents are an important part of preventing and/or reducing deaths. Attendees will also learn more about the Immunization Information System (IIS) and how to access for verification of vaccination status for residents.

*Sponsored by Washington Department of Health*

11:00 AM – 12:00 PM

● **Employee Retention in Assisted Living Through Professional Development**

*Sheila S. Beesley-Smith, BSN, RN, and Robert Vande Merwe, MBA,*

Recruitment and retention improve when there is a career ladder for entry level staff and when there is teamwork between the administrator and the resident care staff. The presenter will share specific professional development ideas for caregivers on how to reduce licensed nurse turnover through demonstrating support and partnership from the Executive Director. *Sponsored by Beesley Consulting LLC*

● **Managing Food Waste and Costs in a Skilled Nursing Facility**

*Cassandra Whitmore, RD, LMNT*

Although managing costs has always been important in our facilities, the challenges of the past few years have made this an even more important consideration. Low census and increased staffing costs mean that facilities have less "wiggle room" than ever before. Cost management is even more important in the dietary

department, as it is a cost center and not a revenue generator. In addition, the staffing challenges many of us have experienced mean that our managers have not always had the time to focus on long-term goals or even detailed staff education beyond day-to-day tasks. Not to mention the fact that foodborne illness outbreaks in facilities can damage reputations long-term. We will talk about how we can utilize regulations, standards of practice, and the tools available to us to provide safe and high-quality food while managing our costs more effectively. We will look at some tips for managing costs from every angle. We will also consider ways to reduce food waste, whether it's from our residents' plates or the walk-in. Cassie's presentations focus on useful tips and information as well as the reasoning behind that information so that you can help your staff understand the "why" behind recommendations. No matter your experience level or years of tenure, you are likely to find an idea in this presentation that you can put to use on Monday morning.

● **Washington Legislative Update: 2023 Session and Beyond**

*Jeff Gombosky, Lobbyist, Gombosky Public Affairs; Carma Matti-Jackson, C-Matti Consulting*

This session is designed to update WHCA skilled nursing and assisted living members about the 2023 legislative session, and the work on the Washington State operating budget for the 2023-25 biennium. While some strides were made in addressing a long-standing Medicaid funding shortfall during the 2022 legislative session, the work is far from over as it relates to ensuring a sustainable long term care system that supports Washington's low-income citizens requiring long term care. During this session, you'll learn about the political landscape from Olympia-insider Jeff Gombosky, and about specific work on Medicaid reimbursement priorities for skilled nursing and assisted living providers and on the status of the LTC workforce from Carma Matti-Jackson, whose work on data analytics work has been critical to WHCA's legislative efforts. This session will help you prepare to effectively communicate with your legislators regarding the need to make bold and significant investments in long term care and in the workforce that provides support and care.



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# ABOUT OUR PRESENTERS

**Kathy Bay** has been a nurse for 37 years obtaining her BSN from University of Tennessee, a Master's in Nursing from University of Washington and a Doctor of Nursing Practice from the University of San Francisco. Kathy served in the United States Navy Nurse Corps for 20 years in locations both in the United States and overseas. After retiring from the U.S. Navy Nurse Corps, Kathy moved to Washington with her husband and daughter and served as the Emergency Department Director and then Chief Nursing Officer for an 80 bed community hospital. Kathy has worked with the Department of Health since 2016 and as the manager for Clinical, Quality, School and Childcare team in the Office of Immunizations since December 2018.

**Kimberly Bloor** is a Deputy State Fire Marshal with the Washington State Patrol State Fire Marshal's Office (SFMO). Kimberly has been with the SFMO for over nine years and is responsible for a variety of fire and life safety inspections and does quality assurance for all healthcare fire and life safety inspections.

**Kari Brizendine, PT, CWS, CDP, CADDCT**, a Physical Therapist, is a graduate from Virginia Commonwealth University/Medical College of Virginia. An Education Specialist for Select Rehab, one of our nation's largest long term care rehab providers, Kari has spent over 38 years working with the geriatric population in a multitude of clinical settings where she has been responsible for patient care, clinical programming, education, and staff development. Her most recent interest has been working with Artificial Intelligence as it relates to fall prevention and reduction. She is a Certified Wound Specialist through the American Board of Wound Management, a Certified Dementia Practitioner and Trainer through the National Council of Certified Dementia Practitioners, a Certified Montessori Dementia Care Professional and she is LSVT Big Certified. Her predominant interest has been in serving those with dementia, their caregivers, healthcare providers and families, with the message that each person with dementia continues to have a life that matters, and that quality is possible if we all join that person using his or her personal interests, residual skills and memories in what she calls "My Way." She is the co-author of *My Past is Now My Future: A Practical Guide to Dementia Possible Care* and author of *Though You Do Not Know My Name I Know You Love Me Just the Same*.

**A.C. Burke, MA, CIC**, is the VP for Healthcare Quality for RB Health Partners, Inc. In this role, she consults with long term care facilities on infection prevention and control policies, procedures, and practices, and provides training to nursing home infection preventionists and staff on a variety of infection prevention topics. She is the primary author of a specialized training program for the nursing home infection preventionist, the Nursing Home Infection Prevention Program NIPP—Nipping Infections in the Bud. A.C.'s prior experience includes working as the Director of Infection Prevention for Mayo Clinic Florida and the Healthcare-associated Infection Prevention Program Manager for the Florida Department of Health. She holds a masters' degree in health management and is nationally board certified in infection control (CIC).

After an eye-opening experience in Guatemala, during which **Scott Colby** witnessed firsthand the power of gratitude even in poor living conditions, he launched *Say It With Gratitude*, which helps companies create happy workplaces by having gratitude as a core value. In addition to delivering his message of gratitude around the world, Scott promotes the power of thank you notes, leads gratitude adventures in the wilderness, authored a book called *The Grateful Entrepreneur* and developed *The Grateful Deck*, a card game consisting of questions that spark meaningful conversations.

**Kenneth Daily** is President of Elder Care Systems Group, a long term health care consulting firm specializing in quality operations consulting, life safety code compliance, safety audits and risk assessment analysis, and emergency preparedness planning and implementation. A licensed NH administrator, Mr. Daily is a recognized expert in the life safety and emergency preparedness and has a wealth of experiences in long term care. He is passionate about helping facilities create the kind of compliance programs to protect lives and to succeed in all senior care settings. Throughout his career, Kenn has been active in the development of public policy and standards for long term health care. Kenn is a member of the Ohio Health Care Association Board of Trustees and chairman of the OHCA's Life Safety and Disaster Management Committee. He is a member of AHCA's Life Safety and Emergency Preparedness Committee and a member of the NFPA's Healthcare Section Executive Committee. Kenn is a frequent speaker and has lectured nationwide on ways to improve the service and integrity of long term health care. He is an author and contributing editor of numerous articles and professional guides.

**Shannon Finegood, PTA**, a licensed Physical Therapist Assistant with a Associate of Applied Science from Mt. Hood Community College and a Bachelor of Arts from Michigan State University has spent the past eight years of her career in the very rewarding and challenging world of post acute long term care. As the Clinical Lead at Providence Marianwood she filled many roles through the turbulent pandemic times. Following her years of direct service she brought her skills and knowledge over to Comagine Health as Manager of Patient Safety where she had the opportunity to increase her quality improvement skills and impact a larger region of the six states in the QIO. Any free time she has is spent with her family, friends and many pets.

While working as an assistant in an independent pharmacy, **Keilana Fisher, RPh, PharmD**, saw first hand the opportunities pharmacists had to help people, and particularly seniors. As a Consonus pharmacist consultant, she reviews resident medication regimens in assisted living and skilled nursing facilities and provides recommendations to optimize their safety and effectiveness. "The best part of my job is working with health care personnel to help promote a high quality of life for seniors," she says. "Seeing my patients thrive is a great reward."

**Toni Fisk, CMDCP, CDP, CDM CFPF**, is the published author of the 2021 Amazon #1 bestseller "*#dinewithdignity - Unlocking the Mystery of Dementia and Dining*," in addition to several professional publications. She has been engaged in the food and hospitality industry for over 35 years, her professional career beginning at Walt Disney World and Marriott Hotels before transitioning to Healthcare and Senior Living. Toni's daily operational engagement with senior living communities across the US stoked a concern regarding the care, training, and tools that were accessible to all the pillars of support services who were caring for our elders, particularly those living with dementia. Toni is a professional speaker, with multiple dementia certifications as educator and trainer, working with professional care partners and family members. As a Certified Dietary Manager and a senior living dining operations consultant, she has a deep commitment towards education and enlightenment in the care of persons living with dementia.

**Casey V. Fowler, DNP, NP-C, GS-C, ARNP**, is an innovator passionate about building systems and then mentoring other people to run them. His "why" is "love people in a way that helps them to remove barriers that keep them from being their best so that they can realize their full potential." As the Director of Clinical Operations for Optum's Senior Community Care team across the Pacific Northwest, he is helping the team maximize their potential in caring for complex adults. People are his priority. Dr. Fowler's team exists to inspire clinicians to enhance care delivered to adults with complex needs and their families through enduring relationships, mutual trust, and holistic care, thus facilitating improved quality of life and outcomes. He received a Doctor of Nursing Practice from Gonzaga University in 2015. His DNP project focused on culture change around management of behavioral and psychological symptoms of dementia in long term care

using evidence-based training techniques. He is also experienced with local, state, and national organizations focused on advancing the Nurse Practitioner profession.

**Bill Hartung** is the Director of Reimbursement for Consolidated Billing Services, Inc. He has over 35 years of experience in various roles in long term care. Bill has served as the Vice President, Research at the American Health Care Association, operated a reimbursement consulting group, was Vice President, Reimbursement at a regional nursing facility company, and worked in data analytics and payment innovation. He is a Certified Public Accountant, and has owned skilled nursing facilities.

**Rachell Larsen, RDN, LD**, works as a private consultant dietitian in long term care facilities across northern Idaho. She has over 20 years' experience working with S&S Nutrition Network and has become a respected leader in regulatory compliance for skilled nursing facilities. Rachell and her family live in Orofino, Idaho.

**Connie Lowder, BSN, CPHQ** is a registered nurse currently working at Comagine Health. She received her Associate Degree in Nursing from Weber State College in 1985. She returned to school and completed her Bachelor of Nursing degree from Boise State University in 2010. Connie spent over 10 years working in different health care settings, including long term care and hospital nursing. In 1996 she moved into Quality Improvement Nursing and enjoys working to improve the quality of care delivered to residents and patients. She joined the Quality Improvement Organization (QIO) world from 1998 to 2007. After leaving to work as Director of Quality Management in other health care settings, she returned to the QIO world and joined Comagine Health in 2019, just in time to help the LTPAC community navigate their way through this turbulent pandemic. In her free time Connie enjoys camping and exploring with her husband of 43 years.

**Vicki McNealley, PhD, MN, RN**, is the Director of Assisted Living for the Washington Health Care Association (WHCA). Vicki is directly responsible for supporting WHCA member assisted living providers through regulatory clarification, nurse consultation, facility system evaluation, advocacy, and education. Vicki is responsible for developing and implementing WHCA programs to support providers in these areas. As staff liaison for the Assisted Living Quality and Regulatory Executive Advisory Committee, Vicki works with members to promote quality care and services at every level. Vicki spent ten years as the assisted living director for WHCA prior to serving as the Corporate Director of Regulatory Compliance for Village Concepts for over six years. She has extensive experience as a teacher, consultant and provider, and has been involved in assisted living operations and policy work since 1999. Vicki has served as a national award reviewer for the American Health Care Association and worked closely with the American Assisted Living Nurses Association to develop its certification exam. Vicki is a registered nurse with a master's degree in community health nursing and a doctorate degree in nutrition.

**Bryan McNeil, M.B.A., LNHA**, has been involved in the healthcare industry for more than 10 years. Most of this time has been spent operating skilled nursing facilities. During his experience, Bryan has been recognized for crushing industry average employee turnover rates, building teams that deliver results, and creating employee experiences that are still talked about. Recently, Bryan has leveraged his creativity to help manage his company's social media campaigns. Bryan finds joy in mentoring and coaching new healthcare leaders as they face the many challenges of operating in long term care.

**Dr. Albert Munanga, DrBH, MSN, RN, HC**, Director of Health and Clinical Services and Chief Clinical Officer for Serengeti Home Care and clinical faculty at University of Washington, and author of many professional articles, has served in many healthcare roles in both local and regional capacities. Dr. Munanga has contributed to several local and national health care committees such as the American Health Care Association and National Center for Assisted Living (AHCA/NCAL) and Washington Health Care Association. Currently, he chairs the Washington State Nurses Association LTC committee.

**Paula Parsons** is a Health Services Consultant and NHSN LTC Coordinator with Washington State Dept of Health Healthcare Associated Infections and Antimicrobial Resistance Section. She joined the team in 2020 to serve as a content expert, liaison, and consultant to provide outreach and education for healthcare facilities reporting into the Centers for Disease Control and Prevention's (CDC) National Healthcare Safety Network (NHSN). Paula provides technical assistance to long term care facilities reporting COVID-19 surveillance into NHSN and engages and assists facilities ensuring access in meeting the weekly reporting requirements. She also conducts data management services, quality control and proactive outreach on NHSN missing data and data outliers to ensure data consistency and validity. In addition, Paula coordinates and facilitates a weekly webinar for LTC facilities discussing guidance and providing microlearnings on COVID-19 infection control practices and resources. She partners and collaborates with DOH Infection Preventionists and ICAR staff, LTC Associations, regulatory, local health jurisdictions (LHJ) and Quality Improvement Organization (QIO) on the panel. Paula has enjoyed working with long term care facilities for the past eight years including prior work at the Washington State QIO. Over a 16-year period with the organization, she helped manage multiple projects for different healthcare settings including infection prevention pilot projects and IHI-style collaboratives for long term care facilities to improve processes and support best practices.

**Sheila Beesley-Smith, RN**, was driven into nursing as a mission to make a difference in the lives of patients. After the loss of her son William to S.I.D.S., she left her career in the non-profit poverty industry to become a nurse. Sheila has been a professional nurse for over 25 years, 21 of those years spent specializing in senior living and quality assurance in the assisted living setting. She also has worked over 19 years as a

regional nurse consultant specializing in regulatory compliance in Washington, Idaho, and Oregon. Sheila has worked in the assisted living industry in Washington, Oregon, Idaho, and Montana. Currently, she is a mandated state consultant for both Oregon and Idaho approved through Health and Welfare. She is based out of Nampa, Idaho, and enjoys running, gardening, and spending time with her family and three pets.

**Sarah Swale** is a partner at Jensen Morse Baker PLLC, where she focuses her practice on employment litigation. Sarah has extensive experience litigating, mediating, and resolving claims of discrimination, harassment, wrongful termination, and failure to accommodate. She also has over 20 years' experience assisting employers with employment-related issues in the long term care, home health care, and senior housing industries. Sarah takes a proactive approach to compliance by working closely with clients to develop policies and practices tailored to the client's business needs, working collaboratively with clients to resolve workplace issues in the moment, and providing training to managers and staff dealing with employment issues on the front lines.

**Stan Szpytek** is the president of **Fire and Life Safety, Inc. (FLS)**, a consulting firm that provides life safety, risk management and emergency preparedness programs for organizations of all types with special focus on health care, long-term care facilities and senior living communities. Stan is a former deputy fire chief and fire marshal with a Chicago area fire department having served the community for 26 years and honorably retired in 2003. He is also the Life Safety / Disaster Planning Consultant for the Arizona Health Care Association, California Association of Health Facilities (CAHF), and Utah Health Care Association, and works with several state health care associations around the country.

**Bill Ulrich** has more than 30 years of experience in the long term care profession as a financial and Medicare consultant. Prior to founding Consolidated Billing Services, Inc. [CBSI] in 1998, Bill worked for two large multinational long term care providers. Over 30 years, Bill developed the technical acumen and expertise in operational reimbursement that made him a sought-after health care consultant and speaker. Bill is a nationally recognized expert and frequent speaker on Medicare, Medicaid, and billing issues. Bill currently serves on the Reimbursement Committee for the American Health Care Association [AHCA], Chairs the subcommittee on Billing and Operations, and represents AHCA on the National Uniform Billing Committee [NUBC]. Bill is the past Chair of the Skilled Nursing Facility Reimbursement Committee for the Washington Health Care Association where he served for the last four years. Bill has served on the legal committee and reimbursement committee for numerous state health care associations. In addition to reimbursement and finance, Bill earned his certification in health care compliance [chc] through the Health Care Compliance Association in 2012.

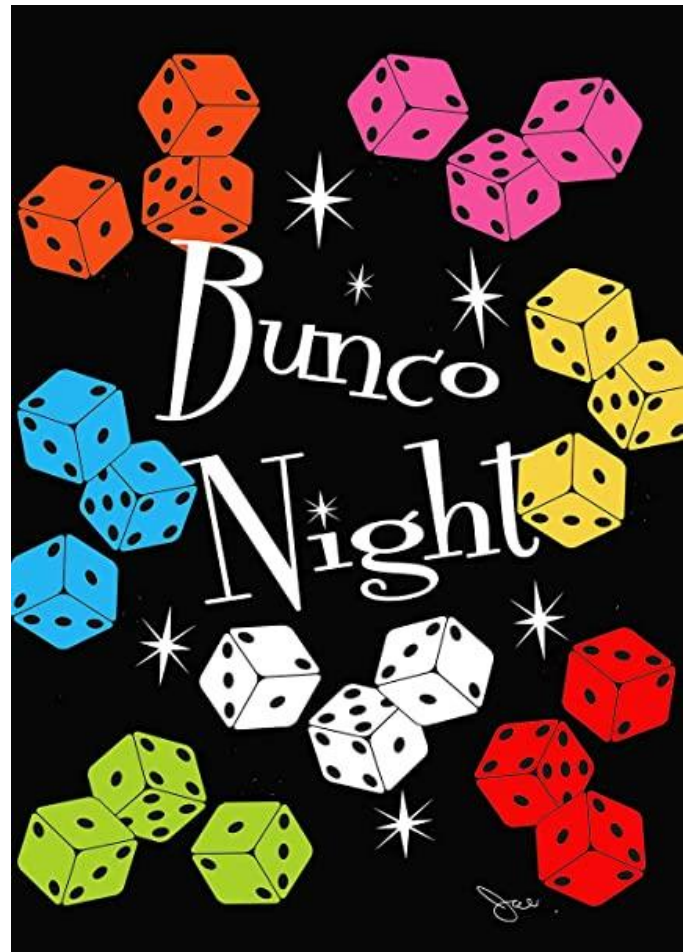


For over 20 years, **Kristina Walker** has been engaged in long term care, from memory care and pharmacy to home health and recreational therapy. She is a motivated advocate for seniors. For the past 13 years Kristina has been providing education to various healthcare disciplines to improve patient safety and quality of life. This past year she decided to re-focus her passions and start her own consulting business. In addition to her experience, Kristina draws on her study of developmental psychology, dementia, mental health, and non-pharmacological interventions to help employees in long term care settings better meet their residents' needs by combining heart and knowledge.

**Cassandra "Cassie" Whitmore, RD, LMNT**, has been a practicing dietitian for more than 10 years. She received her bachelor's degrees in Public Health Nutrition and Dietetics from Kansas State University. After starting her career working in acute care and inpatient eating disorders in Kansas City, she moved on to management in a critical access hospital. Most of her career has been spent working in long term care at various facilities throughout the state of Nebraska, which included time as an Employee Wellness Dietitian. She has also worked as an outpatient dietitian with a focus on diabetes education and has notable experience in hospice and mental healthcare. She is currently self-employed as a Consultant Dietitian and speaker. She lives in Lincoln, Nebraska, with her husband, son, and dog.

**Lynnette Wingert, DEA DPM**, is the Diversion Program Manager (DPM) at the Seattle Field Division (Washington, Oregon, Idaho, and Alaska), for the U.S. Drug Enforcement Administration (DEA). DPM Wingert has previously served as the Acting Section Chief of the Regulatory Drafting Section and the Unit Chief of the Policy Section at DEA Headquarters. DPM Wingert also supervised the Diversion Groups in Fresno, California, and Salt Lake City, Utah (Utah, Montana, and Wyoming). DPM Wingert has routinely met with and responded to the regulated industry regarding all aspects of the Controlled Substance Act and its implementing regulations. As the Supervisor of Diversion Groups, DPM Wingert successfully supervised many illicit drug and chemical diversion cases throughout the United States. DPM Wingert has taught at many law enforcement academies, public education programs, and at private industry conferences about pharmaceutical drug and chemical diversion and federal and state laws that pertain to the DEA Registrant and the public. DPM Wingert has over 28 years of experience as a Diversion Investigator.

**Myles Yu, MD, PhD** is a board-certified physician specializing in Laboratory Medicine and Pathology. He has worked in academics and in private practices and has many scientific publications in peer-reviewed journals. Over his career, he has served as Medical Director of laboratories, Vice chairman of Hospital Medical Staff, and currently serves as the Chief Medical Officer at FidaLab, LLC where he and the leadership team champion the cause of modernizing infectious disease testing with contemporary technologies for better clinical outcomes.



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