



NARA 2022 Fall Pre-Conference ***Leading the Team Through Change***

Tuesday, October 4, 2022: 1:00 – 5:30pm EST

- Speakers:** Multiple
- Hosted By:** National Association of Rehab Providers & Agencies
Christie Sheets, Executive Director
EM: Christie.sheets@naranet.org PH: (866) 839-7710
- Target Audience:** Owners, Executives, Administrators, Directors, Therapy Managers, Marketing Managers, Reimbursement Managers, Compliance Managers, Human Resource Managers, Physical Therapists, Occupational Therapists, and Speech Language Pathologists
- Format:** Presentations with Lecture including Question and Answer Sessions
- Educational Level:** Intermediate
- Registration:** Member Discounts Available see [website](#) for Registration
- Contact Hours:** 4.25 Contact hours/ 0.425 CEUs
- Classification:** AOTA Category 3: Professional Issues (Provider ID 9038) – Pending Approval



**PT & PTA: Illinois Department of Financial
And Professional Regulation**
CE Sponsor #216.000298

ASHA Course #: ABFR0051-001



National Association of
Rehabilitation Providers and
Agencies

This course is offered for 0.40 ASHA CEUs (Intermediate Level, Related area).

Pending CCB Approval for CHC

For more information on our policies please visit our webpage at: <http://www.naranet.org/education>

Leading the Team Through Change

Course Information continued

Conference Description

The changes are constant in the post-pandemic world and requires leaders to be intentional in their leadership approach. As staffing challenges and expenses increase, and reimbursement decreases each change message must be clear and get traction. Our speakers provided strategies and hands on exercises for effective communication for their change strategies.

Course Objectives

1. Describe the emotional roller coaster that can happen with change
2. Identify opportunities within their own organization to raise the bar on accountability
3. Develop a plan to initiate a succession plan within their organization to increase business acumen amongst the leadership team
4. Develop strategies to communicate change messages clearly and effectively to team members
5. Identify change management best practices
6. Develop ways to create leadership alignment during times of change

Timed Agenda

1. Change Leadership – You Need it Now! (1:00 – 1:30pm)
2. Leading the Team Through Change (Workshop) (1:30 – 4:00pm)
3. Break (4:00 - 4:15pm)
4. Creating a Culture of Accountability: Focus on Succession Planning for Sustainability (4:15 – 5:30pm)

Conference Speakers

Kennedy Hawkins, MBA, JD, LLM is the President of PT Northwest. He has helped PT Northwest become a widely respected physical rehabilitation group at the state and national levels. In 2016, 2017, 2018, 2021, & 2022, PT Northwest was named a Top Oregon Workplace by The Oregonian newspaper. Kennedy was instrumental in helping PT Northwest win the National Association of Rehabilitation Agencies (NARA) 2016 Innovation Award for its use of data analytics. He has 30 years of experience in the physical rehabilitation industry. Kennedy has a very diverse educational background. He received a Bachelor of Science in Political Science from Oregon State University, a Master of Business Administration from Willamette University, a Doctor of Jurisprudence from Willamette University, and a LLM in Taxation from Southern Methodist University. In addition to his PT Northwest responsibilities, Kennedy serves as a NARA Board Member responsible for membership and co-chairs NARA's Outpatient Special Interest Group. He has been involved with NARA since 1996. During his NARA tenure, Kennedy has served as President, Past President, Vice President, Treasurer, Board Member, and Regional Coordinator. He has won NARA's George G. Olsen Award and NARA's Service Award. He has severed on numerous industry work groups. Another area of interest for Kennedy is public speaking. He really enjoys connecting with people. Some of his speaking venues have included the American Physical Therapy Association, NARA, Intermountain Healthcare, The Portland VA, U.S. Capitol Hill (Oregon Congressional Delegation), and various universities. Kennedy believes strongly giving in back to his community. He has served on numerous nonprofit boards, such as the Willamette Chapter

Conference Speakers Continued

[Kennedy Hawkins continued] of the American Red Cross. Currently, Kennedy serves on the Advisory Board of Willamette University's MBA Program as well the Sherwood West Citizen Advisory Committee. Kennedy enjoys snowboarding with his family, hiking behind his in-laws' farm in the Highlands of Scotland, traveling, and mentoring teens and young adults. Financial: Mr. Hawkins has no relevant financial relationship. Nonfinancial: He is the employee of a NARA member company.

Chris Carlin, OTR/L, MBA is the Vice President of Rehabilitation for Hartford HealthCare Community Network. In addition to leading a multidisciplinary, cross continuum rehabilitation team of over 1,000 individuals, Chris has leadership responsibilities for the development and integration of strategic priorities for Hartford HealthCare's post-acute care network. He specializes in ensuring operational excellence, growth, continuous improvement and developing high performing teams. Chris is a member of the American Occupational Therapy Association (AOTA) and is a Rehab Agency Surveyor for AAAASF RA Accreditation. Chris has been an active member of NARA for over 13 years, serving on its board for the past five years as a member of the nominating committee, Board Secretary and is currently the Vice President of the Board. Financial: Mr. Carlin has no relevant financial relationship. Nonfinancial: He is the employee of a NARA member company.

Cindy Baker, MBA, CCMP is a globally licensed Certified Change Management Professional (CCMPTM) and works at Hartford HealthCare as a Change Management Specialist. In her role, she trains colleagues in leading change, conducts workshops on adapting to change and develops training classes, videos and other materials to support the understanding and application of change management concepts to healthcare situations. Change management is all about the people side of change. When change management is done well, people feel engaged in the change process and work collectively towards a common objective, realizing benefits and delivering results. Resistance is minimized, and adoption is maximized. Cindy is a founding member of the Association of Change Management Professionals where she has served on numerous committees and helped establish its New England chapter. She brings extensive experience in systems implementation, project management and process improvement. Prior to change management, she managed businesses in consumer-packaged goods at ADVO, Corning and Pillsbury after earning her MBA in marketing from the Wharton School. Change management leverages Cindy's diverse background in sales, marketing, consulting, business management and training. She is a licensed trainer for Dale Carnegie. Her personal motto is: Making change easier for sponsors and employees. Financial: Ms. Baker is receiving expense reimbursement. Nonfinancial: She is the employee of a NARA member company.

Peggy L. Nelson, MBA, OT Chief Operating Officer Transitional Care Management A healthcare leader with over 25 years of experience, Peggy began her career as an occupational therapist. She has held both clinical and operational leadership roles across the continuum of care including skilled nursing facilities, acute hospitals, acute rehabilitation hospitals, outpatient rehabilitation and home health. An experienced operator, Peggy is adept at leading interdisciplinary teams in achieving exceptional quality and financial outcomes. She is passionate about team building, implementing process improvement strategies and coaching others to achieve exceptional results. In addition to her leadership roles within healthcare organizations, Peggy has served on several state and national healthcare association boards including the Illinois Occupational Therapy Association, American Occupational Therapy Association, and Nevada Hospital Association. In these roles, she has been actively involved in healthcare advocacy initiatives for all levels of healthcare. She currently is a member of the American College of Healthcare Executives. Financial: Ms. Nelson has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Continuing Education Eligibility

In order to be eligible for CEUs, you must be registered and logged in under the name on the registration and complete the assessment for the webinar within 2 weeks of the day of the virtual conference. For attendees who cannot attend the live conference, you must use the provided link to the recording which will capture your attendance and viewing of the conference to satisfy the logged in requirement. If you are seeking ASHA CEUs, you must provide your ASHA number and indicate you are seeking ASHA CEUs during registration and/or via the daily assessments. If you have questions, please contact NARA at christie.sheets@naranet.org.

Cancellation Policy

Registrations are transferable to other people for the same conference. All live conference cancellations will be transferred to the recorded conference registration when related to COVID. All requests for cancellation must be confirmed in writing a minimum of 2 weeks prior to the conference start date to be eligible for a full refund, less a \$100 cancellation fee. A cancellation made less than 2 weeks before the conference start date is not eligible for a refund but can be transferred to another employee of the organization. Participant(s) who do not cancel in writing will be considered as no shows and will not be eligible for refunds/credits.

Special Requests

If you have any special requests related to the learning environment such as physical, sensory, or emotional please contact NARA at christie.sheets@naranet.org. The conference facility meets accessible needs. NARA follows all applicable state and federal guidelines regarding accessibility in the learning environment.

Financial Support

- Transitional Care Management, Refreshment break sponsor

References Supporting Learning Objectives:

- Studor, Q. (2009). Straight A Leadership: Alignment, Action, Accountability. Fire Starter Publishing.
- Schwartz, D.J. (1959). The Magic of Thinking BIG: Acquire the Secrets of Success...Achieve Everything You've Always Wanted. Simon & Schuster.
- Beam, L. (2017). Own It: Building An Accountability Rich Culture Together. Hugo House Publishers.
- JM Fisher Transition Change Curve
- Prosci Change Management Best Practices