

# Catherine V. Hayes



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H&W INDEPENDENT SOLUTIONS IS A MULTI-FACETED TRAINING AND CONSULTATION FIRM OFFERING INDIVIDUALLY TAILORED SERVICES TO AGENCIES IN THE DISABILITY COMMUNITY.

## Summary

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- Over thirty years experience in the developmental disability/mental retardation field with experience as a provider, regulator, surveyor, trainer and consultant.
- Extensive regulatory, survey and quality enhancement expertise in field of developmental disabilities. Developed national policy and guidelines for implementing Federal regulations. Managed ICF/MR and other Continuing Care Services at the Centers for Medicare and Medicaid Services (CMS). Instrumental in forming Abuse and Neglect Prevention Policy and Restraint Rules for CMS.
- Experienced, nationally recognized trainer in Active Treatment, Risk Management, Investigations, Abuse/Neglect Prevention and Detection Systems and ICF/MR compliance.
- Expert Consultant services including review of case records regarding personal injury, alleged abuse, neglect and wrongful death cases.
- Design and organize training in wide array of topics, including Understanding ICF/MR regulations and Abuse and Neglect Prevention. Skilled speaker, trainer and facilitator.
- Managed national programs and staff. Experience in quality enhancement, training, residential disability programs: included hiring, supervising, training staff; developing and administering budgets; planning, organizing project priorities and working with Boards of Directors.
- Developed, implemented, and managed strategic plans, program evaluation systems and Continuous Quality Improvement systems.

## Education

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Masters of Arts - Counseling, College of Arts & Sciences, Louisiana State University, Baton Rouge, LA, 1979.

Bachelors of Arts - Psychology, College of Arts & Sciences, Undergraduate Honors Program, Louisiana State University, Baton Rouge, LA, 1975.

## Professional Experience

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**H&W Independent Solutions, Inc., Founder & President, 2001 - present.**

H&W Independent Solutions' focus is assisting agencies to strengthen their supports, management and quality systems enabling them to better serve individuals with varying disability issues who rely on them for support & services. Services have been provided in 25 states. Projects include:

- Serve as consultant and trainer to developmental disability provider organizations (ANCOR, DSN, PPAT, IARF, INARF, NAQ, NYSACRA, APDDA) on variety of topics, including assistance in developing quality enhancement plans and plans of corrections, active treatment, inter-disciplinary team process, QMRP training.
- Consult with public and private agencies to review CMS ICF/MR requirements, assure compliance and overcome immediate jeopardy citations.

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- Consultant to the Centers for Medicare and Medicaid Services for ICF/MR training.
- Joint venture with Pennhurst for Assessment/Technical Assistance – State Division of Developmental Disabilities for review of nine Illinois Developmental Centers.
- Serve as expert consultant and provide litigation support including review of case records regarding personal injury, alleged abuse, neglect and wrongful death cases; analysis of licensing and certification files, deficiencies and complaints for facilities; interdisciplinary team meeting notes and individual service plans to assess quality of care and compliance with ICF/MR regulations.
- Provide review, analysis and training to State providers including Nebraska (Beatrice Developmental Center), Washington (Fircrest School), Montana (Montana Developmental Center), Kentucky (Oakwood, Hazelwood), Virginia (Central Virginia Training Center) Wyoming (Wyoming Resource Life Center), Texas (DADS) and Oklahoma (DDSD), California (Harbor and Westside Regional Centers) on Active Treatment, Risk Management, ICF/MR compliance and certification assistance.
- Provide Expert Consultant support services to states under review by the United States Department of Justice (Illinois for Howe Developmental Services and Virginia for Central Virginia Training Center).
- Served as Expert Consultant to the US Department of Justice for CRIPA reviews in three states (Louisiana, New Jersey and Kentucky) in protection from harm and community transition.
- Provided jointly agreed upon expert monitoring to U.S. Department of Justice and Attorney General of State of Washington for system review, community placement and risk management analysis at Rainer.
- Provided Monitoring Services on Behalf of the North Dakota Department of Human Services for a private provider.
- Served as expert to Disability Rights Center of Maine, a Protection & Advocacy agency, for review of Individual Service Plans in community settings for AMHI trial. Testified at trial.
- Design and delivery of mock ICF/MR surveys to assist providers in understanding regulations, survey process and improving quality enhancement efforts.
- Design and delivery of abuse and neglect training, including overview of national prevention system.
- Design and delivery of *Think Like a Surveyor* training incorporating how to read and understand Federal regulations, including QMRP requirements, Individual Program Plans and active treatment.
- Design and facilitate Active Treatment Symposium for improving residential services.
- Provided training to national Protection and Advocacy network on abuse and neglect, investigations and understanding ICF/MR regulations.
- Consulted with Quality Trust in Washington D.C. on informed consent/guardianship.
- Deliver training programs to private providers throughout the United States, including Connecticut (Ability Beyond Disability), Florida (Florida Mentor), California (Mentor Network) and Florida (Mentor Network).
- Develop publications in association with ANCOR including “Positive Outcomes: A Providers’ Guide to Active Treatment”, “The Surveyors Are Coming – Now What”, “ICF/MR Assessments: From Admission to Discharge – What is Expected”, and State Medicaid Fact Sheets for all 50 states.
- Developed written training modules for providers based on Abuse and Neglect Prevention CMS May 2001 surveyor training. Offered through [www.hwisolutions.com](http://www.hwisolutions.com)

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**University of Phoenix, Adjunct Faculty**, General Studies, Woodland Hills, CA (2000 – 2003). Served as faculty for adult learners. Classes interactive. Topics included Critical Thinking, Writing Skills, Oral Presentations and Team Dynamics.

**Centers for Medicare & Medicaid Services (CMS) (formerly Health Care Financing Administration (HCFA), Branch Chief - Continuing Care Provider Services**, Baltimore, MD (1999-2001). Supervised National Survey and Certification Staff responsible for regulation interpretation, writing survey procedures, issuing national clarifications for State surveyors and training State surveyors for: Intermediate Care Facilities for Persons with Mental Retardation (ICF/MR), Home Health Agencies, Hospice Services, Psychiatric Hospitals, End Stage Renal Disease, Community Mental Health, Habilitation Services (OT & PT), and Organ Donations.

Specific accomplishments:

- Organized Forum-Abuse and Neglect Prevention Initiative. Organized workgroup to identify what could be done within the Federal authority to bring national attention to the issue of abuse and neglect comprised of advocates, Federal and State agencies, and providers. Resulted in design of the Seven Key Components to Prevent Abuse & Neglect and changes in Federal training and guidelines.
- Assisted redesign of CMS Appendix Q – Guidelines for Determining Immediate Jeopardy.
- Assisted staff designing the Regulations for the Psychiatric Residential Treatment Centers (AKA Psych under 21). Guided through understanding for legislation governing rule, assisted in designing an implementation plan and guidelines and survey procedures.
- Active in CMS input into new restraint and seclusion Legislation. Assisted in meetings regarding definitions and design of work plan to meet September 2001 deadline for publication of regulations to meet requirements of The Children's Health Act of 2000.
- Liaison and consultant to the United States Department of Health and Human Services, Office of Inspector General as they researched and wrote reports on States and Abuse Investigation. Provided orientation to OIG Inspectors at two-day meeting and ongoing guidance in understanding CMS rules and requirements. Resulting OIG reports included "Reporting Abuse of People with Disabilities".
- Assisted CMS staff in developing rules and requirements for abuse, neglect and restraint rules. Included presentations at national meetings.

**Centers for Medicare & Medicaid Services, (CMS - formerly HCFA), Program Analyst - ICF/MR Team Leader**, Continuing Care Providers Branch, Baltimore, MD (1995-1999). Responsible for organizing effort to review and rewrite the Intermediate Care Facilities for People with Mental Retardation (ICFs/MR) regulations. Provided training and guidance to CMS regional offices and State surveyors on regulations, interpretations and survey procedures. Developed and delivered extensive training for State and Federal surveyors.

Specific accomplishments:

- Lead the implementation of Joint/Partnership surveys to increase Federal oversight and regulations enforcement for ICF/MR program, without increase in staff resources.
- Regulation Revisions meetings - Facilitated meetings for CMS staff, providers, consumers, advocates to solicit input re: ICF/MR regulations were reviewed for updating.
- Listening Sessions - Regulators, providers, State & Federal agency staff and consumers were brought together to discuss needed improvements in services for person with disabilities. Served as presenter and facilitator.
- Established Crosscutting Developmental Disabilities Workgroup to increase overall communication and coordination efforts among Central and Regional CMS staff who served people with developmental disabilities. Included Waiver and ICF/MR staff.
- Coordinated ICF/MR services with Department of Justice, Civil Rights of Institutionalized Persons Act (CRIPA).

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**Austin State School (AUSS), Quality Improvement/Accreditation Council Coordinator**, TX Department of Mental Health & Mental Retardation, Austin, TX (1990-1995). Managed Quality Enhancement Program for large State institution serving people with mental retardation; assured compliance with ICF/MR regulations and national accreditation standards of care.

Specific accomplishments:

- Provided training, consultation and guidance to staff concerning intent and implementation of Accreditation Council (CQL) Standards, State and ICF/MR regulations. AUSS attained Accreditation the Council on Quality and Leadership.
- Assisted with continuous quality improvement design and implementation. Supported long-range and short-term planning process. Managed, supervised staff
- Provided professional supervision to more than thirty Qualified Mental Retardation Professionals (QMRP). Direct staff supervision of quality assurance & records department. Provided support for admissions, assessment, habilitation planning, active treatment, and community integration.
- Served as staff advisor to self-advocate organization.
- Coordinated programmatic activities, including support for habilitation efforts.
- Designed and provided training on various topics including outcome survey process, normalization, community services and community integration.
- Worked with nursing staff to address regulatory requirements including self-assessment of medications, dietary needs, medical issues and active treatment.

**The Accreditation Council (now the Council on Quality and Leadership), Director-Operations and Development (1987-1989)** Boston, MA. **Lead Surveyor and Trainer (1989-1995)**, Towson, MD. As Director of Operations and Development - Managed day-to-day operations of The Council, including recruiting, hiring, and performance reviews. Set goals for performance and budget. Marketed services. Lead surveyor and trainer -- throughout nation applying Accreditation and ICF/MR Standards. Provided training/consultation on standards.

Specific accomplishments:

- Directed planning and implementation of Accreditation Surveys throughout the country.
- Assisted in writing and publication of Accreditation standards of care.
- Conducted training for new surveyors.
- Coordinated review project at 7 institutions in Texas as part of Lelz lawsuit requirements.
- Evaluated agencies to determine if in compliance with standards. Wrote survey reports.
- Composed, edited and approved reports for use by the Council Board of Directors.

**MACRO, Senior Consultant**, Silver Spring, MD (1986-1987). Responsible for design, delivery, and evaluation of a series of training workshops delivered to national network of Migrant Seasonal Farm Worker Programs. Co-authored and edited 4 manuals.

**Jewish Vocational Services, Coordinator/Professional & Community Services**, Cincinnati, OH (1984-1986). Worked in extensive day treatment and supported employment program serving people with various disability issues, including developmental disability and mental health. Responsible for community outreach, client admissions, program evaluation, statistical management, CARF accreditation, grant writing, and community resources and agencies.

**Epilepsy Foundation of America, National Director - Training and Placement Services (TAPS)**, Landover, MD (1980-1983). Managed TAPS, a national demonstration program funded by Department of Labor. Included: thirteen sites, nationwide, a national advisory committee, thirteen local Advisory and thirty staff who provided services to people with epilepsy.

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### Specific Accomplishments:

- Developed funding proposals and budgets, short and long-range plans.
- Led the redesign and national expansion of TAPS from seven to thirteen sites.
- Coordinated program design of job seeking and job keeping workshops for consumers.
- Established international committee - employment of people with epilepsy. First Chairperson.
- Executive management of entire staff from recruiting through evaluations.
- Piloted project for employment services to people with multiple disability issues.

### **Louisiana Epilepsy Association, State Director - TAPS**, New Orleans, LA (1978 - 1980).

Designed and administered model statewide employment project. Provided services to people with epilepsy including intake, job counseling and placement in community-based jobs. Established state advisory group of business/government officials for people with disabilities.

### **State of Louisiana, Employment Counselor**, Baton Rouge, LA (1976-1978).

Provided counseling, testing and placement services. Coordinated youth employment project. Provided counseling for elderly individuals and individuals with varying disability issues.

### **Awards Received**

United States Office of Inspector General Exceptional Achievement Award. Given for Significant Contributions in Identifying Opportunities to Improve Safeguards for Persons with Disabilities in Residential Settings. 2001

HCFA Administrator Employee of the Month for May 1999. Given for Creating Strong Partnerships between HCFA, ICF/MR Providers and Advocates in order to address the needs of the people served. 1999

Department of Health and Human Services Secretary Team Award for Nursing Home Initiative. Given for Organizing Abuse and Neglect Prevention Forum. 1999

Outstanding Women in Texas Government, Certificate of Appreciation for Civic Involvement and Quality Services. 1993

### **Selected Publications**

*"CMS ICF/MR Clarifications"*. *Links*, ANCOR, September 2009.

*The Surveyors are Coming: Now What? A Guide to Survey Expectations and Preparations*. [www.hwisolutions.com](http://www.hwisolutions.com), H&W Independent Solutions, 2008.

*ICF/MR Regulations Compliance Worksheet*. [www.hwisolutions.com](http://www.hwisolutions.com), H&W Independent Solutions, 2008.

"Abuse and Neglect Prevention Systems: Evaluation and Implementation Guide". A seven-part series. [www.hwisolutions.com](http://www.hwisolutions.com), H&W Independent Solutions, 2008

*ICF/MR Assessments: From Admission to Discharge – What is Expected?* [www.hwisolutions.com](http://www.hwisolutions.com), H&W Independent Solutions, 2007

*The Surveyors Are Coming: Now What?* American Network of Community Options and Resources (ANCOR), 2007.

*Disability and Medicaid State Fact Sheets*, American Network of Community Options and Resources (ANCOR), 2006, 2007, 2008.

*"Requesting Clarifications or 'Challenging' a Deficiency"*. *Links*, ANCOR, April 2006.

*"CMS Responds to Regulatory Clarification"*. *Links*, ANCOR, March 2006.

*Positive Outcomes: A Provider's Guide to Active Treatment*. American Network of Community Options and Resources (ANCOR), 2005.

*"Immediate Jeopardy, Fast Track and Appendix Q – What do they have in common?"* *Leading Practices – Program Quality Enhancement*, *Links*, ANCOR, July/August 2005.

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"W198 and Active Treatment – Are You Meeting The Needs Of Your Consumer?" *Links*, ANCOR, March 2004.

"Crisis - Danger or Opportunity?" Program Quality Enhancement. *Links*, ANCOR, February 2003.

"*Learning to Think Like a Surveyor*". *H&N Update*, Developmental Services Network, 2002.

Chapter 10: "Federal Policy and Practice in Transition: A Look Ahead at the ICF/MR Program" For *Quality Enhancement in Developmental Disabilities: Challenges and Opportunities in a Rapidly Changing World 2003 update*. Paul Brookes Publishing. Co-authored Linda Joyce & Elizabeth Couchoud. November 2002.

Guest Editor, *Journal of American Medical Association*, 1993.

"Genetic Testing for Huntington's Disease - A Family Issue". *The New England Journal of Medicine*, 12 Nov. 1992, p.1449.

### Selected Training Presentations

"*Aging with Dignity: Supporting Persons with I/DD*", 17th Annual Developmental Disabilities Nurses Association Education Conference, Orlando, FL, May 2009.

*Demystifying ICF/MR Regulations*, Presented for Illinois State Centers, Dec '08 & Feb '09.

*Aging and People with Developmental Disabilities*, Presented for NDCPD, Minot State University Center of Excellence. September 2008

*Quality Enhancement: Creating Services that Make a Difference*, Presented for NDCPD, Minot State University Center of Excellence. September 2008

"*Putting the QMRP in Quality*", 13th National Conference of QMRPs, Memphis, TN, August 2008.

"*Investigate: Conducting Effective and Timely Investigations*" Indiana Association of Rehabilitation Facilities (INARF), Indianapolis, March 2008.

"*Abuse and Neglect Detection and Prevention: Seven Key Components*", Illinois Association of Rehabilitation Facilities (IARF), Chicago, Illinois, March 2008.

"*Positive Outcomes: A Providers Guide to Active Treatment*", Two day training session for Washington State Developmental Centers, January 2008.

*Active Treatment and Survey Prep Training*, Two day training session for Mentor Network, Florida, January 2008

"*Aging and People with DD*", Wyoming Life Resource Center, Lander, WY August 2007.

"*Active Treatment – An Overview*", Wyoming Life Resource Center, Lander, WY Aug 2007.

"*Values, Team Planning and Habilitation Plans: Pulling it All Together*". 12th National Conference of QMRPs, Atlanta, GA, August 2007.

"*Alternatives to Guardianship and Conservatorship*", Developed for the Quality Trust Informed Consent Project, Washington DC, 2007

"*Investigations – An Overview*", INARF, Indianapolis, IN, 2006.

"*Overview - A QMRP's Guide to Active Treatment*", TX Department of Aging and Disability Services Provider and ICF/MR Surveyor Training, Austin, TX 2006.

"*Restraint and Seclusion - Overview of Federal Laws and Regulations*", The Disability Law Center, Oklahoma P&A, Oklahoma City, OK, 2006

"*Guardianship: The Basics! What You Need to Know*", Developed for the Quality Trust Informed Consent Project, Washington DC, 2006

"*Two-Day QMRP Training*", co-trainer, conducted two times a year, Developmental Service Network, Ontario and Sacramento, CA, 2003, 2004, 2005

"*QMRP Training – What You Need to Know – A Two Day Overview*", Oakwood and Hazelwood, Developmental Centers, KY, 2005

"*Investigations: An Overview - What You Need to Know*", The Disability Law Center, Oklahoma P&A, Oklahoma City, OK, 2004

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“QMRP Training – What You Need to Know”, Private Providers Association of Texas, Austin TX, 2003 and 2004

“ICFs/MR and Behavior Management: The Who, What, How and Whys”, Developmental Services Network, Leadership Conference, Palm Springs, CA, March 2004

“Abuse and Neglect Detection & Prevention Skills Training”, co-trainer, Protection and Advocacy National Skills Building Conference, NAPAS, San Diego, CA, January 2004

“Enhancing Quality through External Reviews Two-day Workshop”, Westside Regional Center, Culver City, CA, July 2003

“Preparing for a Survey and Surveyor Expectations”, Developmental Services Network, Leadership Conference, Palm Springs, CA, March 2003

“ICF/MR Provider Training Series - Understanding Regulations through Quality Enhancement” (a series of 6 training sessions), Harbor Regional Center, Torrance, CA, 2003

“Aging & People with Developmental Disabilities”, Harbor Regional Center staff, CA, 2003

“Quality Enhancement - Pulling it all Together”, Private Providers Association of Texas, Austin, TX and ANCOR, Washington, DC, 2003

“The Centers for Medicare and Medicaid Seven Key Components to Detect and Prevent Abuse – An Overview”, Developmental Services Network, Leadership Conference, Palm Springs, CA, March 2003

“How to Think Like a Surveyor”, California Regional Center staff, Torrance, CA and Developmental Services Network, Palm Springs, CA, 2002 and 2003

“Active Treatment”, Texas Department of Mental Health & Mental Retardation, Active Treatment Symposium, San Antonio, TX, January 2002

“Abuse and Neglect Detection and Prevention Training”: Supervised development of a train-the-trainer manual “Abuse and Neglect – Detection and Prevention” for the Health Care Financing Administration (HCFA – now known as Centers for Medicare & Medicaid Services), Baltimore, MD, May 2001

“ICF/MR Basic Surveyor Training” Coordinated the development of agenda, selection of speakers, and development of extensive training materials for the Intermediate Care Facilities for People with Mental Retardation (ICFs/MR) National Basic Surveyor Training. Served as a trainer. The course incorporated the revised survey protocol process, and covered all of the ICF/MR conditions of participation and regulations. Baltimore, MD 1995-1999.

“ICF/MR Advanced Surveyor Training”: Coordinated the development of topics, agenda, selection of speakers and development of extensive training materials for the Intermediate Care Facilities for People with Mental Retardation (ICFs/MR) National Surveyor Advance Training. Served as trainer. 1996-1999 Topics

- Aging and People with Disabilities
- Home and Community-Based Waiver Services for People with Disabilities
- Active Treatment for People who are Medically Fragile
- Functional Analysis of Behavior
- Detecting Systemic Issues of Abuse and Neglect
- Advance Directives, Informed Consent Issues
- Self-Administration of Drugs
- Working With People with Challenging Behaviors – Review of Restrictive Procedures

CMS Satellite Training National Broadcasts: 1997. Designed to educate ICF/MR surveyors nationwide regarding the following topics:

Person Centered Planning: Similarities and Differences between Person-Centered Planning and ICF/MR Active Treatment.

Aging and People with Developmental Disabilities: Overview of Health, Safety, Medical and Planning Issues for an Aging Population of Individuals with Developmental Disabilities.

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Interviewing People with DD: Techniques for Communicating with People who do not Speak.

California Training for Surveyors and Providers, Revised ICF/MR Survey Process. Introduced revised ICF/MR survey process to California surveyors and providers of residential services. Joint training project of the State of California, the CA Association of Health Facilities and CMS/HCFA. Topics: Active Treatment, Client Protections, Client Behavior, Interviewing Individuals, Surveys, Documenting findings. 1996

### **Selected Presentations/Lectures**

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*“Essential Elements of the IPP Process”* 14th National Conference of QMRPs, Las Vegas, NV, August 2009.

*“QMRP Services: Strategies for Increased Coordination”* 14th National Conference of QMRPs, Las Vegas, NV, August 2009.

*“Abuse and Neglect Detection and Prevention: Seven Key Components”*, 13th National Conference of QMRPs, Memphis, TN, August 2008.

*“Quantum Leap: From Look-Behinds to Looking Ahead”*, Keynote, SouthWest Society of Service Coordinators, San Antonio, TX, April, 2008.

*“QMRP Toolkit”*, SouthWest Society of Service Coordinators, San Antonio, TX, April, 2008.

*“Preparing your Staff for Surveys”* Association of Public and Private Developmental Disability Administrators (APDDA), Phoenix, AZ February, 2008.

*“ICF/MR Surveys: Planning for the Future Learning from the Past”*, 12th National Conference of QMRPs, Atlanta, GA, August 2007.

*“CMS ICF/MR Look-Behinds & State Surveys Top 10 Deficiencies: What You Need to Know”* San Diego, ANCOR Leadership Conference, March 2007.

*“From Look-Behinds to Looking Ahead”*, TX Department of Aging and Disability Services Provider and ICF/MR Surveyor Training, Austin, TX October 2006.

*“Making A Difference: Washington D.C.’s Efforts to Promote Alternatives to Guardianship”*, 11th National Conference of QMRPs, Atlanta, GA, August 2006.

*“Quality Enhancement - Creating Services that Make a Difference”*, 10th National Conference of QMRPs, Las Vegas, NV, August 2005

*“Behavior Management – Who, Why, What & How - A Guide to Understanding the ICF/MR Regulations”*, ANCOR Management Practices Conference, Phoenix, AZ, March 2005

*“W198 and Active Treatment – Are you Meeting the Needs of the Individuals You Serve?”*, ANCOR’s 2004 Conference, New Orleans, LA, March 2004 and Audio Conference, May 2004

*“A Look at Where We’ve Been & Where We’re Going”*, Keynote Address, Private Providers Association of Texas (PPAT), Austin, TX, October 2002

*“Quality Enhancement – Creating Services that Make a Difference”*, ANCOR Governmental Activities Symposium, Washington, DC, September 2002

*“Key Components for Abuse and Neglect Prevention”*, 8th National/1st International Conference on Abuse of Children and Adults with Disabilities, Riverside, CA, February 2002

*“The Federal Look Behind Surveys - Four California Provider’s Experiences”*, CAHF, Quarterly conference, Long Beach, CA, August 2001

*“Update - Abuse and Restraint Issues”*, National Association of Protection and Advocacy Services, (NAPAS), Winter Institute Orlando, FL, January 2001

*“Abuse & Neglect - Restraint Update”*, National Association of Protection and Advocacy Services, (NAPAS), Institute on Abuse and Neglect, Washington, D.C., June, 2000

*“Abuse and Neglect Prevention: National Coordination Needed”*, American Association of Mental Retardation (AAMR), Annual Convention, Washington, DC, May, 2000

*“Update and Review - Continuing Care Provider Services”*, Quality of Life Conference, Mid-West Consortia, Center for Medicaid and State Operations, Kansas City, MO, April 2000

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“Prevention Key to Stopping Abuse and Neglect”, National Alliance for the Mentally Ill (NAMI), Winter 2000 Legislative and Leadership Conference, Washington, DC, February 2000

“A National Update”, 29th Annual Association of Health Facility Survey Agencies Conference, New Orleans, LA, November 1999

“HCFA/CMS Policy Issues - Safe Use and Reduction of Restraint and Seclusion”, Keynote Presentation: AAMR & HCFA Restraint and Seclusion Summit, Chicago, IL, October 1999

“Abuse and Neglect Issues”, American Association of Mental Retardation (AAMR) National Conference, Washington, DC, May 1999

“Who is Safe? Prevention and Detection of Abuse and Neglect: A National Perspective”, Young American Institute - National Institute, New York, NY, April 1999

“Balancing Freedom and Choice in a Regulatory World”, The District of Columbia ARC, Inc., 22nd annual conference, Washington, DC, November 1998

“Federal Policy, A Look Ahead”, AAMR Annual Conference, New York, NY, May 1997

“Streamlining the ICF/MR Regulations - Responses to Draft Regulations”, Sharing our Best Conference, Beatrice, NE, April 1997 and AAMR Annual conference, May 1996

“National Trends in Serving People with Mental Retardation”, American Health Care Association (AHCA) Annual Meeting, Atlanta, GA, November 1996

Testified before the Senate Labor and Human Resource Committee regarding Orphan Drug Amendments Act, Washington, DC, March 1992