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| **DOMAIN 10 - Customer Care, Supports and Services** | K01 Applicable federal and state laws, rules, and regulations  
S11 Analyzing and interpreting information/data  
S13 Recognizing and ensuring care recipients' holistic needs are being met  
S16 Writing and evaluating policies and procedures  
S19 Managing regulatory and accreditation surveys, inspections, and audits | Able to create policies and procedures that follow federal and state laws and regulations  
Understands and implements contemporary care planning processes assuring preferences based on customers stated needs.  
These laws apply across lines of service (LOSs):  
- Older Americans Act of 1965  
- Social Security Amendments Act of 1965  
- Rehabilitation Act of 1973  
- State practice acts for nurse, therapist, dietician, etc.  
- Elder Justice Act of 2010  
- Condition of Participation and State specific laws  
- Affordable Care Act of 2010 | Care Recipient services for Adult Day programs are state specific however the core competencies for the administrator would have generally the same approach in writing and evaluating care recipient policies to ensure the client’s holistic needs are being met, using the same principles across all LOS. |
| **10.01 Establish care recipient service policies and procedures that comply with applicable federal and state laws, rules, and regulations.** | K01 Applicable federal and state laws, rules, and regulations  
K05 Psychosocial aspects of aging  
K06 Physiological aspects of aging  
K19 Basic understanding of mental health issues  
K20 Basic understanding of cognitive impairments  
K21 Basic principles of behavior management  
K22 Basic principles of restraint usage and reduction  
K27 Basic principles of hospice and palliative care  
K34 Resident Assessment Instrument (RAI) and interdisciplinary care plan requirements and process  
K35 Care recipient assessment instruments (OASIS) and interdisciplinary care plan requirements and process  
S11 Analyzing and interpreting information/data  
S13 Recognizing and ensuring care recipients' holistic needs are being met  
S16 Writing and evaluating policies and procedures  
S17 Developing and evaluating systems | Able to ensure that the admission process is comprehensive and is resident centered. This task includes obtaining all available documentation at the time of admission to include; but not limited to; power of attorney for health care and financial, care recipient identification cards, insurance information, doctor and all other orders related to the care recipient to include hospital/doctor/clinic records pertaining to the care recipient stay at the facility or services provided by the organization. | Provider organizations provide valuable resources with template to operational guidelines, policies, procedures. The most widely used by the provide community are:  
- National Hospice and Palliative Care  
- Accrediting bodies  
- CHAP (Guidance Policy Tools) Community Health Accreditation Partner  
The Plan of Care for Home Health is specifically identified in 42 CFR 484.18 and 484.55  
For Hospice: State Operations Manual (SOM) 418.54 through 418.56. |
| **10.02 Ensure plans of care are evidence-based, established, implemented, updated, and monitored based on care recipient preferences and assessed needs.** | K01 Applicable federal and state laws, rules, and regulations  
K05 Psychosocial aspects of aging  
K06 Physiological aspects of aging  
K18 Basic principles of creating a safe environment for care recipients  
K30 Person-centered care concepts  
K31 Diversity of care recipients  
K33 Care recipient Bill of Rights  
K37 Admission/move-in, transfer, and discharge/move-out requirements  
K41 Care recipient specific legal matters (such as power of attorney, guardianship, conservatorship, code status, Advance Directives) | Able to ensure that staff implements the plan of care for each care recipient based on the individuals needs and preferences under the direction of a physician. Includes comprehensive assessment of each care recipient, which includes (but is not limited to) assessments for nutrition (to include diet, texture, weight, swallowing), therapy, mobility, fall risk, skin/wound management, medications and contraindications, cognitive abilities, behavior, mental health, etc. | The home health plan of care is outlined using CMS OASIS C1 Provider Manual, (home health only). Direction is provided for the required elements for individualized plan of care.  
Provider organizations provide valuable resources with template to operational guidelines, policies, procedures. The most widely used by the provide community are:  
- National Hospice and Palliative Care  
- Accrediting bodies  
- CHAP (Guidance Policy Tools) Community Health Accreditation Partner  
The Plan of Care for Home Health is specifically identified in 42 CFR 484.18 and 484.55  
For Hospice: State Operations Manual (SOM) 418.54 through 418.56. |
| **10.03 Ensure the planning, development, implementation/execution, monitoring, and evaluation of admission/move in process, including preadmission/ pre-move in information, to promote a quality experience for care recipients.** | K05 Psychosocial aspects of aging  
K06 Physiological aspects of aging  
K18 Basic principles of creating a safe environment for care recipients  
K30 Person-centered care concepts  
K31 Diversity of care recipients  
K33 Care recipient Bill of Rights  
K37 Admission/move-in, transfer, and discharge/move-out requirements  
K41 Care recipient specific legal matters (such as power of attorney, guardianship, conservatorship, code status, Advance Directives) | Able to ensure that the admission process is comprehensive and is resident centered. This task includes obtaining all available documentation at the time of admission to include; but not limited to; power of attorney for health care and financial, care recipient identification cards, insurance information, doctor and all other orders related to the care recipient to include hospital/doctor/clinic records pertaining to the care recipient stay at the facility or services provided by the organization. | Best practices or other tools for move in/out should be reviewed. CMS QAPI resources for all LOS are provided at the following website.  
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<td>S02</td>
<td>Communicating effectively</td>
<td></td>
<td>Transfer trauma and relocation practices should be included in the knowledge and skills of all administrators at all levels.</td>
</tr>
<tr>
<td>S03</td>
<td>Cultivating effective relationships</td>
<td></td>
<td>484.10 lists specific patient bill of rights to this KSA.</td>
</tr>
<tr>
<td>S05</td>
<td>Demonstrating empathy</td>
<td></td>
<td>Patients need a clear understanding of what services are and are not covered under both home health and hospice. Coverage must be clearly defined to the patient upon admission, so that if/when the patient meets the criteria for discharge, they know in advance the discharge is appropriate. Follow up services if needed are then established and implemented. Coverage criteria for both home health and hospice can be found through the State Operations Manuals (SOM) for each discipline.</td>
</tr>
<tr>
<td>S13</td>
<td>Recognizing and ensuring care recipients' holistic needs are being met</td>
<td></td>
<td>Hospice Core Services requires counseling as a core including but not limited to bereavement, dietary and spiritual counseling. State Operations Manual 2080 C. Patient Bill of Rights is 484.10,</td>
</tr>
<tr>
<td>S22</td>
<td>Utilizing social media</td>
<td></td>
<td>Able to ensure that care recipients are properly evaluated and cared for based on their psychosocial needs and preferences.</td>
</tr>
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| 10.06 Ensure the planning, development, implementation/execution, monitoring, and evaluation of care recipients’ activities/recreation to meet social needs and preferences. | K01 Applicable federal and state laws, rules, and regulations  
K06 Physiological aspects of aging  
K11 Basic principles and concepts of restorative/wellness programs  
K12 Basic principles of rehabilitation  
K23 Basic elements of a social services program  
K24 Basic elements of a therapeutic recreation/activity program  
K30 Person-centered care concepts  
K42 Activities of Daily Living (ADLs) and Independent Activities of Daily Living (IADLs)  
K48 Quality assurance and performance improvement processes as related to care and services  
S13 Recognizing and ensuring care recipients' holistic needs are being met  
S21 Utilizing technology  
S22 Utilizing social media | Able to ensure that activities, events, and programs are care recipient centered and designed to meet the needs and preferences of each care recipient. | Comprehensive assessment of patients in located in 484.55. HHA Comprehensive assessments may be focused more on the rehabilitative and therapeutic aspect of care with recognition of the role of activities and recreation for ultimate health and life satisfaction.  
HHA clinical record requirements are found in 42 CFR 484.48 which identified retention, protection and minimum contents.  
Hospice clinical record requirements are located at 418.104(a through f)  
Knowledge on POA and resident rights on review/documentation of education and assurance of completion would apply for all three LOS with each possessing their unique bill of rights.  
Policies and procedures would need to be developed for all three LOS for clinical record retention, protection of the confidentiality of information and minimum contents specific to the state. |
| 10.07 Ensure the planning, development, implementation/execution, monitoring, and evaluation of a health information management program to meet documentation requirements in compliance with federal and state regulations. | K01 Applicable federal and state laws, rules, and regulations  
K07 Basic principles and concepts of nursing  
K08 Basic medical terminology  
K09 Basic pharmaceutical terminology  
K34 Resident Assessment Instrument (RAI) and interdisciplinary care plan requirements and process  
K35 Care recipient assessment instruments (OASIS) and interdisciplinary care plan requirements and process  
K36 Care recipient assessments and care plans other than RAI and OASIS  
K41 Care recipient specific legal matters (such as power of attorney, guardianship, conservatorship, code status, Advance Directives)  
K42 Activities of Daily Living (ADLs) and Independent Activities of Daily Living (IADLs)  
K47 Center for Medicare and Medicaid Services (CMS) quality indicators and measures  
K48 Quality assurance and performance improvement processes as related to care and services  
K49 Techniques for auditing care recipient services and outcomes  
K52 Medical record content, format, and documentation requirements  
K53 Confidentiality, disclosure, and safeguarding medical record information requirements  
S11 Analyzing and interpreting data. | • Able to ensure that all care recipient specific documentation is protected and follows state, federal, and HIPAA regulations.  
• HIPAA would apply to all three LOS.  
• Knowledge on POA and resident rights on review/documentation of education and assurance of completion would apply for all three LOS with each possessing their unique bill of rights.  
• Policies and procedures would need to be developed for all three LOS for clinical record retention, protection of the confidentiality of information and minimum contents specific to the state. |  
Hospice CFR 418.106 (a-e)  
Home Health CFR 484.55(d) |
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| Development, implementation/execution, monitoring, and evaluation of medication management that supports the needs of the care recipient. | S02 Communicating effectively  
S10 Problem solving  
S11 Analyzing and interpreting information/data  
S16 Writing and evaluating policies and procedures  
S17 Developing and evaluating systems  
S20 Prioritizing and managing time  
S21 Utilizing technology | Able to ensure the pharmacist’s periodic review of medication orders with recommendations to the physician.  
Able to ensure the documentation of the delivery of medications, and if held for any reason, that information and circumstances are duly noted as well. |  
|  | | | Hospice: CFR 418.72 and 418.74  
Home Health CFR 484.38 |
| 10.09 Ensure the planning, development, implementation/execution, monitoring, and evaluation of a rehabilitation program to maximize optimal level of functioning and independence for care recipients. | K01 Applicable federal and state laws, rules, and regulations  
K05 Psychosocial aspects of aging  
K11 Basic principles and concepts of restorative/wellness programs  
K24 Basic elements of a therapeutic recreation/activity program  
S11 Analyzing and interpreting information/data  
S12 Informed decision making/critical thinking  
S13 Recognizing and ensuring care recipients’ holistic needs are being met  
S14 Assessing and recognizing safety concerns and needs  
S15 Allocating and optimizing resources and programs  
S17 Developing and evaluating systems | Able to provide individualized rehabilitative services to recipients that will help them meet their baseline and allow residents to be as independent as possible. |  
|  | | | Hospice CFR 418.108 (c) and 418.12 among other areas  
Home Health CFR 484.14(c-h) |
| 10.10 Ensure the planning, development, implementation/execution, monitoring, and evaluation of systems for coordination and oversight of contracted services. | K01 Applicable federal and state laws, rules, and regulations  
K39 Roles, responsibilities, regulation and oversight of contracted providers and services  
K40 Services and resources available across the continuum of care (such as community, social, financial, spiritual)  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S09 Negotiating, collaborating, and resolving disputes  
S12 Informed decision making/critical thinking  
S13 Recognizing and ensuring care recipients’ holistic needs are being met  
S15 Allocating and optimizing resources and programs  
S18 Protecting and promoting financial viability | Able to ensure that services are available to meet the needs of each recipient from qualified vendors that meet city, state, and federal requirements. |  
|  | | | Hospice CFR 418.108 (c) and 418.12 among other areas  
Home Health CFR 484.14(c-h) |
| 10.11 Ensure the planning, development, implementation/execution, monitoring, and evaluation of policies and procedures for responses to care recipient-specific incidents, accidents, and/or emergencies. | K01 Applicable federal and state laws, rules, and regulations  
K18 Basic principles of creating a safe environment for care recipients  
K46 Emergency medical services and techniques (such as CPR, first aid, Heimlich maneuver, AED)  
K50 Signs and symptoms of abuse, neglect, and exploitation  
K51 Mandatory reporting requirements for incidents and adverse events  
S10 Problem solving  
S11 Analyzing and interpreting information/data  
S12 Informed decision making/critical thinking  
S14 Assessing and recognizing safety concerns and needs  
S16 Writing and evaluating policies and procedures  
S17 Developing and evaluating systems | Able to ensure that policies and procedures are written and followed to prevent incidents and accidents and to prepare staff to act appropriately when incidents, accidents, and emergencies occur. |  
|  | | | Hospice: CFR 418.110 (c)  
Home Health CFR 484.18 (a) and G206 (x) among many other areas where safety is specifically mentioned as part of the plan of care and treatment |
<p>|  | K01 Applicable federal and state laws, rules, and regulations | Able to ensure a clean, safe, and sanitary environment. | This applies only to inpatient hospice services. |</p>
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| 10.12 Ensure the planning, development, implementation/execution, monitoring, and evaluation of housekeeping and laundry services for care recipients. | K14 Basic principles of infection control  
K18 Basic principles of creating a safe environment for care recipients  
S13 Recognizing and ensuring care recipients' holistic needs are being met  
S14 Assessing and recognizing safety concerns and needs  
S15 Allocating and optimizing resources and programs  
S16 Writing and evaluating policies and procedures  
S17 Developing and evaluating systems | Center for Disease Control (CDC) recommendations and Infection Control Best practices would apply across the continuum, and may vary for some settings.  
OSHA guidelines with respect to chemical usages and Safety Data Sheets (SDS) would apply across all settings. | For inpatient hospice:  
CFR 418.110 (i, j, k) |
| 10.13 Ensure the planning, development, implementation/execution, monitoring, and evaluation of education intended for care recipients and their support networks. | K01 Applicable federal and state laws, rules, and regulations  
K05 Psychosocial aspects of aging  
K06 Physiological aspects of aging  
K27 Basic principles of hospice and palliative care  
K32 Care recipients' support network interests, needs, and values  
K33 Care recipient Bill of Rights  
K40 Services and resources available across the continuum of care (such as community, social, financial, spiritual)  
S13 Recognizing and ensuring care recipients' holistic needs are being met  
S14 Assessing and recognizing safety concerns and needs  
S16 Writing and evaluating policies and procedures | Able to ensure that the care recipient and or their responsible party is informed of their care, condition, and treatment as much as practical.  
Able to ensure that the care recipient’s nutritional needs are met in accordance with their individualized needs and preferences while simultaneously meeting all physicians prescribed orders. | For Home Health:  
CFR 484.14 (g)  
CFR 484.48(a,b)  
CFR 484.32 (a)  
CFR 484.55 (a,b,d)  
For Hospice:  
CFR 418.52 (c)  
CFR 418.54 (c,d)  
CFR 418.56 (b,c,d)  
CFR 418.100(a) |
| 10.14 Ensure the planning, development, implementation/execution, monitoring, and evaluation of nutritional needs and preferences of care recipients. | K01 Applicable federal and state laws, rules, and regulations  
K06 Physiological aspects of aging  
K25 Basic principles of nutrition including specialized diets  
K26 Basic principles of dietary sanitation, food storage, handling, preparation, and presentation  
K30 Person-centered care concepts  
K34 Resident Assessment Instrument (RAI) and interdisciplinary care plan requirements and process (NHA)  
K35 Care recipient assessment instruments (OASIS) and interdisciplinary care plan requirements and process (HCBS)  
S02 Communicating effectively  
S11 Analyzing and interpreting information/data  
S17 Developing and evaluating systems | Varies by setting; more flexible in community-based settings than in hospice (Medicare regulations in hospice)  
*Federal regulations (NH-Apdx PP, HH-Apdx B, Hospice-Apdx M) differ across service lines | Some of this depends on the line of service-in settings where meals or assistance with meals are provided, i.e. Adult Day programs, similar to RCAL state regulations may apply  
In Home Health, meals may not be provided, but an assessment of nutritional needs and functional ability of an individual to get those needs met should be part of a good assessment, with involvement of the care recipient per 484.10(c) Standard: Right to be informed and to Participate in Planning Care and Treatment, and inclusion/referral to resources to support those needs should be made as necessary.  
In Home Care, if assistance with meals is provided, proper food safety best practices should be followed.  
In Hospice, aspects of this are governed under 418.110(i) Meal Service and Menu Planning and perhaps aspects of 418.56 Condition of Participation: Interdisciplinary Group, Care Planning, and Coordination of Services to the extent that the appropriate team members with expertise related to the care recipients nutritional needs are included and that the preferences of the patient and family are taken into account. |
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| 10.15 Ensure the planning, development, implementation/ execution, monitoring, and evaluation of dining experience that meets the needs and preferences of care recipients. | K01 Applicable federal and state laws, rules, and regulations  
K05 Psychosocial aspects of aging  
K06 Physiological aspects of aging  
K20 Basic understanding of cognitive impairments  
K25 Basic principles of nutrition including specialized diets  
K26 Basic principles of dietary sanitation, food storage, handling, preparation, and presentation  
K30 Person-centered care concepts  
K56 Hospitality services  
S01 Creating and communicating a vision  
S13 Recognizing and ensuring care recipients' holistic needs are being met  
S15 Allocating and optimizing resources and programs  
S17 Developing and evaluating systems | Able to ensure that dining services are resident centered and meets the nutritional needs paralleled with the recipient preferences.  
*Federal regulations (NH-Apdx PP, HH-Apdx B, Hospice-Apdx M) differ across service lines | Some of this depends on the line of service-in settings where congregate meals are provided.  
For Adult Day programs, similar to RCAL, state regulations may apply, and certainly food safety practices should be followed, a hospitable experience offered, and recipient preferences honored, as appropriate.  
In Home Health, this is less applicable, but if assistance with meals is provided, the above good practices should still apply if meal or eating assistance is offered, and care recipient preferences should be honored per 484.10(c) Standard: Right to be Informed and to Participate in Planning Care and Treatment.  
In Home Care, if assistance with meals is provided, as stated above those same good practices should be followed.  
Hospice - aspects are governed under 418.110(l) Meal Service and Menu Planning  
418.56 Condition of Participation: Interdisciplinary Group, Care Planning, and Coordination of Services to the extent that the appropriate team members with expertise related to the care recipients functional dining needs are included and that the preferences of the patient and family are taken into account | |
| 10.16 Ensure care recipients’ rights and individuality within all aspects of care. | K01 Applicable federal and state laws, rules, and regulations  
K03 Ethical decision-making  
K22 Basic principles of restraint usage and reduction  
K27 Basic principles of hospice and palliative care  
K30 Person-centered care concepts  
K33 Care recipient Bill of Rights  
K50 Signs and symptoms of abuse, neglect, and exploitation  
S01 Creating and communicating a vision  
S05 Demonstrating empathy  
S13 Recognizing and ensuring care recipients' holistic needs are being met | Able to ensure all staff are trained and follow State and Federal Guidelines related to Resident Rights. Attention must be made to issues related to Abuse, Neglect, Misappropriation of Resident Property and Mistreatment of Residents.  
*Although federal regulations (NH-Apdx PP, HH-Apdx B, Hospice-Apdx M) dictate practices in NH, HH, and Hospice, realistically, the general dictates of these Resident Rights should really be applied across all settings and the knowledge and skills necessary to support their provision do not differ significantly across services lines. | More focus on individuality in home/community settings??  
More likely focus on person-centered care due to setting??  
Federal regulations do not govern Adult Day or Home Care services, but like in RCAL, every effort should be made to afford these care recipients similar Rights and individuality within care provision that are afforded to nursing home residents.  
One of the biggest challenges in a HCBS setting may be care providers trying to balance safety concerns with care recipients’ rights, but as long as care recipients are competent, and risks are explained, they should be allowed to assume the level of risk they chose. In Home Health, this is governed by the entirety of 484.10 Condition of Participation: Patient Rights. In Hospice this is governed by the entirety of 418.52 Condition of Participation: Patient’s Rights and 418.56 Condition of Participation: Interdisciplinary Group, Care Planning, and Coordination of Services to the extent that the preferences of the patient and family are taken into account, and 418.110(m) Condition of Participation: Hospices that provide inpatient care directly – Restraints or Seclusion. |
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| 10.17 Integrate support network's perspectives to maximize care recipients' quality of life and care. | K02 Government programs and entities  
K03 Ethical decision-making  
K32 Care recipients' support network interests, needs, and values  
K33 Care recipient Bill of Rights  
K41 Care recipient specific legal matters (such as power of attorney, guardianship, conservatorship, code status, Advance Directives)  
K48 Quality assurance and performance improvement processes as related to care and services  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S06 Group facilitation, consensus building, and team building  
S12 Informed decision making/critical thinking  
S13 Recognizing and ensuring care recipients' holistic needs are being met | Able to ensure that measures are taken to incorporate perspectives from all parties involved in formally or informally supporting the care recipient, including family and supportive friends, as well as interdisciplinairy care providers from across the care continuum. Both their recommendations and outcome measures should be considered when strategizing how each member of the support network helps to improve the resident’s quality of life and care. Attention must be made to issues related to meeting the care recipient’s individualized needs. | Federal Regulations do not apply to Adult Day or Home Care, although there may be state regulations that may govern these areas (although these cannot be specifically tested on in an exam). However, the role of the support network is often critical in allowing a care recipient to successfully get their needs met via HCBS, so it is certainly good practice to ensure that input from family and other supports (formal or informal) are considered to enhance the care recipient’s quality of life and care. In Home Health a federal regulations that govern this area include 484.10(c) Standard: Right to be Informed and to Participate in Planning Care and Treatment (and we think there may be aspects of completing OASIS that require family members to be interviewed on patient preferences). In Hospice aspects of 418.56 Condition of Participation: Interdisciplinary Group, Care Planning, and Coordination of Services and 418.100(a) Standard: Serving the Hospice Patient and Family apply to the extent that preferences of the patient and family are taken into account. |
| 10.18 Ensure transportation options are available for care recipients. | K01 Applicable federal and state laws, rules, and regulations  
K02 Government programs and entities  
K39 Roles, responsibilities, regulation and oversight of contracted providers and services  
K40 Services and resources available across the continuum of care (such as community, social, financial, spiritual)  
K41 Care recipient Bill of Rights  
K48 Quality assurance and performance improvement processes as related to care and services  
K54 Transportation options for care recipients  
S02 Communicating effectively  
S14 Assessing and recognizing safety concerns and needs  
S15 Advocating and optimizing resources and programs | Able to ensure adequate transportation to recipients. The facility should identify transportation that is available and the costs (if any) for the services and inform recipients and their responsible parties of availability and cost. The facility/entity must be available to help coordinate transportation services based on the recipients preference and available funding. | Federal Regulations do not apply to Adult Day or Home Care, although there are likely state regulations that may govern these areas (although these cannot be specifically tested on in an exam). There are no federal regulations that specifically speak to provider obligations for transportation of care recipients in Home Health or Hospice regulations either. However, as a part of services offered Adult Day providers will likely offer transportation to group activities/outings in the local community, and may have a mechanism for assisting in arrangement of transportation to appointments that occur during the day, as well as a provision for emergency transportation if needed. Hospice providers offering inpatient care will also likely do the same. Home Health or Home Care providers will likely identify need for transportation as part of their comprehensive assessment process and make referrals to appropriate providers to assist care recipients in getting their transportation needs met and have policies regarding the use of 911/emergency transport if needed while their providers are present providing care. |

Family/support network is often extremely prevalent in HCBS, and more weight may need to be given to their perspectives.

Federal Regulations do not apply to Adult Day or Home Care, although there may be state regulations that may govern these areas (although these cannot be specifically tested on in an exam). However, the role of the support network is often critical in allowing a care recipient to successfully get their needs met via HCBS, so it is certainly good practice to ensure that input from family and other supports (formal or informal) are considered to enhance the care recipient’s quality of life and care. In Home Health a federal regulations that govern this area include 484.10(c) Standard: Right to be Informed and to Participate in Planning Care and Treatment (and we think there may be aspects of completing OASIS that require family members to be interviewed on patient preferences). In Hospice aspects of 418.56 Condition of Participation: Interdisciplinary Group, Care Planning, and Coordination of Services and 418.100(a) Standard: Serving the Hospice Patient and Family apply to the extent that preferences of the patient and family are taken into account.
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| 10.19 Ensure the provision of a customer service culture that leads to a quality experience for care recipients. | K04 Interpersonal relationships, dispute resolution, and group dynamics  
K05 Psychosocial aspects of aging  
K30 Person-centered care concepts | *Overall, this task shouldn't really differ significantly across services lines, since understanding your customer and meeting their needs are at the core of this, in reality, there are probably different focuses for administrators across service lines.* | Probably true here too |
| 20.01 Ensure that human resource management policies and programs comply with federal and state rules and regulations. | K01 Applicable federal and state laws, rules, and regulations  
K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)  
K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)  
K12 OSHA rules and regulations  
K13 Workers compensation rules, regulations, and procedures  
K21 Union/management and labor relations  
K22 Employee record-keeping requirements and procedures  
S01 Analyzing and interpreting information/data  
S12 Informed decision making/critical thinking  
S16 Writing and evaluating policies and procedures | Able to ensure that the facility has systems in place that will provide for a consistent, fair, and predictable method of job development, job hiring, job training, employee evaluation, and continuing education. These systems should follow the standards of the Fair Labor Standards Act (FLSA). | The State Operations Manual for Home Health Agencies identifies specific Standards related to the duties of the various positions that would be necessary for the Administrator to be familiar with at minimally qualified practice level (see 484.30(y)(b)). The State Operations Manual for Hospice also identifies a specific standard for recruiting and retaining at 418.78(e). |

HCBS - All Domains

8 of 22
<table>
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<th>What is different across lines of Service? How would training content, test questions, and testing emphasis differ?</th>
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</thead>
</table>
| 20.02 Establish the planning, development, implementation, monitoring, and evaluation of recruitment, selection, and retention practices. | K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)  
K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)  
K16 Employee recognition, appreciation, and retention programs  
K18 Types and methods of communication  
S08 Coaching, teaching, counseling, and mentoring  
S16 Writing and evaluating policies and procedures | • Budgeting necessary employee FTEs in all departments based upon care needs and financial constraints.  
• Develop compensation and benefit packages within budget and competitive allowances.  
• Recruiting employees with appropriate credentials to fill budgeted vacancies.  
• Interviewing and hiring practices in accordance with FLSA and Equal Employment standards.  
• Developing effective employee orientation and continuing education programs.  
• Develop and implement employee evaluation practices, including employee recognition and empowerment. | Home Health 484.36 HHA training and competency  
Hospice 418.112 Training and orientation of staff  
The CMS State Operations Manual for Home Health Agencies does identify requirements for Home Health Aide training (see 484.36(a)(1)-(3)(b)(1)+5(c)). The Conditions of Participation for Hospice also includes specific requirements for competency and training (see 418.76(a)-(f), 418.78(a); 418.100(g) of the State Operations Manual).  
Both the State Operations Manual for Home Health Agencies and Hospice give direction related to evaluation (484.36(e), and 418.76(c) respectively). |
| 20.03 Establish the planning, development, implementation, monitoring, and evaluation of employee training and development programs. | K01 Applicable federal and state laws, rules, and regulations  
K06 Employee orientation, training and continuing education requirements, and resources  
K09 Diversity training  
K11 Safety and injury prevention training  
K17 Leadership development  
K19 Conflict resolution and team dynamics  
S11 Analyzing and interpreting information/data  
S16 Writing and evaluating policies and procedures  
S17 Developing and evaluating systems | Has policies and procedures in place to train managers/leaders to follow and design basic and continuing education programs aimed at evaluating individual employee performance and training programs that can meet the basic, continuing, or potential educational needs of the employee. | Hospice Regulations can be found at: http://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=42:3.0.1.1.5.  
Home Health regulations can be found at: http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title42/42cfr484_main_02.tpl  
Home Health 484.14, 484.36 and Hospice 418.112, 418.76 |
| 20.04 Establish the planning, development, implementation, monitoring, and evaluation of employee evaluation programs. | K1 Applicable federal and state laws, rules, and regulations  
K04 Employee position qualifications, job analysis, job descriptions  
K10 Performance evaluation procedures  
K19 Conflict resolution and team dynamics  
K22 Employee record-keeping requirements and procedures  
S02 Communicating effectively  
S16 Writing and evaluating policies and procedures  
S17 Developing and evaluating systems | Able to ensure that policies and procedures are in place that clearly provide instruction to managers/leaders to regularly monitor employee performance and to timely inform employees of when their performance or adherence to procedures does not meet standards. This includes timely formal evaluations of the employee to communicate areas of poor performance and areas that employee meets and exceed facility standards. |  |
| 20.05 Establish the planning, development, implementation, monitoring, and evaluation of compensation and benefit programs. | K1 Applicable federal and state laws, rules, and regulations  
K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)  
K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)  
K15 Methods for assessing, monitoring, and enhancing employee satisfaction  
K16 Employee recognition, appreciation, and retention programs | Able to ensure that policies and procedures are in place for employee compensation and benefits programs. This includes a formal method of informing employees of their benefits that include employee benefit and compensation. | Compensation and benefit programs must be in keeping with FLSA and must be within the operating budget parameters as well as in line with perceived local competitors in the profession.  
The FLSA addresses requirements related to this task across all service lines.  
ERISA also pertains across all lines of service, as well as the ACA. |
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| 20.06 Establish the planning, development, implementation, monitoring, and evaluation of employee health and safety programs. | S11 Analyzing and interpreting information/data  
S16 Writing and evaluating policies and procedures                                                                 | Able to ensure that policies and procedures are in place to prevent employee injury and encourage employee wellness. This includes an effective workers compensation or group retro program and providing a health/wellness program that gives employees the opportunity to attain health, dental, vision, accident, pharmacy, and life insurance programs. | Health and Safety programs must include compliance with OSHA regulations, such as posting of Safety Data Sheets (SDS), use and availability of protective equipment, systems in place to prevent injury and how to respond if/when injury occurs. Must also comply with injury data collection, submission and posting requirement of OSHA. |
| 20.07 Establish the planning, development, implementation, monitoring, and evaluation of employee satisfaction and organizational culture. | K06 Employee orientation, training and continuing education requirements, and resources  
K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)  
K15 Methods for assessing, monitoring, and enhancing employee satisfaction  
K18 Types and methods of communication  
K19 Conflict resolution and team dynamics  
S01 Creating and communicating a vision  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S04 Inspiring and motivating  
S16 Writing and evaluating policies and procedures  
S17 Developing and evaluating systems | Able to ensure that policies and procedures are in place to measure employee satisfaction and that employee satisfaction results are taken seriously and considered. Requires development an organization chart/structure that will clearly communicate to employees the organization structure. | Since this setting is more likely to have employees working in remote locations, and with minimal or no direct supervision, the minimally qualified candidate would need to be able to recognize that the policies and procedures must still include methods to objectively and consistently provide disciplinary actions. The Federal Resident Rights Statute will impact practices in some of these settings. |
| 20.08 Establish the planning, development, implementation, monitoring, and evaluation of employee disciplinary policies and procedures. | K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)  
K10 Performance evaluation procedures  
K15 Methods for assessing, monitoring, and enhancing employee satisfaction | Hus policies and procedures in place that will set standards to objectively measure employee performance and when employee performance or behavior does not meet standards, employees are made aware of an allegation that their performance or behavior does not meet expectations, employee is given an opportunity to give an explanation of their performance or behavior (give their side of the story), offer witnesses or evidence that will support their statement, and provide a written statement. Procedure should include that the employee will be made aware if an investigation will be done, if the employee will be suspended pending investigation, and that no discipline will be applied until a thorough investigation is completed. | Since this setting is more likely to have employees working in remote locations, and with minimal or no direct supervision, the minimally qualified candidate would need to be able to recognize that the policies and procedures must still include methods to objectively and consistently provide disciplinary actions. The Federal Resident Rights Statute will impact practices in some of these settings. |

Home Health Patient rights 484.10  Hospice 418.52
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<td>20.09 Establish the planning, development, implementation, monitoring, and evaluation of employee grievance policies and procedures.</td>
<td>K01 Applicable federal and state laws, rules, and regulations</td>
<td>Has policies and procedures in place to clearly communicate with the employee a formal program grievance procedure in which the employee without fear of retaliation can communicate areas of frustration, abuse, mistreatment, or concerns with the understanding that a formal response will follow.</td>
<td>For employees that are unionized, the NLRB guidelines apply EEOC applies to all</td>
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<td>K04 Employee position qualifications, job analysis, job descriptions</td>
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<td>K06 Employee orientation, training and continuing education requirements, and resources</td>
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<td>K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)</td>
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<td>K09 Diversity training</td>
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<td>K10 Performance evaluation procedures</td>
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<td>S12 Informed decision making/critical thinking</td>
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<td>20.10 Establish the planning, development, implementation, monitoring, and evaluation of leadership development programs.</td>
<td>K09 Diversity training</td>
<td>Able to develop leadership development programs not only for manager/leaders but also for all employees. This may be in the form of a formalized programs designed by a corporation, outside vendor, or the Administrator.</td>
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<td>K17 Leadership development</td>
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<td>K18 Types and methods of communication</td>
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<td>S10 Problem solving</td>
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<td>20.11 Promote a safe work environment (such as safety training and employee risk management).</td>
<td>K01 Applicable federal and state laws, rules, and regulations</td>
<td>Able to ensure effective policies and procedures are in place to create an awareness of safety throughout the workplace that include reporting accidents, safety monitoring, fire drills, water, gas, and electric shut off values, and that emergency generators are regularly tested.</td>
<td>Home Health Aide Services §484.36 Risk Management - acceptable practice and common knowledge apply across LOS Hospice Aide &amp; Homemaker Services §418.76</td>
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<td>K06 Employee orientation, training and continuing education requirements, and resources</td>
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<td>K11 Safety and injury prevention training</td>
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<td>K12 OSHA rules and regulations</td>
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<td>K13 Workers compensation rules, regulations, and procedures</td>
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<td>K14 Drug-free workplace programs</td>
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<td>S14 Assessing and recognizing safety concerns and needs</td>
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| 20.12 Promote a positive work environment (using techniques such as conflict resolution, diversity training, staff recognition programs). | K01 Applicable federal and state laws, rules, and regulations  
K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)  
K09 Diversity training  
K15 Methods for assessing, monitoring, and enhancing employee satisfaction  
K16 Employee recognition, appreciation, and retention programs  
K19 Conflict resolution and team dynamics  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S08 Coaching, teaching, counseling, and mentoring  
S15 Allocating and optimizing resources and programs  
S17 Developing and evaluating systems | Able to ensure that policies and procedures are in place to assure that the employees are provided a workplace allows them to communicate concerns and grievances in a safe environment. In addition includes training programs in diversity, conflict resolution, continuing education, and staff recognition programs. | Across LOS, for employees that are unionized – NLRB guidelines apply |
| 20.13 Facilitate effective written, oral, and electronic communication among management and employees. | K05 Employee orientation, training and continuing education requirements, and resources  
K09 Diversity training  
K17 Leadership development  
K18 Types and methods of communication  
K20 Information technology safeguards related to such issues as data security, social media, e-mail, voicemail, computer software, cell phones, photography, video, texting  
S02 Communicating effectively  
S21 Utilizing technology  
S22 Utilizing social media | Able to ensure that policies and procedures are in place to direct managers and employees on how to formally and informally communicate with each other. | These procedures should include requirements to managers on effective leadership ensuring employees are aware and trained in their respective job duties and tasks. Supervisors should also be held accountable for validating performance and communicating with employee their progress. |
| 20.14 Ensure employee records and documentation systems are developed and maintained. | K01 Applicable federal and state laws, rules, and regulations  
K02 Licensure requirements and scopes of practice  
K04 Employee position qualifications, job analysis, job descriptions  
K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)  
K21 Union/management and labor relations  
K22 Employee record-keeping requirements and procedures  
S17 Developing and evaluating systems  
S16 Writing and evaluating policies and procedures  
S21 Utilizing technology | Able to ensure that employee records and correspondence are protected and secure to other employees, care recipients, and unauthorized individuals. | Conditions of Participation – (Hospice/Home Health) - Questions differ in specific federal regulations only –  
Condition of Participation (Home Health) – §484.14 – Organization, Services, and Administration; §484.30 –Skilled Nursing Services; §484.32 – Therapy Services; §484.34 – Medical Social Services; §484.36 Home Health Aide Services  
Condition of Participation (Hospice) – §418.62 – Core Services; §418.72 – PT,OT,SLP; §418.76 - Hospice and Homemaker Services; §418.102 Medical Director  
Federal regulations exist regarding patient rights for hospice and home health |
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| 20.15 Establish a culture that encourages employees to embrace care recipients’ rights. | K05 Employee recruitment, selection, interviewing, reference and background checks  
K06 Employee orientation, training and continuing education requirements, and resources  
K09 Diversity training  
K18 Types and methods of communication  
K23 Mandatory reporting requirements  
S01 Creating and communicating a vision  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S05 Demonstrating empathy  
S13 Recognizing and ensuring care recipients’ holistic needs are being met  
S14 Assessing and recognizing safety concerns and needs | Able to develop policies and procedures on reporting violation of care recipients’ rights. | §418.52 (Hospice); §484.10 (Home Health) |
| **DOMAIN 30 - Finance** | | | |
| 30.01 Ensure that financial management policies, procedures, and practices comply with applicable federal and state rules and regulations. | K01 Applicable federal and state laws, rules, and regulations  
K02 Operational and capital budgeting and forecasting methods  
K07 Integration of clinical and financial systems  
K08 Billing, accounts receivable, and collections  
K10 Revenue cycle management  
S11 Analyzing and interpreting information/data  
S12 Informed decision making/critical thinking  
S16 Writing and evaluating policies and procedures  
S18 Protecting and promoting financial viability | Able to create policies and procedures that follow federal and states laws rules and regulations. | Office of Inspector General (OIG) Work Plans as defined year to year,  
| 30.02 Develop, implement, and evaluate the service provider’s budget. | K01 Applicable federal and state laws, rules, and regulations  
K02 Operational and capital budgeting and forecasting methods  
K03 Financial statements and reporting requirements for not for profit and for profit service providers  
K10 Revenue cycle management  
K13 Financial analysis (such as ratios, profitability, debt covenants, revenue mix, depreciation, forecasting)  
S10 Problem solving  
S11 Analyzing and interpreting information/data  
S12 Informed decision making/critical thinking  
S15 Allocating and optimizing resources and programs  
S17 Developing and evaluating systems | Can understand the budget process and has systems in place to accurately set budgets based on income, expense, capital improvements, and required tasks of the organization. | Numerous Sources/different requirements for billing. (F2F requirements for Home Health and Hospice, CTI) Pay per visit/ insurance vs private pay/ hourly. Methods for ensuring services were actually rendered. Corporate Compliance related to billing. Unique systems in place for payer specific requirements. (Hospice Notice of Election, CTI, F2F) |
| 30.03 Oversee the billing and collections process and monitor the accuracy of charges and timely | K01 Applicable federal and state laws, rules, and regulations  
K05 Reimbursement methods across the continuum of care  
K08 Billing, accounts receivable, and collections  
K10 Revenue cycle management | Has procedures in place to timely and accurately bill for care and services to appropriate parties, insurance, or state and federal agencies as appropriate. Systems should be in place to make sure each recipient knows and |
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<td>30.04 Negotiate, interpret, and implement contractual agreements to optimize financial viability.</td>
<td>K01 Applicable federal and state laws, rules, and regulations</td>
<td>Able to negotiate, interpret, and implement contractual agreements to optimize financial viability.</td>
<td>The principles of GAAP are used nationwide in all industries. There is no difference among service lines in the requirement and responsibility to use GAAP in the development of accounting policies and procedures.</td>
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<td>K04 Service-related sources of revenue/reimbursement</td>
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<td>Tracking and ensuring home visits have actually been performed before billing can take place. It’s easier to monitor census days in a skilled or AL, because billing is done based on presence in facility. In HCBS, billing is based on visits, so paramount to have safeguards to ensure visits took place and have been properly recorded for billing. Census tracking over multiple payer sources. Unique systems in place for payer specific requirements. (Hospice Notice of Election, CTI, F2F)</td>
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<td>K06 Alternative sources of revenue</td>
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<td>K13 Financial analysis (such as ratios, profitability, debt covenants, revenue mix, depreciation, forecasting)</td>
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<td>K14 Financial statements (such as income statement, balance sheet, statement of cash flows)</td>
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<tr>
<td>30.05 Develop, implement, monitor, and evaluate financial policies and procedures that comply with Generally Accepted Accounting Principles (GAAP).</td>
<td>K01 Applicable federal and state laws, rules, and regulations</td>
<td>Able to develop, implement, monitor, and evaluate financial policies and procedures that comply with Generally Accepted Accounting Principles (GAAP).</td>
<td>Tracking and ensuring home visits have actually been performed before billing can take place. It’s easier to monitor census days in a skilled or AL, because billing is done based on presence in facility. In HCBS, billing is based on visits, so paramount to have safeguards to ensure visits took place and have been properly recorded for billing. Census tracking over multiple payer sources. Unique systems in place for payer specific requirements. (Hospice Notice of Election, CTI, F2F)</td>
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<td>K14 Financial statements (such as income statement, balance sheet, statement of cash flows)</td>
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<td>For Home Health: CFR 418.14 (i) (1-4)</td>
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<td>S11 Analyzing and interpreting information/data</td>
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<td>For Hospice: CFR 418.100(b-e)</td>
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<tr>
<td>30.06 Monitor and evaluate the integrity of financial reporting systems and audit programs.</td>
<td>K01 Applicable federal and state laws, rules, and regulations</td>
<td>Able to monitor and evaluate the integrity of financial reporting systems and audit programs.</td>
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<td>K02 Operational and capital budgeting and forecasting methods</td>
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<td>K03 Financial statements and reporting requirements for not for profit and for profit service providers</td>
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<td>K11 Internal controls</td>
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<td>K14 Financial statements (such as income statement, balance sheet, statement of cash flows)</td>
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<td>S18 Protecting and promoting financial viability</td>
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For Home Health:

For Hospice:


CFR 418.14 (i) (1-4)

CFR 418.100(b-e)
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| 30.07 Establish safeguards for the protection of the service provider’s assets (such as insurance coverage, risk management). | K01 Applicable federal and state laws, rules, and regulations  
K10 Revenue cycle management  
K11 Internal controls  
K16 Risk management  
K17 Insurance coverage (such as property, liability)  
K20 Purchasing process and supply chain management (such as request for proposals, pricing, ordering, receiving, group purchasing organization [GPO])  
K21 Resident trust accounts for personal funds  
S18 Protecting and promoting financial viability | Has knowledge of and can provide leadership in risk management, internal controls, workers compensation, and to prevent unnecessary insurance/legal claims.  
Ensure appropriate insurance is in place for liability as well as property loss and damage. Ensure workers compensation and unemployment insurance in place. | Bonding of employees who travel home to home. Vehicle insurance if company owned vehicles. Employee theft insurance. Background checks should include motor vehicle violations checks. |
| 30.08 Develop, implement, monitor, and evaluate systems to improve financial performance. | K08 Billing, accounts receivable, and collections  
K09 Accounts payable procedures and management  
K10 Revenue cycle management  
K11 Internal controls  
K18 Inventory control and management  
S10 Problem solving  
S11 Analyzing and interpreting information/data  
S15 Allocating and optimizing resources and programs | Able to use critical based thinking to understand financial viability and to respond to the financial needs of the facility/organization.  
Implements spend-down sheets, PPDs, inventory control, AR/AP, competitive bidding, etc. with dept. leaders & monitor and adjust accordingly. | Able to budget based on projected census with influencing factors, such as multiple payer sources, local environment and economies. |
| 30.09 Manage and adjust expenses with fluctuations in census/occupancy/care recipient levels (such as staffing ratios). | K11 Internal controls  
K12 Contracts and agreements  
K18 Inventory control and management  
K19 Payroll procedures and documentation  
K20 Purchasing process and supply chain management (such as request for proposals, pricing, ordering, receiving, group purchasing organization [GPO])  
S10 Problem solving  
S15 Allocating and optimizing resources and programs | Has systems in place that will effectively make adjustments in labor, supplies, and resources as needed to ensure continued financial performance.  
Utilizes spend-down sheets, staffing ladders and other tracking systems to monitor labor, supplies, contract reviews, etc. and adjust accordingly as needed | Similarly, maintaining competency with hospice, insurance, state and federal programs, and local funding is paramount to financial success. Additionally, within some primary factors are more detailed variables such as Home Health Resource Groups, bundled payments, etc. Changes in reimbursement through regulatory changes (e.g. Face to Face and Notice of Election [NOE]). Also Understand ACOs, and growth of managed care within market. |
| 30.10 Monitor and address changes in the industry that may affect financial viability. | K01 Applicable federal and state laws, rules, and regulations  
K05 Reimbursement methods across the continuum of care  
K06 Alternative sources of revenue  
K13 Financial analysis (such as ratios, profitability, debt covenants, revenue mix, depreciation, forecasting) | Stays knowledgeable of the changes of all financial resources to include but not limited to Medicare, Medicaid, insurance companies, and other payer sources. In addition knowledgeable of any city, state, and federal changes that may affect the financial performance of the facility/organization and make changes as needed within the facility/organization. | |
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<td><strong>Domain 40 - Environment</strong></td>
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<tr>
<td><strong>40.01 Ensure that physical environment policies and practices comply with applicable federal, state, and local laws, rules, and regulations.</strong></td>
<td>K01 Federal, state and local standards, codes and regulations for building, equipment, maintenance, and grounds</td>
<td>Able to create policies and procedures that follow federal and state laws and regulations.</td>
<td>Policies regarding environment will differ based on the type of service provided (i.e., if it is home based, or provided in facility) such as OSHA compliance, and local/state/federal LSC regulations.</td>
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<td></td>
<td>K03 HIPAA compliance</td>
<td>Makes sure contracts meet regulatory requirements</td>
<td>The maintenance of buildings and grounds would not apply if the services were strictly provided for in the client home.</td>
</tr>
<tr>
<td></td>
<td>K05 Design principles that create a safe, secure, and home-like atmosphere based on the needs of the individuals served</td>
<td>Makes sure hazardous materials are handled properly</td>
<td>Contracted services would not apply if services were strictly provided in a home setting.</td>
</tr>
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<td></td>
<td>K09 Contracted services for mechanical, electrical, plumbing, laundry systems, IT</td>
<td>K11 Infection control and sanitation regulations/standards of practice</td>
<td>HCBs would need to adhere to environmental laws, rules, and regulations in any physical space where they operate (agency office).</td>
</tr>
<tr>
<td></td>
<td>K10 Compliance matters related to provision of contracted services</td>
<td>K13 Handling and disposal of potentially hazardous materials</td>
<td>Life Safety standards helpful for any provider to be able to identify potential problems in a home setting.</td>
</tr>
<tr>
<td></td>
<td>K13 Handling and disposal of potentially hazardous materials</td>
<td>S09 Negotiating, collaborating, and resolving disputes</td>
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<td></td>
<td>K14 Assessing and recognizing safety concerns and needs</td>
<td>S10 Problem solving</td>
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<td>S16 Writing and evaluating policies and procedures</td>
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<tr>
<td><strong>40.02 Ensure the planning, development, implementation, monitoring, and evaluation of a safe and secure environment.</strong></td>
<td>K01 Federal, state and local standards, codes and regulations for building, equipment, maintenance, and grounds</td>
<td>Has policies and procedures in place that ensure the physical plant, systems, equipment, and resources are properly used and appropriate.</td>
<td>For HCBs that have physical buildings: all would apply.</td>
</tr>
<tr>
<td></td>
<td>K06 Safety and security procedures</td>
<td>Able to understand, promote, direct, and require supervision to maintain all equipment and resources.</td>
<td>In a home setting, much of this wouldn’t apply.</td>
</tr>
<tr>
<td></td>
<td>K07 Physical plant security principles</td>
<td>K09 Contracted services for mechanical, electrical, plumbing, laundry systems, IT</td>
<td>The focus would be environmental safety issues in the home, related to city ordinance codes.</td>
</tr>
<tr>
<td></td>
<td>K08 Preventative and routine maintenance programs for buildings, grounds, and equipment</td>
<td>K10 Compliance matters related to provision of contracted services</td>
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<td></td>
<td>K10 Compliance matters related to provision of contracted services</td>
<td>K11 Infection control and sanitation regulations/standards of practice</td>
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<td>K13 Handling and disposal of potentially hazardous materials</td>
<td>S09 Negotiating, collaborating, and resolving disputes</td>
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<td></td>
<td>S10 Problem solving</td>
<td>S11 Analyzing and interpreting information/data</td>
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<td>S14 Assessing and recognizing safety concerns and needs</td>
<td>S16 Writing and evaluating policies and procedures</td>
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<td>S17 Developing and evaluating systems</td>
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<tr>
<td><strong>40.03 Ensure the planning, development, implementation, monitoring, and evaluation of infection control and sanitation.</strong></td>
<td>K09 Contracted services for mechanical, electrical, plumbing, laundry systems, IT</td>
<td>Has policies and procedures in place to effectively assure that infection control and sanitation are properly planned, implemented, and validated.</td>
<td>It is helpful to have a basic knowledge of infection control and sanitation to be able to identify potential problems in a home setting.</td>
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<tr>
<td></td>
<td>K11 Infection control and sanitation regulations/standards of practice</td>
<td>K12 Pest control programs</td>
<td>The administrator has responsibilities in this the provision of care in home settings, beyond the physical building—i.e. therapists must wash hands, wear gloves, use sterile equipment, etc. this is especially true as they are traveling house to house.</td>
</tr>
<tr>
<td></td>
<td>K13 Handling and disposal of potentially hazardous materials</td>
<td>S10 Problem solving</td>
<td>For Hospice: CFR 418.60 (a-e)</td>
</tr>
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<td>Domain/Tasks</td>
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<td>S17 Developing and evaluating systems</td>
<td>Has specific policies and procedures in place to assure that an effective Disaster Preparedness Program is in place regardless of LOS. The degree to which they need delineation is within the LOS.</td>
<td>HCBS would need to maintain a disaster plan for their agency office and plan for how they will handle interruption in services to their clients, should a disaster prevent them from providing services.</td>
</tr>
<tr>
<td>40.04 Ensure the planning, development, implementation, and evaluation of emergency and disaster preparedness program, including linkage to outside emergency agencies.</td>
<td>K04 Community resources, programs and agencies available to meet the care recipients’ home needs</td>
<td>For all, the emergency preparedness plan includes regular training of staff related to fire drills, emergency shut off valves, fire evacuation routes, where to find flashlights, emergency and temporary power, emergency phone, etc.; and regular testing of emergency systems.</td>
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<td>K06 Safety and security procedures</td>
<td>Able to make agreements with outside vendors for equipment testing and maintenance, transportation in the event of an emergency, and transfer agreements with resources that can help provide care and service.</td>
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<td></td>
<td>K07 Physical plant security principles</td>
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<td></td>
<td>K08 Preventative and routine maintenance programs for buildings, grounds, and equipment</td>
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<td>K09 Contracted services for mechanical, electrical, plumbing, laundry systems, IT</td>
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<td>K10 Compliance matters related to provision of contracted services</td>
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<td></td>
<td>K14 Disaster and emergency planning, preparedness, and recovery</td>
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<td>K15 Community resources available in the event of emergency or disaster</td>
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<td>K16 The use, storage, and inspection of required emergency equipment</td>
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<td>S09 Negotiating, collaborating, and resolving disputes</td>
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<td>S13 Recognizing and ensuring care recipients' holistic needs are being met</td>
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<td>S14 Assessing and recognizing safety concerns and needs</td>
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<td>S15 Advocating and optimizing resources and programs</td>
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<td>S16 Writing and evaluating policies and procedures</td>
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<td>S17 Developing and evaluating systems</td>
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<td>40.05 Ensure the planning, development, implementation, and evaluation of environmental services, housekeeping and laundry.</td>
<td>K06 Safety and security procedures</td>
<td>Able to ensure that policies and procedures are in place to provide a comprehensive plan that assure all environmental, housekeeping, and laundry services department meet and/or exceed all local, state, and federal requirements. Has policies and procedures that include infection control, proper temperatures and temperature logs, proper use of chemicals and products used per Safety Data Sheets (SDS), preventative maintenance, systems to validate compliance, etc.</td>
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<td>K09 Contracted services for mechanical, electrical, plumbing, laundry systems, IT</td>
<td>SDS manual with policy and procedure for updating when products are changed or added is essential for SNF and AL and core knowledge to HCBS as to customer and staff safety. Chemicals used to sanitize within any setting need to have policies and procedures for effective utilization within the minimum core knowledge required of all LOS.</td>
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<td>K17 Policies and procedures for housekeeping, maintenance, and laundry services</td>
<td>Required in SNF, best practices should be core knowledge in developing preventive maintenance programs for all LOS.</td>
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<td>S16 Writing and evaluating policies and procedures</td>
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<td>S17 Developing and evaluating systems</td>
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<td>40.06 Ensure the planning, development, implementation, monitoring, and evaluation of maintenance services for property, plant and all equipment, including preventative maintenance.</td>
<td>K06 Safety and security procedures</td>
<td>Able to ensure that policies and procedures are in place to provide a comprehensive plan that assure all maintenance services meet and/or exceed all local, state, and federal requirements.</td>
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<td>K08 Preventative and routine maintenance programs for buildings, grounds, and equipment</td>
<td>Comprehensive plan includes infection control, proper temperatures and temperature logs, proper use of chemicals and products used per SDS, preventative maintenance, systems to validate compliance, etc.</td>
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<td>K09 Contracted services for mechanical, electrical, plumbing, laundry systems, IT</td>
<td>Has specific policies and procedures in place to assure that effective planning is in place regardless of LOS for the following items. The degree to which they need delineation is within the LOS.</td>
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<td>S15 Allocating and optimizing resources and programs</td>
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<td>40.07 Ensure the planning, development, implementation, monitoring, and evaluation of appropriate HIPAA compliant technology infrastructure.</td>
<td>K03 HIPAA compliance</td>
<td>Able to ensure that HIPAA compliance is assured by developing technology infrastructures, technology safeguards (i.e. backup systems, external data storage areas, preventative maintenance for computer hardware and software) and ongoing validation surveys.</td>
<td>HIPAA guidelines would apply, and the IT infrastructure would vary based on the type of HCBS provided. Most is provided in a mobile environment.</td>
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<td></td>
<td>K10 Compliance matters related to provision of contracted services</td>
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<td>K18 Technology infrastructure</td>
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<td>S11 Analyzing and interpreting information/data</td>
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<td>S21 Utilizing technology</td>
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<td>40.08 Establish, maintain, and monitor a physical environment that provides clean, safe, and secure home-like surroundings for care recipients, staff, and visitors.</td>
<td>K02 Environmental principles that promote care recipient rights</td>
<td>Able to ensure that policies and procedures are in place to create a clean, home-like environment that supports the well-being and safety of all recipients.</td>
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<td>K05 Design principles that create a safe, secure, and home-like atmosphere based on the needs of the individuals served</td>
<td>Creates a culture that promotes choice, comfort, and cleanliness.</td>
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<td>S13 Recognizing and ensuring care recipients' holistic needs are being met</td>
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<td>S17 Developing and evaluating systems</td>
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<td>40.09 Identify opportunities to enhance the physical environment to meet changing market demands.</td>
<td>K02 Environmental principles that promote care recipient rights</td>
<td>Able to regularly maintain the physical environment and to evaluate and monitor changing trends within the market/community to keep current.</td>
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<td>K05 Design principles that create a safe, secure, and home-like atmosphere based on the needs of the individuals served</td>
<td>Can create a chart/schedule for the normal life of equipment and furnishings, using qualified professionals to assess the interior/exterior design, and developing annual and capital budgets to prepare for predicted capital spending.</td>
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<td>K08 Preventative and routine maintenance programs for buildings, grounds, and equipment</td>
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<td>S16 Writing and evaluating policies and procedures</td>
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<td></td>
<td>S17 Developing and evaluating systems</td>
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<tr>
<td>40.10 Establish, maintain, and monitor an environment that promotes choice, comfort, and dignity for care recipients.</td>
<td>K02 Environmental principles that promote care recipient rights</td>
<td>Able to ensure that policies and procedures are in place to create a clean, home-like environment that supports the well-being and safety of all recipients. Creates a culture that promotes choice, comfort, and cleanliness.</td>
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<tr>
<td></td>
<td>K05 Design principles that create a safe, secure, and home-like atmosphere based on the needs of the individuals served</td>
<td>Would apply to those HCBS that have physical buildings.</td>
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<td></td>
<td>K08 Preventative and routine maintenance programs for buildings, grounds, and equipment</td>
<td>Also in a home care setting, there is a responsibility on care providers to offer care in a manner that is dignified (i.e., protect their privacy from other housemates, within the environment/culture/processes of how your organization is run, offer choice of caregivers or preferences in schedules, etc.)</td>
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<td>S13 Recognizing and ensuring care recipients' holistic needs are being met</td>
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<td></td>
<td>K02 Environmental principles that promote care recipient rights</td>
<td>Able to ensure that each recipient’s personal environment and accessibility is individually evaluated and accommodations are made to provide the most independent, comfortable; and safe environment possible.</td>
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</table>
| 40.11 Assess care recipients’ environment for safety, security, and accessibility and make recommendation for referral or modification. | K05 Design principles that create a safe, secure, and home-like atmosphere based on the needs of the individuals served  
K08 Preventative and routine maintenance programs for buildings, grounds, and equipment  
S13 Recognizing and ensuring care recipients’ holistic needs are being met  
S14 Assessing and recognizing safety concerns and needs | Adheres to ADA requirements |                                                                                                       |
| **DOMAIN 50 - Management and Leadership**                                   | K01 Applicable federal and state laws, rules, regulations, agencies, and programs  
K31 Leadership and management principles and philosophies (such as planning, organizing, directing, delegating, motivating, evaluating)  
K37 Functions of all departments and services  
S02 Communicating effectively  
S07 Delegating, leading, and empowering  
S16 Writing and evaluating policies and procedures | Knowledge of state survey requirements; applicable Life Safety code requirements for inpatient hospice only. | For Home Health: CFR 484.1 through 484.55  
For Hospice: CFR 418.3 through 418.116                                                                 |
| 50.01 - Ensure compliance with applicable federal and state laws, rules, and regulations. | K02 Code of ethics and standards of practice  
K03 Components and purpose of mission, vision, and value statements  
K07 Provider's role in the healthcare continuum  
S02 Communicating effectively  
S16 Writing and evaluating policies and procedures | Able to create policies and procedures that follow federal and states laws rules and regulations | This task requires the Administrator to create policies and procedures that ensure that a system is in place to direct the facility/organization related to ethical topics/situations that arise. This task would include developing an ethics committee or the creation of an ad hoc ethics committee when necessary. |
| 50.02 - Promote ethical practice throughout the organization.               | K03 Components and purpose of mission, vision, and value statements  
K04 Stakeholder roles, responsibilities, and limitations  
K05 Roles and responsibilities of owners and governing bodies  
K08 Methods for assessing, monitoring and enhancing care recipient satisfaction  
K09 Organizational structures  
S01 Creating and communicating a vision  
S06 Group facilitation, consensus building, and team building  
S16 Writing and evaluating policies and procedures | This task requires the Administrator to know and understand the governing body and all directives, policies, and procedures. This task also requires the administrator to recommend changes or additions to policies and procedures and make recommendation to the governing board to change/add policies and procedures when necessary |                                                                                                       |
| 50.03 – Develop, implement, monitor, and evaluate policies and procedures that comply with directives of governing body. | K03 Components and purpose of mission, vision, and value statements  
K04 Stakeholder roles, responsibilities, and limitations  
K05 Roles and responsibilities of owners and governing bodies  
K08 Methods for assessing, monitoring and enhancing care recipient satisfaction  
K09 Organizational structures  
S01 Creating and communicating a vision  
S06 Group facilitation, consensus building, and team building  
S16 Writing and evaluating policies and procedures | This task requires the Administrator to develop a strategic plan that reflects the mission, vision, and values. This includes creating positive and effective ways to not only share the mission, vision, and values of the organization but to create an atmosphere of confidence and execution of the mission, vision, and values. |                                                                                                       |
| 50.04 – Develop, communicate, and champion the service provider's mission, vision, and values to stakeholders. | K03 Components and purpose of mission, vision, and value statements  
K04 Stakeholder roles, responsibilities, and limitations  
K05 Roles and responsibilities of owners and governing bodies  
K08 Methods for assessing, monitoring and enhancing care recipient satisfaction  
K09 Organizational structures  
S01 Creating and communicating a vision  
S06 Group facilitation, consensus building, and team building  
S16 Writing and evaluating policies and procedures | This task requires the Administrator to develop a strategic plan that reflects the mission, vision, and values. |                                                                                                       |
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| 50.05 -- Develop, implement, and evaluate the strategic plan with governing body's endorsement. | K8 Methods for assessing, monitoring and enhancing care recipient satisfaction  
K18 Strategic business planning  
K30 Organizational structures  
S01 Creating and communicating a vision  
S06 Group facilitation, consensus building, and team building  
S16 Writing and evaluating policies and procedures | The strategic plan will be implemented and validated/evaluated timely. |  |
| 50.06 – Promote and monitor satisfaction of the care recipient’s and their support networks. | K6 Services available in the healthcare continuum  
K7 Provider's role in the healthcare continuum  
K8 Methods for assessing, monitoring and enhancing care recipient satisfaction  
K10 Regulatory survey and inspection processes, including the plan of correction process  
K28 Quality assurance and performance improvement techniques and models  
S02 Communicating effectively  
S06 Group facilitation, consensus building, and team building  
S07 Delegating, leading, and empowering  
S09 Negotiating, collaborating, and resolving disputes  
S10 Problem solving  
S13 Recognizing and ensuring care recipients' holistic needs are being met  
S14 Assessing and recognizing safety concerns and needs | Able to develop a system to monitor resident satisfaction. This can be done by the Administrator by being visible; onsite visits with residents and family. This can also be done with satisfaction surveys and mock inspections. The successful administrator will generally perform a combination of onsite visits, surveys, and daily interaction with staff in the form of a stand up meeting. |  |
| 50.07 - Identify, foster, and maintain positive relationships with key stakeholders. | K4 Stakeholder roles, responsibilities, and limitations  
K5 Roles and responsibilities of owners and governing bodies  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S06 Group facilitation, consensus building, and team building | Able to determine who key stakeholders are and develop a working relationship/understanding with each of them. Able to create an atmosphere and trust and understanding. This should be tempered with providing necessary information and work jointly on projects and systems that benefit the organization. At no time should the impression be giving that any key stakeholder is asked to help lead or assist in leading the facility/organization. |  |
| 50.08 – Educate stakeholders on services provided, regulatory requirements, and standards of care. | K1 Applicable federal and state laws, rules, regulations, agencies, and programs  
K4 Stakeholder roles, responsibilities, and limitations  
K7 Provider's role in the healthcare continuum  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S06 Group facilitation, consensus building, and team building | Able to determine who key stakeholders are and develop a working relationship/understanding with each of them. This task includes creating an atmosphere and trust and understanding. This should be tempered with providing necessary information and work jointly on projects and systems that benefit the organization. |  |
| 50.09 – Solicit information from appropriate stakeholders for use in decision making. | K1 Applicable federal and state laws, rules, regulations, agencies, and programs  
K4 Stakeholder roles, responsibilities, and limitations  
K7 Provider's role in the healthcare continuum  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S06 Group facilitation, consensus building, and team building  
S12 Informed decision making/critical thinking | Able to set up protocols/standards of practice to use all available input from trusted resources to make effective/fair/timely decisions. Has the ability to weigh the situation/circumstance and the time used to make decisions. Is accountable for the decisions he/she will make, knowing that sometimes a good decision is better than the best decision when time or the lives of others is a factor. |  |
| 50.10  Manage the service provider’s role throughout any survey/inspection process. | K1 Applicable federal and state laws, rules, regulations, agencies, and programs  
K9 Provider's certifications and licensing requirements  
K10 Regulatory survey and inspection processes, including the plan of correction process | Able to develop a protocol/practice to use for any survey. The protocol/practice includes communicating with staff, providing information requested from surveyors, and appropriate conduct during the survey process. |  |
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<td>50.11 Develop and implement an intervention(s) or risk management program(s) to minimize or eliminate exposure.</td>
<td>K1 Applicable federal and state laws, rules, regulations, agencies, and programs K15 Risk management principles and processes K17 Internal investigation protocols and techniques S14 Assessing and recognizing safety concerns and needs S17 Developing and evaluating systems</td>
<td>Has knowledge of complaint and ombudsman investigations</td>
<td>Able to develop a risk management program to reduce the incident of avoidable problems. Includes communication, validation, and reporting techniques in the program.</td>
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<td>50.12 Identify and respond to areas of potential legal liability.</td>
<td>K1 Applicable federal and state laws, rules, regulations, agencies, and programs K8 Methods for assessing, monitoring and enhancing K13 Compliance programs K16 Provider's legal and criminal scope of liability K17 Internal investigation protocols and techniques K27 Mandatory reporting requirements S14 Assessing and recognizing safety concerns and needs</td>
<td>Understands the regulatory requirements of information management and technology systems for managing health, financial and operations data. Can develop/implement systems to ensure staff at all levels understand their role in protecting health/financial/care recipient/staff information. Able to ensure that technology devices and software meet guidelines to protect, secure, and maintain information.</td>
<td>Office of Inspector General (OIG) Work Plans as defined year to year, <a href="http://oig.hhs.gov/compliance/compliance-guidance/index.asp">http://oig.hhs.gov/compliance/compliance-guidance/index.asp</a></td>
</tr>
<tr>
<td>50.13 Implement, monitor, and evaluate information management and technology systems to support service providers’ operations.</td>
<td>K19 Management information systems K20 Technology to support operations K29 Organizational change management S15 Allocating and optimizing resources and programs S21 Utilizing technology</td>
<td>Able to develop/implement a plan that can identify and respond proactively to areas of potential organizational liability.</td>
<td>For Home Health: CFR 418.14 (i) (1-4)</td>
</tr>
<tr>
<td>50.14 Develop, implement, and monitor comprehensive sales, marketing, and public relations strategies.</td>
<td>K18 Strategic business planning K21 Sales and marketing techniques K22 Public relations including media relations S03 Cultivating effective relationships S11 Analyzing and interpreting information/data</td>
<td>Able to develop/implement and perform ongoing monitoring of an effective sales and marketing/public relations strategy to communicate the features, benefits, and amenities of the organization/community. Understands policies and process for communication with the media, public, and consumer base in the event of disaster/urgent situation.</td>
<td>For Hospice: CFR 418.100(b-e)</td>
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<tr>
<td>50.15 Ensure that written agreements between the care recipient and the service providers protect the rights and responsibilities of both parties.</td>
<td>K1 Applicable federal and state laws, rules, regulations, agencies, and programs K4 Stakeholder roles, responsibilities, and limitations K25 Care recipient's rights and responsibilities K26 Role of care recipient advocates and advocacy groups S16 Writing and evaluating policies and procedures</td>
<td>Able to ensure written agreements are HIPAA compliant.</td>
<td>Note: The rules listed above touch on a portion of the many areas for potential legal liability.</td>
</tr>
<tr>
<td>50.16 Develop, implement, and</td>
<td>K1 Applicable federal and state laws, rules, regulations, agencies, and programs</td>
<td>Able to develop systems and tools to measure quality assurance and performance within the organization/community, including methods/strategies to validate performance and indicators that measure compliance. Able to implement changes as necessary in response to the data collected and evaluate these changes to ensure sustainability.</td>
<td>For Home Health:</td>
</tr>
<tr>
<td>Domain/Tasks</td>
<td>Knowledge and Skills most needed to perform task</td>
<td>Core expectations for entry level across lines of service (what the person should be able to know and do)</td>
<td>What is different across lines of Service? How would training content, test questions, and testing emphasis differ?</td>
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</table>
| 50.17 Lead organizational change initiatives. | K29 Organizational change management  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S06 Group facilitation, consensus building, and team building  
S07 Delegating, leading, and empowering  
S08 Coaching, teaching, counseling, and mentoring | Able to regularly assess the organization/ community and to design and implement necessary changes for organizational development and enhancement. Includes strategies to enhance the care recipient and employee experience in the change plan. | CFR 418.58 (all sub-sections) |
| 50.18 Facilitate effective internal and external communication strategies. | K37 Functions of all departments and services  
S01 Creating and communicating a vision  
S02 Communicating effectively  
S03 Cultivating effective relationships  
S06 Group facilitation, consensus building, and team building  
S22 Utilizing social media | • Able to establish an internal and external communication strategy to ensure information is shared and feedback received. Can create clear and concise messages so that all staff are aware of how and what is to be communicated and when the need for assistance in communication is necessary. No employee should ever feel the total weight of providing communication rests on them. Trainings and strategies should include not only verbal and written communication but also electronic media such as Facebook, Blogs, and Twitter | |
| 50.19 Promote professional development of all team members. | K31 Leadership and management principles and philosophies  
(such as planning, organizing, directing, delegating, motivating, evaluating)  
K35 HR management theory and principles  
S04 Inspiring and motivating  
S07 Delegating, leading, and empowering  
S08 Coaching, teaching, counseling, and mentoring | • Able to purposefully assess team members’ training and experience in order to facilitate an environment that allows employees opportunities to grow professionally. Able to ensure the provision of internal and external opportunities for employees to develop themselves professionally. Understands the impact of professional development on the individual and organization | |