

Domain/Tasks	Knowledge and Skills <u>most</u> needed to perform task	Core expectations for entry level across lines of service (what the person should be able to know and do)	What is different across lines of Service? How would training content, test questions, and testing emphasis differ?
DOMAIN 30 - Finance		Core	HCBS line of service
<p><b>30.01 Ensure that financial management policies, procedures, and practices comply with applicable federal and state rules and regulations.</b></p>	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K02 Operational and capital budgeting and forecasting methods</p> <p>K07 Integration of clinical and financial systems</p> <p>K08 Billing, accounts receivable, and collections</p> <p>K10 Revenue cycle management</p> <p>S11 Analyzing and interpreting information/data</p> <p>S12 Informed decision making/critical thinking</p> <p>S16 Writing and evaluating policies and procedures</p> <p>S18 Protecting and promoting financial viability</p>	<p>Able to create policies and procedures that follow federal and states laws rules and regulations.</p> <p>Able to understand and use principles of Generally Accepted Accounting Principles (GAAP) in the development of financial processes and reports.</p> <p>Able to ensure the safekeeping of finances through accounting checks and balances to identify, and prevent fraud and abuse.</p> <p>Able to understand and implement principles of Corporate Compliance through the development and implementation of policies and procedures.</p>	<p><a href="http://oig.hhs.gov/compliance/compliance-guidance/index.asp">Office of Inspector General (OIG) Work Plans as defined year to year. http://oig.hhs.gov/compliance/compliance-guidance/index.asp</a></p> <p>For Home Health: CFR 418.14 (i) (1-4)</p> <p>For Hospice: CFR 418.100(b-e)</p>
<p><b>30.02 Develop, implement, and evaluate the service provider's budget.</b></p>	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K02 Operational and capital budgeting and forecasting methods</p> <p>K03 Financial statements and reporting requirements for not for profit and for profit service providers</p> <p>K10 Revenue cycle management</p> <p>K13 Financial analysis (such as ratios, profitability, debt covenants, revenue mix, depreciation, forecasting)</p> <p>S10 Problem solving</p> <p>S11 Analyzing and interpreting information/data</p> <p>S12 Informed decision making/critical thinking</p> <p>S15 Allocating and optimizing resources and programs</p> <p>S17 Developing and evaluating systems</p>	<p>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.</p> <p>There are differences in revenue sources and types of expenses, but basic principles of budgeting would be the same.</p> <p>Budgets must consider building and property upkeep and depreciation.</p>	
<p><b>30.03 Oversee the billing and collections process and monitor the accuracy of charges and timely collection of accounts.</b></p>	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K05 Reimbursement methods across the continuum of care</p> <p>K08 Billing, accounts receivable, and collections</p> <p>K10 Revenue cycle management</p> <p>K12 Contracts and agreements</p> <p>S07 Delegating, leading, and empowering</p> <p>S09 Negotiating, collaborating, and resolving disputes</p> <p>S10 Problem solving</p> <p>S18 Protecting and promoting financial viability</p> <p>S21 Utilizing technology</p>	<p>Has procedures in place to timely and accurately bill for care and services to appropriate parties, insurances, or state and federal agencies as appropriate. Systems should be in place to make sure each recipient knows and understands their bill so that timely payments can be made to the facility.</p>	<p>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)</p>
<p><b>30.04 Negotiate, interpret, and implement contractual agreements to optimize financial viability.</b></p>	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K04 Service-related sources of revenue/reimbursement</p> <p>K06 Alternative sources of revenue</p> <p>K13 Financial analysis (such as ratios, profitability, debt covenants, revenue mix, depreciation, forecasting)</p> <p>K14 Financial statements (such as income statement, balance sheet, statement of cash flows)</p>	<p>Able to ensure the facility/ organization has written agreements and contracts that include duration of contract, liability insurance required and assured for each party, language that includes duties of each party and what steps are required to notify each party of any breach of service and details of how to dissolve agreement for poor service or choice to use another</p>	

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	S02 Communicating effectively S03 Cultivating effective relationships S09 Negotiating, collaborating, and resolving disputes S11 Analyzing and interpreting information/data	vendor/contractor.	
<b>30.05 Develop, implement, monitor, and evaluate financial policies and procedures that comply with Generally Accepted Accounting Principles (GAAP).</b>	K01 Applicable federal and state laws, rules, and regulations  K03 Financial statements and reporting requirements for not for profit and for profit service providers  K14 Financial statements (such as income statement, balance sheet, statement of cash flows)  S11 Analyzing and interpreting information/data.	Able to ensure that policies and procedures are in place to direct staff on the steps to accurately perform their duties. Direction must be given for employees in the areas of payroll, accounts receivable, billing, accurate record keeping, internal controls, trust accounts, HIPAA, and etc.  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.	
<b>30.06 Monitor and evaluate the integrity of financial reporting systems and audit programs.</b>	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  K11 Internal controls  K14 Financial statements (such as income statement, balance sheet, statement of cash flows)  S18 Protecting and promoting financial viability	Able to ensure that internal controls are in place to validate systems, audit and verify information, proper supervision to protect theft such as never letting the person who prepares a deposit make the deposit and the person making the deposit check the numbers of the person preparing the deposit to ensure that no errors were made. Another example would be to have a place where the administrator or designee can access all passwords in case of emergency or to validate access when a person may be unavailable.  Able to create policies and procedures that follow federal and states laws rules and regulations.  Able to understand and use principles of Generally Accepted Accounting Principles (GAAP) in the development of financial processes and reports.  Able to ensure the safekeeping of finances through accounting checks and balances to identify, and prevent fraud and abuse.  Able to understand and implement principles of Corporate Compliance through the development and implementation of policies and procedures.	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)  <a href="http://oig.hhs.gov/compliance/compliance-guidance/index.asp">Office of Inspector General (OIG) Work Plans as defined year to year. http://oig.hhs.gov/compliance/compliance-guidance/index.asp</a>  For Home Health: CFR 418.14 (i) (1-4)  For Hospice: CFR 418.100(b-e)
<b>30.07 Establish safeguards for the protection of the service provider's assets (such as insurance coverage, risk management).</b>	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)	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.

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	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		
<b>30.08 Develop, implement, monitor, and evaluate systems to improve financial performance.</b>	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.  Able to anticipate and estimate projected expenses including staffing requirements based upon census projections.  Able to identify fixed vs. variable expenses for budgeting and projection purposes.	
<b>30.09 Manage and adjust expenses with fluctuations in census/occupancy/care recipient levels (such as staffing ratios).</b>	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	
<b>30.10 Monitor and address changes in the industry that may affect financial viability.</b>	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) K20 Purchasing process and supply chain management (such as request for proposals, pricing, ordering, receiving, group purchasing organization [GPO]) S11 Analyzing and interpreting information/data S18 Protecting and promoting financial viability	Stays knowledgeable of the changes of all financial resources to include but not limited to Medicare, Medicaid, insurance companies, and other payor 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.	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.