Domain/Tasks	Knowledge and Skills most 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 50 - Management and Leadership		**Core**	**HCBS line of service**
50.01 - Ensure compliance with applicable federal and state laws, rules, and regulations.	K1 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	Able to create policies and procedures that follow federal and states laws rules and regulations	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
50.02- Promote ethical practice throughout the organization.	K2 Code of ethics and standards of practice K3 Components and purpose of mission, vision, and value statements K7 Provider's role in the healthcare continuum S02 Communicating effectively S16 Writing and evaluating policies and procedures	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.	
50.03 – Develop, implement, monitor, and evaluate policies and procedures that comply with directives of governing body.	K3 Components and purpose of mission, vision, and value statements K4 Stakeholder roles, responsibilities, and limitations K5 Roles and responsibilities of owners and governing bodies K8 Methods for assessing, monitoring and enhancing care recipient satisfaction K30 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	
50.04 – Develop, communicate, and champion the service provider's mission, vision, and values to stakeholders.	K3 Components and purpose of mission, vision, and value statements K4 Stakeholder roles, responsibilities, and limitations K5 Roles and responsibilities of owners and governing bodies K8 Methods for assessing, monitoring and enhancing care recipient satisfaction K30 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 process to train stakeholders to the mission, vision, and value of the organization. This includes creating positive and effective ways to not only share the mission, vision, and value of the organization but to create an atmosphere of confidence and execution of the mission, vision, and values.	
50.05 – Develop, implement, and evaluate the strategic plan with governing body's endorsement.	K3 Components and purpose of mission, vision, and value statements K4 Stakeholder roles, responsibilities, and limitations K5 Roles and responsibilities of owners and governing bodies 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	This task requires the Administrator to develop a strategic plan that reflects the facility/organizational values, mission, and policies and will direct the facility/organization to conduct effective business practices with the endorsement of the governing body. The strategic plan must include how the plan will be implemented and validated/evaluated timely.	

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	S16 Writing and evaluating policies and procedures		
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 K12 Procedures for Informal Dispute Resolution (IDR) S19 Managing regulatory and accreditation surveys, inspections, and audits	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. Has knowledge of conditions of participation and specific regulatory requirements for the LOS. Has knowledge of complaint and ombudsman investigations	
50.11 Develop and implement an intervention(s) or risk management	K1 Applicable federal and state laws, rules, regulations, agencies, and programs K15 Risk management principles and processes K17 Internal investigation protocols and techniques	Able to develop a risk management program to reduce the incident of	

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program(s) to minimize or eliminate exposure.	S11 Analyzing and interpreting information/data S14 Assessing and recognizing safety concerns and needs S17 Developing and evaluating systems	avoidable problems. Includes communication, validation, and reporting techniques in the program.	
50.12 Identify and respond to areas of potential legal liability.	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	Able to create/implement a plan that can identify and respond proactively to areas of potential organizational liability. Able to adhere to regulations and/or standards of practice. Able to utilize a higher level understanding of legal/regulatory requirements. Able to develop a risk management program to reduce the incidence of avoidable problems. Includes communication, validation, and reporting techniques in the program. Able to develop and utilize Corporate Compliance policies and procedures in the evaluation of ongoing practices.	Office of Inspector General (OIG) Work Plans as defined year to year. http://oig.hhs.gov/compliance/compliance-guidance/index.asp For Home Health: CFR 418.14 (i) (1-4) For Hospice: CFR 418.100(b-e) Note: The rules listed above touch on a portion of the many areas for potential legal liability.
50.13 Implement, monitor, and evaluate information management and technology systems to support service providers' operations.	K19 Management information systems K20 Technology to support operations K29 Organizational change management S15 Allocating and optimizing resources and programs S21 Utilizing technology	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.	
50.14 Develop, implement, and monitor comprehensive sales, marketing, and public relations strategies.	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	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.	
50.15 Ensure that written agreements between the care recipient and the service providers protect the rights and responsibilities of both parties.	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	Able to ensure that all written agreements reflect the services provided to the care recipient and meet regulatory guidelines. Able to seek assistance from an attorney/ organization agent (such as CPA, CEO, or other) for specific documents to ensure the community/organization and care recipient are protected. Able to ensure written agreements are HIPAA compliant.	
50.16 Develop, implement, and evaluate the organization's quality assurance and performance improvement programs.	K1 Applicable federal and state laws, rules, regulations, agencies, and programs K28 Quality assurance and performance improvement techniques and models S08 Coaching, teaching, counseling, and mentoring S10 Problem solving S11 Analyzing and interpreting information/data S17 Developing and evaluating systems	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. Principles of QAPI apply across the continuum.	For Home Health: CFR 484.16 https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/HomeHealthQualityInits/index.html For Hospice: CFR 418.58 (all sub-sections)

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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.	
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	