



Practice Analysis of Long Term Care Administrators across Multiple Lines of Service

**Contains the Domains of Practice
For the Long Term Care
Executive Administrator**

Knowledge, Skills and Tasks

Validated Tasks and KSs for NHA and RCAL Examination Programs

DOMAIN 10 CUSTOMER CARE, SUPPORTS, AND SERVICES

Tasks:

- 10.01 Establish care recipient service policies and procedures that comply with applicable federal and state laws, rules, and regulations.
- 10.02 Ensure plans of care are evidence-based, established, implemented, updated, and monitored based on care recipient preferences and assessed needs.
- 10.03 Ensure the planning, development, implementation/execution, monitoring, and evaluation of admission/move in process, including preadmission/premove information, to promote a quality experience for care recipients.
- 10.04 Ensure the planning, development, implementation/execution, monitoring, and evaluation of discharge/move out process to promote a quality experience for care recipients.
- 10.05 Ensure the planning, development, implementation/execution, monitoring, and evaluation of programs to meet care recipients' psychosocial needs and preferences.
- 10.06 Ensure the planning, development, implementation/execution, monitoring, and evaluation of care recipients' activities/recreation to meet social needs and preferences.
- 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.
- 10.08 Ensure the planning, development, implementation/execution, monitoring, and evaluation of medication management that supports the needs of the care recipient.
- 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.
- 10.10 Ensure the planning, development, implementation/execution, monitoring, and evaluation of systems for coordination and oversight of contracted services.
- 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.

- 10.12 Ensure the planning, development, implementation/execution, monitoring, and evaluation of housekeeping and laundry services for care recipients.
- 10.13 Ensure the planning, development, implementation/execution, monitoring, and evaluation of education intended for care recipients and their support networks.
- 10.14 Ensure the planning, development, implementation/execution, monitoring, and evaluation of nutritional needs and preferences of care recipients.
- 10.15 Ensure the planning, development, implementation/execution, monitoring, and evaluation of dining experience that meets the needs and preferences of care recipients.
- 10.16 Ensure care recipients' rights and individuality within all aspects of care.
- 10.17 Integrate support network's perspectives to maximize care recipients' quality of life and care.
- 10.18 Ensure transportation options are available for care recipients.
- 10.19 Ensure the provision of a customer service culture that leads to a quality experience for care recipients.

Knowledge of:

- K01 Applicable federal and state laws, rules, and regulations
- K02 Government programs and entities
- K03 Ethical decision-making
- K04 Interpersonal relationships, dispute resolution, and group dynamics
- K05 Psychosocial aspects of aging
- K06 Physiological aspects of aging
- K07 Basic principles and concepts of nursing
- K08 Basic medical terminology
- K09 Basic pharmaceutical terminology
- K10 Basic principles and regulations for medication management/administration
- K11 Basic principles and concepts of restorative/wellness programs
- K12 Basic principles of rehabilitation
- K13 Basic principles of acute and chronic diseases
- K14 Basic principles of infection control

- K15 Basic principles of pain management
- K16 Basic principles of fall prevention
- K17 Basic principles of elopement prevention
- K18 Basic principles of creating a safe environment for care recipients
- 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
- K23 Basic elements of a social services program
- K24 Basic elements of a therapeutic recreation/activity program
- K25 Basic principles of nutrition including specialized diets
- K26 Basic principles of dietary sanitation, food storage, handling, preparation, and presentation
- K27 Basic principles of hospice and palliative care
- K28 Grieving process
- K29 Death and dying
- K30 Person-centered care concepts
- K31 Diversity of care recipients
- K32 Care recipients' support network interests, needs, and values
- K33 Care recipient Bill of Rights
- 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
- K37 Admission/move-in, transfer, and discharge/move-out requirements
- K38 Bed-hold requirements (*NHA only*)
- 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 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)
- K43 Role of Medical Director
- K44 Role of healthcare partners and clinical providers
- K45 Medical services, specialties and equipment (such as oxygen, durable medical equipment, podiatry)
- K46 Emergency medical services and techniques (such as CPR, first aid, Heimlich maneuver, AED)
- 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
- K50 Signs and symptoms of abuse, neglect, and exploitation
- K51 Mandatory reporting requirements for incidents and adverse events
- K52 Medical record content, format, and documentation requirements
- K53 Confidentiality, disclosure, and safeguarding medical record information requirements
- K54 Transportation options for care recipients
- K55 Environmental services (such as housekeeping and laundry)
- K56 Hospitality services
- K57 Basic technological advances in healthcare

DOMAIN 20 HUMAN RESOURCES

Tasks:

- 20.01 Ensure that human resource management policies and programs comply with federal and state rules and regulations.
- 20.02 Establish the planning, development, implementation, monitoring, and evaluation of recruitment, selection, and retention practices.

- 20.03 Establish the planning, development, implementation, monitoring, and evaluation of employee training and development programs.
- 20.04 Establish the planning, development, implementation, monitoring, and evaluation of employee evaluation programs.
- 20.05 Establish the planning, development, implementation, monitoring, and evaluation of compensation and benefit programs.
- 20.06 Establish the planning, development, implementation, monitoring, and evaluation of employee health and safety programs.
- 20.07 Establish the planning, development, implementation, monitoring, and evaluation of employee satisfaction and organizational culture.
- 20.08 Establish the planning, development, implementation, monitoring, and evaluation of employee disciplinary policies and procedures.
- 20.09 Establish the planning, development, implementation, monitoring, and evaluation of employee grievance policies and procedures.
- 20.10 Establish the planning, development, implementation, monitoring, and evaluation of leadership development programs.
- 20.11 Promote a safe work environment (such as safety training and employee risk management).
- 20.12 Promote a positive work environment (using techniques such as conflict resolution, diversity training, staff recognition programs).
- 20.13 Facilitate effective written, oral, and electronic communication among management and employees.
- 20.14 Ensure employee records and documentation systems are developed and maintained.
- 20.15 Establish a culture that encourages employees to embrace care recipients' rights.

Knowledge of:

- K01 Applicable federal and state laws, rules, and regulations
- K02 Licensure requirements and scopes of practice
- K03 Service provider staffing requirements
- K04 Employee position qualifications, job analysis, job descriptions
- K05 Employee recruitment, selection, interviewing, reference and background checks

- K06 Employee orientation, training and continuing education requirements, and resources
- 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)
- K09 Diversity training
- K10 Performance evaluation procedures
- K11 Safety and injury prevention training
- K12 OSHA rules and regulations
- K13 Workers compensation rules, regulations, and procedures
- K14 Drug-free workplace programs
- K15 Methods for assessing, monitoring, and enhancing employee satisfaction
- K16 Employee recognition, appreciation, and retention programs
- K17 Leadership development
- K18 Types and methods of communication
- K19 Conflict resolution and team dynamics
- K20 Information technology safeguards related to such issues as data security, social media, e-mail, voicemail, computer software, cell phones, photography, video, texting
- K21 Union/management and labor relations
- K22 Employee record-keeping requirements and procedures
- K23 Mandatory reporting requirements

DOMAIN 30 FINANCE

Tasks:

- 30.01 Ensure that financial management policies, procedures, and practices comply with applicable federal and state rules and regulations.
- 30.02 Develop, implement, and evaluate the service provider's budget.
- 30.03 Oversee the billing and collections process and monitor the accuracy of charges and timely collection of accounts.

- 30.04 Negotiate, interpret, and implement contractual agreements to optimize financial viability.
- 30.05 Develop, implement, monitor, and evaluate financial policies and procedures that comply with Generally Accepted Accounting Principles (GAAP).
- 30.06 Monitor and evaluate the integrity of financial reporting systems and audit programs.
- 30.07 Establish safeguards for the protection of the service provider's assets (such as insurance coverage, risk management).
- 30.08 Develop, implement, monitor, and evaluate systems to improve financial performance.
- 30.09 Manage and adjust expenses with fluctuations in census/occupancy/care recipient levels (such as staffing ratios).
- 30.10 Monitor and address changes in the industry that may affect financial viability.

Knowledge of:

- 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
- K04 Service-related sources of revenue/reimbursement
- K05 Reimbursement methods across the continuum of care
- K06 Alternative sources of revenue
- K07 Integration of clinical and financial systems
- K08 Billing, accounts receivable, and collections
- K09 Accounts payable procedures and management
- K10 Revenue cycle management
- K11 Internal controls
- K12 Contracts and agreements
- K13 Financial analysis (such as ratios, profitability, debt covenants, revenue mix, depreciation, forecasting)
- K14 Financial statements (such as income statement, balance sheet, statement of cash flows)

- K15 Financial measures (such as operating margin, days cash on hand, staffing, expense analysis)
- K16 Risk management
- K17 Insurance coverage (such as property, liability)
- 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])
- K21 Resident trust accounts for personal funds

DOMAIN 40 ENVIRONMENT

Tasks:

- 40.01 Ensure that physical environment policies and practices comply with applicable federal, state, and local laws, rules, and regulations.
- 40.02 Ensure the planning, development, implementation, monitoring, and evaluation of a safe and secure environment.
- 40.03 Ensure the planning, development, implementation, monitoring, and evaluation of infection control and sanitation.
- 40.04 Ensure the planning, development, implementation, monitoring, and evaluation of emergency and disaster preparedness program, including linkage to outside emergency agencies.
- 40.05 Ensure the planning, development, implementation, monitoring, and evaluation of environmental services, housekeeping and laundry.
- 40.06 Ensure the planning, development, implementation, monitoring, and evaluation of maintenance services for property, plant and all equipment, including preventative maintenance.
- 40.07 Ensure the planning, development, implementation, monitoring, and evaluation of appropriate HIPAA compliant technology infrastructure.
- 40.08 Establish, maintain, and monitor a physical environment that provides clean, safe, and secure home-like surroundings for care recipients, staff, and visitors.

- 40.09 Identify opportunities to enhance the physical environment to meet changing market demands.
- 40.10 Establish, maintain, and monitor an environment that promotes choice, comfort, and dignity for care recipients.
- 40.11 Assess care recipients' environment for safety, security, and accessibility and make recommendation for referral or modification.

Knowledge of:

- K01 Federal, state and local standards, codes and regulations for building, equipment, maintenance, and grounds
- K02 Environmental principles that promote care recipient rights
- K03 HIPAA compliance
- K04 Community resources, programs and agencies available to meet the care recipients' home needs
- K05 Design principles that create a safe, secure, and home-like atmosphere based on the needs of the individuals served
- K06 Safety and security procedures
- K07 Physical plant security principles
- K08 Preventative and routine maintenance programs for buildings, grounds, and equipment
- K09 Contracted services for mechanical, electrical, plumbing, laundry systems, IT
- K10 Compliance matters related to provision of contracted services
- K11 Infection control and sanitation regulations/standards of practice
- K12 Pest control programs
- K13 Handling and disposal of potentially hazardous materials
- K14 Disaster and emergency planning, preparedness, and recovery
- K15 Community resources available in the event of emergency or disaster
- K16 The use, storage, and inspection of required emergency equipment
- K17 Policies and procedures for housekeeping, maintenance, and laundry services
- K18 Technology infrastructure

DOMAIN 5 MANAGEMENT AND LEADERSHIP

Tasks:

- 50.01 Ensure compliance with applicable federal and state laws, rules, and regulations.
- 50.02 Promote ethical practice throughout the organization.
- 50.03 Develop, implement, monitor, and evaluate policies and procedures that comply with directives of governing body.
- 50.04 Develop, communicate, and champion the service provider's mission, vision, and values to stakeholders.
- 50.05 Develop, implement, and evaluate the strategic plan with governing body's endorsement.
- 50.06 Promote and monitor satisfaction of the care recipients and their support networks.
- 50.07 Identify, foster, and maintain positive relationships with key stakeholders.
- 50.08 Educate stakeholders on services provided, regulatory requirements, and standards of care.
- 50.09 Solicit information from appropriate stakeholders for use in decision making.
- 50.10 Manage the service provider's role throughout any survey/inspection process.
- 50.11 Develop and implement an intervention(s) or risk management program(s) to minimize or eliminate exposure.
- 50.12 Identify and respond to areas of potential legal liability.
- 50.13 Implement, monitor, and evaluate information management and technology systems to support service providers' operations.
- 50.14 Develop, implement, and monitor comprehensive sales, marketing, and public relations strategies.
- 50.15 Ensure that written agreements between the care recipient and the service providers protect the rights and responsibilities of both parties.
- 50.16 Develop, implement, and evaluate the organization's quality assurance and performance improvement programs.
- 50.17 Lead organizational change initiatives.
- 50.18 Facilitate effective internal and external communication strategies.

50.19 Promote professional development of all team members.

Knowledge of:

- K1 Applicable federal and state laws, rules, regulations, agencies, and programs
- K2 Code of ethics and standards of practice
- 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
- 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
- K9 Provider's certifications and licensing requirements
- K10 Regulatory survey and inspection processes, including the plan of correction process
- K11 Grievance procedures
- K12 Procedures for Informal Dispute Resolution (IDR)
- K13 Compliance programs
- K14 Reportable outcome measurements
- K15 Risk management principles and processes
- K16 Provider's legal and criminal scope of liability
- K17 Internal investigation protocols and techniques
- K18 Strategic business planning
- K19 Management information systems
- K20 Technology to support operations
- K21 Sales and marketing techniques
- K22 Public relations including media relations
- K23 Volunteer programs
- K24 Elements of contracts and agreements
- K25 Care recipient's rights and responsibilities
- K26 Role of care recipient advocates and advocacy groups

- K27 Mandatory reporting requirements
- K28 Quality assurance and performance improvement techniques and models
- K29 Organizational change management
- K30 Organizational structures
- K31 Leadership and management principles and philosophies (such as planning, organizing, directing, delegating, motivating, evaluating)
- K32 Personality and leadership styles
- K33 Diversity awareness (such as culture, ethnicity, race, sexual orientation, gender, religion, language)
- K34 Workforce planning and education
- K35 HR management theory and principles
- K36 Governmental relations and advocacy
- K37 Functions of all departments and services

SKILLS (APPLY TO ALL DOMAINS)

- S01 Creating and communicating a vision
- S02 Communicating effectively
- S03 Cultivating effective relationships
- S04 Inspiring and motivating
- S05 Demonstrating empathy
- S06 Group facilitation, consensus building, and team building
- S07 Delegating, leading, and empowering
- S08 Coaching, teaching, counseling, and mentoring
- S09 Negotiating, collaborating, and resolving disputes
- S10 Problem solving
- 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

- S16 Writing and evaluating policies and procedures
- S17 Developing and evaluating systems
- S18 Protecting and promoting financial viability
- S19 Managing regulatory and accreditation surveys, inspections, and audits
- S20 Prioritizing and managing time
- S21 Utilizing technology
- S22 Utilizing social media