

We have incorporated NAB's 2014 Professional Practice Analysis, which applies to NHA, RCAL and HCBS. This manual will refer to the AIT Program for the Nursing Home Administrator. However, the manual, forms and Self-Assessment Instrument can be applied to all service lines with some small modifications. Suggested AIT Activities and Assignments for each of the Domains of Practice follow each section. These can also be found in the Self-Assessment Instrument.

## Domain 10 - Customer Care, Support, and Services

### ***10.01 - Establish care recipient service policies and procedures that comply with applicable federal and state laws, rules, and regulations.***

This task requires the Administrator to create policies and procedures that follow federal and states 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.***

This task requires the Administrator to ensure that staff implements a plan of care for each resident, based on the individuals needs and preferences, under the direction of a physician. This includes a comprehensive assessment of each resident/recipient. The comprehensive assessment should include (but 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.

### ***10.03 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of admission/move in process, including pre-admission/pre-move in information, to promote a quality experience for care recipients.***

This task requires the Administrator to ensure that the admission process is comprehensive and is resident-centered. This includes obtaining all available documentation at the time of admission to include, but not limited to: power of attorney for health care and financial, resident identification cards, insurance information, doctor and all other orders related to the resident to include hospital/ doctors/clinic records pertaining to the residents stay at the facility or services provided by the organization.

### ***10.04 Ensure the planning, development, implementation/execution, monitoring, and evaluation of discharge/move out process to promote a quality experience for care recipients.***

This task requires the Administrator to ensure that resident care is appropriate for the level of care they require and that an interdisciplinary team continually monitors the resident's progress and recommends the best care environment need to maximize the resident's quality of living.

### ***10.05 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of programs to meet care recipients psychosocial needs and preferences.***

This task requires the Administrator to ensure that residents are properly evaluated and cared for based on their psychosocial needs and preferences.

### ***10.06 Ensure the planning, development, implementation/execution, monitoring, and evaluation of care recipient's activities/recreation to meet social needs and preferences.***

This task requires the Administrator to ensure activities, events, and programs are resident centered and designed to meet the needs and preferences of each resident.

**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.**

This task requires the Administrator to ensure all resident specific documentation is protected and follows state, federal, and HIPAA regulations.

**10.08 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of medication management that supports the needs of the care recipient.**

This task requires the Administrator to ensure that doctors' orders are strictly followed and that policies and procedures are in place to assure compliance.

**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.**

This task requires the Administrator to provide individualized rehabilitative services to recipients that will help them meet their baseline and allow residents to be as independent as possible.

**10.10 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of systems for coordination and oversight of contracted services.**

This task requires the Administrator to ensure that services are available to meet the needs of each recipient from qualified vendors that meet city, state, and federal requirements.

**10.11 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of policies and procedures for responses to care recipient incidents, accidents, and/or emergencies.**

This task requires the Administrator 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.

**10.12 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of housekeeping and laundry services for care recipients.**

This task requires the Administrator to ensure a clean, safe, and sanitary environment.

**10.13 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of education intended for care recipients and their support networks.**

This task requires the Administrator to ensure that the care recipient and/or their responsible party is informed of their care, condition, and treatment as much as practical.

**10.14 - Ensure the planning, development, implementation/execution, monitoring, and evaluation of nutritional needs and preferences of care recipients.**

This task requires the Administrator 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.

**10.15 - Ensure the planning, development, implementation/execution, monitoring and evaluation of dining experience that meets the needs and preferences of care recipients.**

This task requires the Administrator to ensure that dining services are resident-centered and meet the nutritional needs paralleled with the recipient preferences.

**10.16 - Ensure care recipients rights and individuality with all aspects of care.**

This task requires the Administrator 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.

**10.17 - Integrate support network's perspectives to maximize care recipients quality of life and care.**

This task requires the Administrator to ensure that measures are taken to review Quality Improvement Measures and to strategize how each team member influences quality measures and how they each help to improve quality based on recipient, responsible party, and team members input. Attention must be made to issues related to meeting the care recipient's individualized needs

**10.18 - Ensure transportation options are available for care recipients.**

This task requires the Administrator 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.

**10.19 - Ensure the provision of a customer service culture that leads to a quality experience for care recipients.**

This task requires the Administrator to promote a resident centered experience that serves each recipient according to their choices and preferences as much as practical.

**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

## AIT Model Standards Covering the Domains of Practice

- 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

### **I. Possible Activities/Assignments related to Domain 10: Customer Care, Support and Services**

#### **A. Quality of Care/Nursing**

1. Develop a rounding sheet with the administrator and director of nursing that is resident-centered; initiate implementation.
2. Observe nurse peer review on administration of medications.
3. With director of nursing, ensure medications are not expired.
4. Develop resident satisfaction surveys and make recommendations for implementation as necessary.

**B. Rehabilitation**

1. Organize and implement a follow-up program for discharged residents to the community.
2. Develop audit for equipment inventory and complete audit; report.

**C. Medical/Resident Records**

1. Conduct admission audit of current in-house resident population, analyze data and report. Assist with recommendations, as needed.
2. Conduct audit of flu vaccination response variables, analyze data and report. Assist with recommendations, as needed.
3. Conduct audit of admission and annual required vaccines, analyze data and report. Assist with recommendations, as needed.
4. Conduct medical records audit with appropriate staff.

**D. Activities**

1. Develop and implement a volunteer program.
2. Develop/enhance Life Enrichment/Person Centered Care program.
  - a. Interview residents and families and analyze information to ensure that desired activities are planned and implemented as necessary.
  - b. Working with Directors of Activities and other personnel as needed, help develop in-service for Life Enrichment/Person Centered Care; assist appropriate staff with delivering in-services.

**E. Social Services/Admission**

1. Conduct an audit of admissions documents (per regulations and organization policy), analyze and report.
2. Complete an audit of resident preferences, such as time to eat, rise and retire, bath/showers, time of therapy, etc. Make recommendations as necessary.
3. Develop and implement an outreach program that communicates regularly with residents and/or families post discharge.

**F. Dietary**

1. Develop a questionnaire for residents related to dietary satisfaction including variables such as taste, temperature, timeliness, presentation, etc; implement, analyze and report; make recommendations.
2. Meet with the dietician and dietary manager to learn how menus are developed, followed, and implemented; conduct an audit to confirm residents are receiving correct foods, drinks and adaptive devices.
3. Understand nutritionally compromised concerns and how weights are monitored.
4. Audit purchasing and storage of dietary supplies and food; report to dietary manager and administrator.
5. Audit to ensure foods are served and maintained at proper temperatures and in accordance with the Food Code.

**G. Housekeeping/Laundry**

1. Conduct weekly audits, evaluating such variables as dust, floors, toilet, showers of designated public areas; track, trend and report accordingly.
2. Audit resident rooms for housekeeping variables; track, trend and report accordingly.
3. Audit residents to determine if laundry is clean and received promptly.
4. Audit infection control, safety and cross contamination procedures and make recommendations as necessary.
5. Follow the linen distribution system from soiled to clean and report accordingly.
6. Observe resident clothing management.

## Domain 20 - Human Resources

### ***20.01 - Ensure that human resource management policies and programs comply with federal and state rules and regulations.***

This task requires the Administrator to create policies and procedures that follow federal and states laws rules and regulations.

### ***20.02 - Establish the planning, development, implementation, monitoring, and evaluation of recruitment, selection, and retention practices.***

This task requires the Administrator to ensure 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).

### ***20.03 - Establish the planning, development, implementation, monitoring, and evaluation of employee training and development programs.***

This task requires the Administrator to have 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.

### ***20.04 - Establish the planning, development, implementation, monitoring, and evaluation of employee evaluation programs.***

This task requires the Administrator 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 should include timely formal evaluations of the employee to communicate areas of poor performance and areas in which the employee meets and exceed facility standards.

### ***20.05 - Establish the planning, development, implementation, monitoring, and evaluation of compensation and benefit programs.***

This task requires the Administrator 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 employee benefits and compensation.

### ***20.06 - Establish the planning, development, implementation, monitoring, and evaluation of employee health and safety programs.***

This task requires the Administrator to ensure that policies and procedures are in place to prevent employee injury and encourage employee wellness. This includes having 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.

### ***20.07 - Establish the planning, development, implementation, monitoring, and evaluation of employee satisfaction and organizational culture.***

This task requires the Administrator to ensure policies and procedures are in place to measure employee satisfaction and that results are taken seriously and considered. This task also requires the Administrator to develop an organizational chart/diagram that will clearly communicate to employees the organization structure.

**20.08 - Establish the planning, development, implementation, monitoring, and evaluation of employee disciplinary policies and procedures.**

This task requires the Administrator to have policies and procedures in place that will set standards to objectively measure employee performance. When employee performance or behavior does not meet standards, employees are made aware of an allegation, and 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/or provide a written statement. The 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.

**20.09 - Establish the planning, development, implementation, monitoring, and evaluation of employee grievance policies and procedures.**

This task requires the Administrator to have policies and procedures in place to clearly communicate with the employee a formal 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.

**20.10 - Establish the planning, development, implementation, monitoring, and evaluation of leadership development programs.**

This task requires the Administrator to develop leadership development programs not only for managers and leaders but for all employees. This may be in the form of a formalized program designed by a corporation, outside vendor, or the Administrator.

**20.11 - Promote a safe work environment (such as safety training and employee risk management).**

This task requires the Administrator 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 valves, and that emergency generators are regularly tested.

**20.12 - Promote a positive work environment (using techniques such as conflict resolution, diversity training, and staff recognition programs).**

This task requires the Administrator to ensure that policies and procedures are in place to assure that the employees are provided a workplace that allows them to communicate concerns and grievances in a safe environment. It also includes training programs in diversity, conflict resolution, continuing education, and staff recognition programs.

**20.13 - Facilitate effective written, oral, and electronic communication among management and employees.**

This task requires the Administrator to ensure 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 employees that progress.

**20.14 - Ensure employee records and documentation systems are developed and maintained.**

This task requires the Administrator to ensure employee records and correspondence are protected and secure from other employees, residents, and unauthorized individuals.

**20.15 - Establish a culture that encourages employees to embrace care recipients rights.**  
This task requires the Administrator to create a culture that ensures that all resident rights are followed. and to develop policies and procedures on reporting violations of resident 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

**II. Possible Activities/Assignments related to Domain 20: Human Resources**

- A. Conduct an employee file audit per regulations and organizational policy.
- B. Collect annual turnover rates for last few years, and develop a strategic plan with activities, timeframes, etc. for identified changes.
- C. Develop an employee satisfaction questionnaire, administer it and analyze data; develop a subsequent plan.
- D. Develop, organize and implement several employee activities.
- E. Track absentee information, such as shift, day of week, reason, frequency; analyze and report the findings.
- F. Audit external health care providers (e.g., physicians, dentists, podiatrists) to determine current licenses, liability insurance, etc.; analyze and report the findings.
- G. Study and analyze recruiting plans/staffing patterns and offer ideas to improve current processes to ensure that the needs of the residents cared for are met.



- H. Review and understand the facility's employee handbook to ensure accuracy and that all federal/state guidelines are followed and make recommendations as necessary.
- I. Review and evaluate payroll plans, compensation plans, and benefit packages
- J. Participate in a complete employee hiring and orientation process ( interview, background check, etc.).
- K. Conduct a staff meeting and an in-service training program.
- L. Participate in a disciplinary/grievance procedure and an employee counseling session.
- M. Understand and have knowledge of National Labor Relations Board (NRLB) as it relates to the facility.
- N. Review and evaluate the unemployment compensation record of the facility and attend an unemployment compensation hearing as necessary.
- O. Review and report on ways to encourage and support professional development of team members.

## Domain 30 - Finance

### ***30.01 Ensure that financial management policies, procedures, and practices comply with applicable federal and state regulations.***

This task requires the Administrator to create policies and procedures that follow federal and state laws, rules, and regulations, including those specific to NHA, RCAL or HCBS.

### ***30.02 - Develop, implement, and evaluate the service provider's budget.***

This task requires the Administrator to have knowledge of the budget process and have systems in place to accurately set budgets based on income, expense, capital improvements, and required tasks of the organization.

### ***30.03 - Oversee the billing and collections process and monitor the accuracy of charges and timely collection of accounts.***

This task requires the Administrator to have procedures in place to timely and accurately bill for resident 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.

### ***30.04 - Negotiate, interpret, and implement contractual agreements to optimize financial viability.***

This task requires the Administrator 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 agreements for poor service or choice to use another vendor/contractor.

### ***30.05 - Develop, implement, monitor, and evaluate financial policies and procedures that comply with Generally Accepted Accounting Principles (GAAP).***

This task requires the Administrator to ensure 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, etc.

### ***30.06 - Monitor and evaluate the integrity of financial reporting systems and audit programs.***

This task requires the Administrator to ensure that internal controls are in place to validate systems, audit and verify information, and ensure proper supervision to protect theft.

An example way to monitor theft would be to never allow the person who prepares a deposit make the deposit. There should be checks and balances in place to allow for the person making the deposit to check the prepared paperwork by a different individual to ensure no errors were made. Another example would be to have a place where the administrator of designee can access all passwords in case of emergency or to validate access when a person may be unavailable.

**30.07 - Establish safeguards for the protection of the service provider's assets (such as insurance coverage, risk management)**

This task requires the Administrator to have knowledge and provide leadership in risk management, internal controls, workers compensation, and to prevent unnecessary insurance/legal claims.

**30.08 - Develop, implement, monitor, and evaluate systems to improve financial performance.**

This task requires the Administrator to use critical thinking to understand financial viability and to respond to the financial needs of the facility/organization.

**30.09 - Manage and adjust expenses with fluctuations in census/occupancy/care recipient levels (such as staffing rations).**

This task requires the Administrator to have systems in place that will effectively make adjustments in labor, supplies, and resources as needed to ensure continued financial performance.

**30.10 - Monitor and address changes in the industry that may affect financial viability.**

This task requires the Administrator to stay knowledgeable of the changes of all financial resources to include but not limited to Medicare, Medicaid, insurance companies, and other payor sources. In addition, the Administrator must be knowledgeable of any city, state, and federal changes that may affect the financial performance of the facility/organization and make changes as needed.

**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, daily 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

### III. Possible Activities/Assignments related to Domain 30: Finance

- A. Assist the administrator with all budget (capital, cash, operating, etc.) development and submission.
- B. Understand and assist with accounts payable processing.
- C. Analyze and understand how aged accounts work.
- D. Understand the facility's bad debt and write-off policy; determine avenues for improvement.
- E. Understand triple-check systems for private pay and all third party payors.
- F. Describe and review regularly produced financial reports to determine if fiscal issues have arisen and make recommendations as necessary
- G. Review and describe the chart of accounts, bookkeeping procedures, income and expense statements and balance sheets; make recommendations as necessary.
- H. Understand the financial audit process utilized by third party payors to ensure billings are in accordance with services provided.
- I. Analyze and understand third party payor cost reporting systems.

## Domain 40 - Environment

### ***40.01 - Ensure that physical environment policies and practices comply with applicable federal, state, and local laws and regulations.***

This task requires the Administrator to create policies and procedures that follow federal and state laws, rules, and regulations, including those specific to NHA, RCAL or HCBS.

### ***40.02 - Ensure the planning, development, implementation, monitoring, and evaluation of a safe and secure environment.***

This task requires the Administrator to have policies and procedures in place that ensure the physical plant, systems, equipment, and resources are properly used and appropriate for the facility/organization. It is required that the Administrator understands, promotes, directs, and requires supervision to maintain all equipment and resources and continually validate the physical plant to include (but not limited to) the facility, grounds, equipment, tools, emergency systems, fire systems, sprinklers, etc.

### ***40.03 - Ensure the planning, development, implementation, monitoring, and evaluation of infection control and sanitation.***

This task requires the Administrator to have policies and procedures in place to effectively assure that infection control and sanitation are properly planned, implemented, and validated. This would include, but not limited to, training of personnel, assuring proper supplies and resources are available and effective communication through the facility/operation/agency of reporting violations and areas of concern.

### ***40.04 - Ensure the planning, development, implementation, monitoring, and evaluation of emergency and disaster preparedness program, including linkage to outside emergency agencies.***

This task requires the Administrator to have specific policies and procedures in place to assure that an effective disaster preparedness program is in place. It is extremely important that the plan includes regular training of staff related to fire drills, emergency shut off valves, fire evacuation routes, where to find flashlights, extension cords, emergency phone, etc. In addition, the plan needs to include regular testing of emergency systems such as sprinklers, fire alarm, systems, emergency generators, and all safety and emergency equipment. It requires having agreements made 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 to

relocate residents when necessary. In the event of relocation, provisions for moving resident charts, medications, blankets, food, and other items need to be planned and implemented.

**40.05 - Ensure the planning, development, implementation, monitoring, and evaluation of environmental services, housekeeping, and laundry.**

This task requires the Administrator to ensure that policies and procedures are in place to provide a comprehensive plan that assures all environmental, housekeeping, and laundry services department meet and/or exceed all local, state, and federal requirements. This task includes infection control, proper temperatures and temperature logs, proper use of chemicals and products used per Material Safety Data Sheets (MSDS), preventative maintenance, systems to validate compliance, etc.

**40.06 - Ensure the planning, development, implementation, monitoring, and evaluation of maintenance services for property, plant and all equipment, including preventative maintenance.**

This task requires the Administrator to ensure that policies and procedures are in place to provide a comprehensive plan that assures all maintenance services meet or exceed all local, state, and federal requirements. This task includes infection control, proper temperatures and temperature logs, proper use of chemicals and products used per MSDS, preventative maintenance, systems to validate compliance, etc.

**40.07 - Ensure the planning, development, implementation, monitoring, and evaluation of appropriate HIPAA complaint technology infrastructure.**

This task requires the Administrator to ensure HIPAA compliance by developing technology infrastructures, safeguards (e.g., backup systems, external data storage areas, preventative maintenance for computer hardware and software) and ongoing validation surveys.

**40.08 – Establish, maintain, and monitor a physical environment that provides clean, safe, and secure home-like surroundings for care recipients, staff, and visitors.**

This task requires the Administrator to ensure policies and procedures are in place to create a clean, home-like environment that supports the well-being and safety of all recipients. This task includes creating a resident-centered culture that promotes choice, comfort, and cleanliness.

**40.09 – Identify opportunities to enhance the physical environment to meet changing market demands.**

This task requires the Administrator to regularly maintain the physical environment of the facility/organization and to evaluate and monitor trends within the market or community to keep the facility/organization current. This task includes creating a chart or schedule for the normal life of equipment and furnishings, using qualified professionals to assess the interior/exterior design of facility/organization, and developing annual and capital budgets to prepare for predicted capital spending.

**40.10 – Establish, maintain, and monitor an environment that promotes choice, comfort, and dignity for care recipients.**

This task requires the Administrator to ensure policies and procedures are in place to create a clean, home-like environment that supports the well-being and safety of all recipients. This task includes creating a resident-centered culture that promotes choice, comfort, and cleanliness.

**40.11 – Assess care recipients' environment for safety, security, and accessibility and make recommendations for referral or modification.**

This task requires the Administrator 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.

**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 for building, grounds and equipment
- K09 Contracted services for mechanical, electrical, plumbing, laundry and IT systems
- 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

**IV. Possible Activities/Assignments related to Domain 40: Environment**

- A. Audit preventative maintenance logs per regulations and company policy; track and trend such variables as time of day, season, staff member, etc.
- B. Audit resident rooms, utilizing audit tools to evaluate such items as electrical outlet plates, call bells, water temperatures and beds; track, trend and report accordingly.
- C. Review emergency generator and life safety regulatory requirements according to state, local, and federal laws specific to your building(s) and prepare a compliance report. Conduct audit of past year of the log; develop/revise preventative maintenance log with maintenance supervisor.
- D. Conduct an audit of the past year's log; develop and/or revise preventative maintenance logs with the maintenance supervisor.
- E. Assist the administrator and maintenance supervisor with developing and implementing an emergency plan.
- F. Develop a rounding sheet with the administrator and maintenance supervisor that is environmental and safety centered; initiate its implementation.
- G. Audit Log Out/Tag Out procedures to ensure compliance.

**Domain 50 – Management and Leadership**

**50.01 - Ensure compliance with applicable federal and state laws, rules, and regulations.**

This task requires the Administrator to create policies and procedures that follow federal and states, laws, rules, and regulations, including those specific to NHA, RCAL or HCBS.

**50.02- Promote ethical practice throughout the organization.**

This task requires the Administrator to create policies and procedures to 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.**

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.**

This task requires the Administrator to develop a process to train stakeholders to communicate the mission, vision, and value of the organization. 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.

**50.05 – Develop, implement, and evaluate the strategic plan with governing body's endorsement.**

This task requires the Administrator to develop a strategic plan that reflects the facility/organizational values, mission, and policies that 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, validated, and evaluated in a timely manner.

**50.06 – Promote and monitor satisfaction of the care recipient's and their support networks.**

This task requires the Administrator to develop a system to monitor resident satisfaction. This can be done by the Administrator being visible through 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.**

This task requires the Administrator to determine who key stakeholders are and develop a working relationship/understanding with each of them. This task includes creating an atmosphere of trust and understanding. This should be tempered with providing necessary information to work jointly on projects and systems that benefit the organization. At no time should the impression be given that any key stakeholder is asked to assist in leading the facility/organization.

**50.08 – Educate stakeholders on services provided, regulatory requirements, and standards of care.**

This task requires the Administrator to develop a strategy to provide instruction and resources to help the stakeholder to understand facility, state, and federal requirements. It is also important for stakeholders to understand facility protocols, standards, and services that are provided to meet residents needs and create a home like environment to ensure resident safety and choice are paramount.

**50.09 – Solicit information from appropriate stakeholders for use in decision making.**

This task requires the Administrator to set up protocols/standards of practice to use all available input from trusted resources to make effective, fair and timely

decisions. The Administrator must have the ability to weigh the situation/circumstance and the time used to make decisions. While the Administrator is accountable for the decisions he/she will make, it is important for the Administrator to know 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.**

This task requires the Administrator to develop a protocol/practice to use for any unannounced survey or inspection. The protocol should include reporting the surveyors'/inspectors' presence to all key management teams. In addition, the protocol/practice should include providing needed information to surveyors and inspectors, keeping copies of any documents the surveyor/inspector reviews (as known), cooperating with the inspection, being visible, supporting staff throughout the survey/inspection, responding quickly to surveyor/inspector requests, and fire marshal inspection. The Administrator should strive to be ready for a survey any day of the year by training his/her staff to do all that is right year round.

**50.11 – Develop and implement an intervention(s) or risk management program(s) to minimize or eliminate exposure.**

This task requires the Administrator to develop a risk management program that is designed to prevent problems before they occur. The program should start with the identification of key risk areas and a system or protocol to prevent them. This includes specific protocols to educate staff on reporting incidents, events or situations that occur timely, who to report to, and what steps to take to reduce liability. This program requires effective communication from the Administrator and her/his designees.

**50.12 – Identify and respond to areas of potential legal liability.**

This task requires the Administrator to create a plan that identifies, responds, and prevents any current or potential legal liability. This includes communicating with staff, residents, and responsible parties when issues arise and proactively responding to concerns before they become a liability. In addition, Administrators should have systems in place to ensure best practices are done and documentation occurs for any change of condition or abnormal action, event or activity. The plan should also clarify when legal representation is necessary and describe the process to retain an attorney.

**50.13 – Implement, monitor, and evaluate information management and technology systems to support service providers operations.**

This task requires the Administrator to meet all federal, state and community requirements for information management of health records, financial information and HIPAA. Safeguards to employee, patient, resident and client information must be in writing and show evidence of training/competency of all employees. In addition, the Administrator must ensure there is a process in place to protect access to information, secure and track passwords, and to back up and protect all data in the community servers. Attention must also be given to ensure all technology is designed to save employees time and allow more time for patient/resident/client care.

**50.14 – Develop, implement, and monitor comprehensive sales, marketing, and public relations strategies.**

This task requires the Administrator to develop an effective marketing strategy designed to help the consumer, resident or responsible party, and staff to know about the features, benefits, and amenities of the community/organization. The community/organization should have clear policies, standards, and protocols to build consumer confidence.

The Administrator should also have clear policies and procedures on how to communicate emergency and disaster situations within and outside the community. The Administrator must also ensure that a marketing plan reflects and communicates what the community does/stands for/has achieved in the form of writing/action/advertisement/brochure/word of mouth.

**50.15 – Ensure that written agreements between the care recipient and the service providers protect the rights and responsibilities of both parties.**

This task requires the Administrator to assure that all written agreements reflect the services provided to the resident and meets federal and state guidelines. This may include having legal representatives review the written agreements on a regular basis to ensure they meet the most current regulations at the time and protect the facility/community/resident. In relation to a resident agreement/service plan/admission/financial agreement/etc., it is always wise to have the agreements reviewed by an attorney. Service provider/vendor agreements should be carefully reviewed by the Administrator, a designated financial person and, when necessary, an attorney.

**50.16 – Develop, implement, and evaluate the organization’s quality assurance and performance improvement programs.**

This task requires the Administrator to develop an effective QAPI (Quality Assurance and Performance Improvement) program. This includes following CMS guidelines related to QAPI and establishing specific procedures, policies, and systems to perform an effective QAPI program. This also includes ensuring the program is designed to meet the ever-changing needs of the facility/organization.

**50.17 – Lead organizational change initiatives.**

This task requires the Administrator to demonstrate leadership by carefully assessing the facility needs, strategically developing effective methods to meet these needs, and then communicating the need for change(s) to the individuals affected. All changes should include providing clear and concise purposes related to the change and then to effectively train, validate, and celebrate those who participate in the change.

**50.18 – Facilitate effective internal and external communication strategies.**

This task requires the Administrator to develop methods of effective communication, internally and externally. The administrator must establish a hierarchy of individuals who communicate with each other via an organizational chart. The chart should be available to residents, families and staff so that it is clear who is responsible and has the authority to provide information. This includes creating 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 that the total weight of providing information rests on them. Training 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.**

This task requires the Administrator to purposefully assess team members’ training and experience and to facilitate an environment that allows employees opportunities to grow professionally. This would include internal and external opportunities for employees motivated to develop themselves professionally.

**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



## AIT Model Standards Covering the Domains of Practice

- K4 Stakeholder roles, responsibilities and limitations
- K5 Roles and responsibilities of owners and governing bodies
- K6 Services available along the healthcare continuum
- K7 Provider's role along 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 and evaluating)
- K32 Personality and leadership styles
- K33 Diversity awareness (such as culture, ethnicity, race, sexual orientation, gender, religion and language)
- K34 Workforce planning and education
- K35 HR management theory and principles
- K36 Governmental relations and advocacy
- K37 Functions of all departments and services

### **V. Possible Activities/Assignments related to Domain 50: Management & Leadership**

- A. Review policy and procedure manuals to determine if they are appropriate and timely, per regulations and organization policy and make recommendations for change as necessary.
- B. Develop and assist the administrator with an annual strategic planning meeting.
- C. Review current internal and external contracts and agreements for accuracy, efficiency and timeliness; organize and make recommendations as necessary.
- D. Review and become comfortable with federal regulations and state specific regulations; assist with educating department leaders, if needed.
- E. Assist with writing a Plan of Correction and/or identified regulatory violations.
- F. Review and update the facility's organizational chart and job descriptions.
- G. Review short-term and long-term goals of the organization for appropriateness.
- H. Study the bylaws/mission statement/vision of the governing body and how decisions and policies are made within the organization. Analyze the authority throughout the facility.
- I. Plan and attend internal and external meetings and prepare reports for the organization, as necessary.

## AIT Model Standards Covering the Domains of Practice

- J. Review the facility marketing plan and make recommendations for change as necessary based upon facility dynamics and community needs.
- K. Review and understand the facility's media publicity efforts, including (but not limited to) writing news releases, facility publications, newsletters, etc.
- L. Organize and write a report to include competitive information, such as description of services and amenities, survey history, CMS 5-Star rating and community involvement.
- M. Review the facility's corporate compliance program to ensure all appropriate rules and regulations are followed.
- N. Review and describe how the facility's risk management program minimizes legal liability.
- O. Review and analyze facility's information management system, including technology, to ensure safeguards are in place to provide resident confidentiality, data security, social media, cell phones, etc.
- P. Review and analyze the facility's quality improvement programs.
- Q. Review the facility's customer satisfaction program, including resident relations initiatives, reception/concierge duties and resident/family surveys.
- R. Transitional Care: understanding the various regional lines of service and how they relate, as well as initiatives to ensure continuous delivery of safe and quality care as consumers transition between the different lines of service.

### **The Following are the Necessary Skills:**

- 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