



Oregon

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Nursing Home Administrators Board

SAMPLE ADMINISTRATOR-IN-TRAINING PLAN

AREA – FACILITY SPECIFIC

Objective: To understand the philosophy of the facility in relationship to the organizational structures, communication systems and programs.

Method:

1. Read statement of philosophy and compare with other organizations.
2. Review facility long-range goals and plans and develop a working knowledge of these.
3. Review written guidelines and information related to the following:
 - a. Organizational chart
 - b. Committees
 - c. Communications (formal and informal)
 - d. Role of Consultants
4. Meet with facility consultants.

Length of Time: 15 hours

AREA – OUTSIDE AGENCIES

Objective: To understand the interrelationships of the facility with the outside agencies.

Method:

1. Interview administrator and key staff; review the relationships between the facility and outside agencies including:
 - a. Local Protective Services office
 - b. Client Care Monitoring Unit of Services to People & Disabilities Section of Department of Human Resources
 - c. Oregon OSHA
 - d. Veterans Administration
 - e. Ombudsman
 - f. Oregon Health Care Association and/or Oregon Alliance of Senior & Health Services
 - g. Hospice agencies
 - h. Home health agencies
 - i. Senior groups
 - j. Managed Care organizations
 - k. Other contracted services
2. Meet with representatives of outside agencies when appropriate.
3. Attend meetings/conferences with the above as needed.

Length of Time: 40 hours

AREA – SERVICE CONTINUUM

Objective: To gain an overall perspective on the role LTC facilities have in the continuum of care.

Method:

1. Interview the administrators and review service continuum.
2. Attend administrative meetings with administrator.

Length of Time: 40 Hours

AREA – RESIDENT CARE¹

Objective: To understand the complexity of the needs of residents. To define the admitting-discharge practices and factors involved in those decisions. To understand the role of the various caregivers in the resident care management system and the impact of those on the resident.

Method:

1. Review the facility resident assessment process, including MDS and RAP.
2. Review admission and discharge policies and discuss this with the administrator and social services coordinator.
3. Review regulations and policies in regard to the resident care management system including: nursing services, social services, activity services, rehab services, special services, systems of care, dietary services.
4. Spend time with the following departments and review how they correlate to the patient care management system: maintenance, housekeeping, transportation, central stores, laundry.
5. Observe nursing services, interview staff, and review information to increase knowledge in areas of nursing services and resident care including: acute care, death and dying, pharmacy issues, pain management, medical terminology, nursing policy and procedures, job descriptions/duties, isolation/infection control, geriatric psychology, skilled care, terminal care, medical supplies.
6. Observe and participate in dietary operations to increase knowledge in dietary management, with emphasis on calculating food costs, dress codes, dietary health standards, emergency supplies/menus, fire prevention in the kitchen, pest control, snacks, portion control, special diets, purchasing and ordering, preparing rotating menu, quality control, temperature limits, therapeutic diets, selective menus, cleaning schedules, food substitutions.

Objective: To study the relationship between resident needs and staff patterns.

Method:

1. Review regulations and staffing requirements for nursing services and other care staff.
2. Review facility staffing patterns.

Objective: To study the medical record as a reflection of status and team efforts.

¹ Effective January 30, 2004, OAR 853-010-0060(6) incorporates an 80-hour CNA training requirement consisting of 40 hours participation in a CNA training course or a comparable review of the CNA training manual and 40 hours spent shadowing a CNA.

Method:

1. Review medical records of 10 facility residents and discuss with the resident care manager and the medical records coordinator.
2. Review medical records system.
3. Review ICD coding.
4. Review CQI process in medical records.
5. Review all pertinent SNF materials as related to medical records.

Length of Time: 200 hours

AREA – QUALITY

Objective: To explore indicators of quality in LTC and measurement tools for the same.

Method:

1. Identify internal methods for assuring quality with the Quality Improvement Coordinator.
2. Review external standards for measuring quality including at least: licensing survey and regulations, governmental regulations, health systems agency, life safety code, Title XVIII (Medicare) and Title XIX (Medicaid).

Objective: To understand the basic residents rights for individuals in need of long-term care.

Method:

1. Review guidelines and regulations concerning legal issues including: residents rights, release of information, handicapped codes, admissions, living wills, guardianship/conservatorship.

Length of Time: 80 hours

AREA – DEPARTMENTAL MANAGEMENT

Objective: To study and develop own style of management.

Method:

1. Read material on various management styles.
2. Analyze management styles. Discuss with administrator as to personal styles.

Objective: To obtain a practical working knowledge of each department within the facility.

Method:

1. Observe department operations and meet with key staff throughout the facility
2. Read information and interview staff to increase knowledge in areas of physical plant maintenance, janitorial, laundry, and housekeeping services, with emphasis on: circuit breakers, door alarm systems, emergency fuel system, emergency medical equipment, fire alarm system, fire/disaster plan, gas turn off, sprinkler system, water turn off.

Objective: Understand the rules and regulations as applied to each department.

Method: Read all rules and regulations, policies and procedures, inspection and survey reports and participate in development of plans of corrections.

Length of Time: 120 hours

AREA – BUSINESS/FISCAL/ACCOUNTING

Objective: To develop basic understanding in various areas of accounting.

Method:

1. Identify and locate all files.
2. Observe and participate in business office operations, interview staff and read materials to increase understanding in the following areas: accounts receivable, accounts payable, general ledger, budget/reporting, facility charges, payroll, cost reports, profit/loss, audits, resident funds.

Objective: To study the relationship of cost centers, effects of same on residents and to understand the case mix and effect on the facility.

Method:

1. Identify cost centers and case mix.
2. Explore inter-relationships with the facility operations.
3. Review insurance benefits, payroll, and time cards.
4. Practice payroll procedures.

Length of Time: 320 hours

AREA – LEGAL ADMINISTRATION

Objective: To increase knowledge and understanding of principles of legal administration.

Method:

1. Interview administrator and study information in regards to the following areas: discharges, professional ethics, workers compensation, legal services for facility, general business law, liability, malpractice.

Length of Time: 40 hours

AREA – COMMUNITY RELATIONS

Objective: To develop an awareness of the importance of the public to the facility.

Method:

1. Review facility public relations policies and efforts, including the areas of physicians, media, marketing, volunteers, ombudsman, legislative, interagency networks, acute care facilities, outside programs, community services programs.
2. Meet with the representatives of public agencies, private providers of services, as appropriate.

Length of Time: 60 hours

AREA – HUMAN RESOURCES

Objective: To develop and understand and know practical applications of human resource functions

Method:

1. Review facility human resources policies and procedures
2. Review BOLI laws. Discuss with human resource director
3. Practice employee interviews and hiring practices under the direction of the human resources director
4. Become familiar with workers compensation laws and system and risk management procedures.

Length of Time: 80 hours