



**COWLEY COLLEGE
& Area Vocational Technical School**

COURSE PROCEDURE FOR

**LONG TERM ADULT HEALTH CARE ADMINISTRATOR
ALH5213 13 Credit Hours**

Student Level:

This program is open to only those who have a bachelor's or greater degree, as per the Kansas Department for Aging and Disability Services requirement.

Catalog Description:

ALH 5213 - Long Term Adult Health Care Administrator (13 credit hours)

The long term care administrator in training program is a practicum based curriculum of study that is individualized to the needs of each individual student. This competency and practicum based educational program in long term care is a program of instruction that meets the standards established by the Kansas Department for Aging and Disability Services (KDADS). Students must report to an actual long term care facility for a minimum of 480 hours of training under the guidance of a preceptor who is a licensed long term care administrator. Students must complete a number of duties during the practicum under the guidance of the preceptor. At the conclusion of the practicum, students will write a detailed summary paper of the experience. During the program, students must take a (3) credit hour courses. The required class is: Health Care Finance (ALH1676). Successful students will have the opportunity to seek licensure as a long term care administrator.

Prerequisites:

A bachelor's degree from an accredited four year college or university.

Controlling Purpose:

This program is designed to provide the student with an academic and working knowledge of the fundamental principles and practices of managing an adult long term care facility. Considerable interest is placed on experiential learning while completing a practicum at a licensed long term care facility.

Learner Outcomes:

Upon the completion of this program, the student will have the knowledge to function as a long term care administrator.

Units Outcomes and Criterion Based Evaluation Key for Core Content:

The following defines the minimum core content not including the final examination period. Instructors may add other content as time allows.

Evaluation Key:

- A = All major and minor goals have been achieved and the achievement level is considerably above the minimum required for doing more advanced work in the same field.
- B = All major goals have been achieved, but the student has failed to achieve some of the less important goals. However, the student has progressed to the point where the goals of work at the next level can be easily achieved.
- C = All major goals have been achieved, but many of the minor goals have not been achieved. In this grade range, the minimum level of proficiency represents a person who has achieved the major goals to the minimum amount of preparation necessary for taking more advanced work in the same field, but without any major handicap of inadequacy in his background.
- D = A few of the major goals have been achieved, but the student's achievement is so limited that he is not well prepared to work at a more advanced level in the same field.
- F = Failing, will be computed in GPA and hours attempted.
- N = No instruction or training in this area.

THE ORGANIZATION – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			State the official mission statement of the facility.
			Interview your preceptor and the facility department heads about their long term care philosophy. Compare areas of consistency and inconsistency.
			Describe the application of licensures to KDADS to determine the type of ownership.
			Determine the type of business (for profit, non-profit, etc.).
			Describe the organization chart of the facility and validate how it is organized into departments.
			Define the roles and responsibilities of each department after conducting interviews with each department head.
			Draw an organizational diagram of the facility and compare and contrast how each department is interrelated.
			Identify the different levels of administrative positions: upper, middle and lower.
			Bed Capacity
			Determine the number of beds that the facility is licensed to have for residents.
			Determine the type of beds (Medicare, Medicaid, etc.) at the facility.
			List the census on a daily basis.
			Assess the bed capacity for each area (e.g. nursing facility, other, etc.).
			Admissions
			Determine monthly and annual admissions for the facility.
			Describe the types of admissions by level of care and type of payment or other methods necessary to better understand admission trends.
			Discharges
			Determine monthly and annual discharges.

		Explain the statistics of admissions, reasons for discharges, why residents chose this facility and the type of payment status.
		Determine if the case mix is the result of a marketing plan.
		Plot the census over the last two years.
		Number of employees (full and part-time)
		List the number of employees (and classification) in each department.
		Identify who is responsible for the human resources function at the facility. Review and assess the key elements that should be in a job description. Determine if the job descriptions meet ADA requirements.
		Outline the steps the facility uses in recruiting and hiring a new employee.
		Observe and assess the application process, interview and hiring process.
		Observe and assess a new employee orientation.
		Summarize how wage scales and benefits are determined.
		Assess the facility's personnel policies and procedures book for completeness, accuracy, fairness, issues of concern and legality.
		Describe labor law and its application to the facility.
		Evaluate whether the personnel policies and procedures are in compliance with labor laws.
		Summarize the staff evaluation process and the roles of the administrator and department heads during this process.
		Describe the effectiveness of the evaluation process and appraise its ability to accomplish its intended effect at the facility.
		Employee turn over rate
		Review and summarize the KDADS required facility report.
		Determine employee turnover for each department.
		Identify and explain staff motivation and retention programs.
		Assess the effectiveness of motivation and retention programs at the facility.
		Explain the communicable disease policy for employees who have symptoms or signs.
		Determine if the facility has a drug policy and, if present, evaluate the effectiveness of the plan and if used fairly in all cases. Ascertain if pre-employment drug testing at the facility is present and explain the rationale of using it.
		Summarize the policies and procedures for disciplining and terminating employees.
		Determine if terminated employees are eligible for rehire and discuss the pros and cons of this issue.
		Review the Surveys from KDADS
		Describe the number of cited deficiencies, if any, from the most current survey.
		Establish the number of each of the F tags cited.
		If possible review the last five years of surveys. Determine any trends.
		List the number of each of the F tags cited. Determine any trends.

			Distinguish the deficiencies by department and use the results to evaluate each department. Evaluate the effectiveness of the facility, departments and corrective actions based on these findings.
			Study the Policies and Procedures of the Facility
			Describe and evaluate the written policies of the facility.
			Determine how policies are developed or changed and explain the role of the administrator, department heads, Board and facility ownership in this process.
			Contractual Service Agreements
			List any contractual service agreements for any of the facility's departments.
			Outline the duties and responsibilities of these agreements.
			Determine the renewal frequency.
			Summarize who has the authority to renew or develop new agreements.
			After the preceptor explains the uses, advantages and disadvantages of service agreements, summarize the process.
			Under the guidance of your preceptor, examine and appraise the cost effectiveness of contract services.
			Administrator's Job Description
			Explain the roles and function of the facility's administrator.
			List the administrator responsibilities.
			Describe the administrator's line of report (up and down).
			Describe the Federal and State regulations that affect the facility's administrator.
			Evaluate whether the facility administrator job description accurately states the current job responsibilities.
			Review and describe the Standards of Practice for Long-Term Care Administrators published by the American College of Health Care Administrators.
			Education and background of the Administrator
			List the educational requirements to become an administrator.
			List the background of the facility's administrator.

THE FACILITY – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Facility Floor Plan
			Locate the architectural plans and schematics.
			Study the ANSI standards that concern building accessibility and meeting resident needs. Assess compliance in this area.
			Study and describe facility safety policy and procedures.
			Review and list OSHA requirements.

			Review facility accident (employee and resident) reports. Describe how these instruments are important at the facility.
			Review and describe resident incident and illness reports. Describe how these instruments are important at the facility.
			Review and explain the Material Safety Data Sheets required for the facility.
			Review and describe the policy and procedures for handling hazardous materials.
			Discuss and describe safety procedures for equipment, products and resident safety with each department.
			Attend safety committee meetings. Evaluate the effectiveness of meetings and whether change can be effected by the committee.
			Environmental Health and Safety
			Review and describe infection control and pest control policies and procedures.
			Attend infection control meetings. Evaluate the effectiveness of meetings and whether change can be effected by the committee.
			Review and describe policies and procedures that concern isolation practices.
			Acquire knowledge of emergency procedures, review policies and procedures concerning fire, tornado, storms, etc. Describe the local disaster planning.
			Participate in fire drills and fire marshal inspection. Describe the process.
			Participate in any in-service fire training. Describe the process.
			Review and describe the disaster plan.
			Education Programs
			Determine if the annual in-service training includes Federal and State mandated subjects.
			List the in-service training that occurred in the facility or where staff was sent in the last year.
			Describe how department heads determine when and what subjects are included in the in-services.
			Determine if the facility uses on the job training programs.
			Determine if the facility uses the local unemployment office for placement and programs.

RESIDENTS AND FAMILY SERVICES – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Admission Process
			Assess who does the medical interview for admission.
			Explain the admissions coordinator job description.
			Compare the written policies with actual practice.
			Determine if the case mix is used in the admission policies.
			Accompany staff as they give facility tours and assess effectiveness of the process.
			Participate in an admission of a resident. Evaluate the effectiveness of the process.
			Visit and evaluate local hospital discharge planners who plan discharges and admissions.

			Determine if there is an orientation process for the new resident. If present, describe the process.
			Determine if there is an orientation process for the resident's family. If present, describe the process.
			Resident History
			Observe and describe the process of obtaining the social history of a new resident.
			Describe the form that is used during the social history acquisition.
			Resident's Bill of Rights
			Describe the Federal Resident Bill of Rights.
			Explain how it is reflected in State Regulations.
			Ascertain if the resident's rights are posted at the facility.
			Determine how the resident's rights are communicated to the residents.
			Verify, and explain the importance, that residents and their families, next-of-kin, guardian or other sponsors are receiving a copy of the resident's rights and explanations of these rights.
			Prepare a report on the Federal Residents Rights that addresses the extent that these requirements are being implemented by the facility staff. Review the report with the preceptor. Determine how it affects any internal practices.
			Resident Educational Programs
			Determine if there are educational programs for residents.
			Determine if there are educational programs for families.
			Determine if the facility sponsors outreach programs.
			List the type of equipment, journals, periodicals or other literature that is available at the facility.

SOCIAL SERVICES – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Social Services Purpose and Function
			Review and describe the job descriptions for all members of the social service department.
			List Federal and State regulations that involve social service.
			Describe the social service staff philosophy of care in the facility.
			Observe and evaluate the social service staff during admissions, resident care plan meetings and the discharge planning process.
			List and describe the living will, advanced directives and the different types of power of attorney.
			Describe the social service staff interactions with residents, families, other departments and the community.
			Explain the facility's policy and procedure for lost or stolen personal belongings of residents.
			Describe the process of how depression in the residents is recognized and what type of intervention is attempted.
			Explain how the social service department implements and monitors resident rights.

			Educational Background of the Director of Social Services
			Ask the current director for his or her educational background and how they became involved with social service in the long term care field. Discuss the attributes of an effective social service department head.
			List the educational requirements of social service employees as found in the Federal and State regulations.
			Role of the Social Worker
			If the facility uses a social service designee, determine the role of the social worker consultant.
			List the requirements of the Federal and State regulations.
			Specific Activities and Responsibilities
			In addition to meeting the requirements of Federal and State regulations, identify additional duties assigned to the department in this facility.
			Observe and describe these additional duties of social service staff.
			Care of the dying resident
			Describe how the death and dying process impacts staff, other residents and resident's families.
			Assess whether the staff has had any training and evaluate whether it better equipped the staff to handle the loss of residents.
			Observe and describe the staff, family and resident reactions during the death of a resident.
			Observe the facility's practices upon the death of a resident. Explain the discharge process when a resident dies.
			Family Programs
			List all community-based, in-home service and facility long term resources available in the community for family of residents and identify how the facility relates to the services.
			Determine if the facility has a resident family council. If the process is in place at the facility, observe and evaluate a meeting.
			Spiritual Counseling and Services
			List and recognize all ministers of faith that service the facility.
			Discuss with different facility ministers the needs and how to meet the spiritual needs of their residents.
			Observe and describe, with permission, the interaction of a resident and their faith counselor.
			Determine how the facility support enhances the spiritual needs of the residents.
			Assess if the spiritual minister has an impact on anxiety, depression and separation feelings of a resident.
			Determine if the spiritual counselor's observations are communicated to the care plan team.
			Resident Personal Funds
			Develop a functional knowledge of regulations regarding resident personal funds.
			Review and describe policies and procedures for handling resident personal funds.
			After observation, explain how a resident uses the facility's system.
			Evaluate whether the facility's practice follow policies and procedures to meet required regulations.

			Assess effectiveness of the resident personal fund policy and procedure.
			Resident Per Day Cost
			Research and explain the PPD (per patient day) cost of social services.

SUPPORT SERVICES: LAUNDRY, HOUSEKEEPING, and MAINTENANCE – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Laundry Department
			Describe the work background of the laundry supervisor.
			Complete a chart that shows how the laundry department is organized that also addresses staffing levels.
			Participate in scheduling staff for the laundry department. When completed, explain the process.
			Describe laundry job descriptions and personnel policy unique to the department.
			Work with the laundry staff to learn laundry procedures, equipment and maintenance. List and describe the procedures, equipment and required maintenance within the department.
			Describe the linen distribution system from soiled to use of clean linen.
			Explain the distribution of personal clothes from soiled to use of clean clothes.
			Describe the Material Safety Data Sheets that pertain to the department. Evaluate the effectiveness of this practice.
			Review the budget with the department head and discuss the procedures utilized by the department head to monitor department expenditures. Describe the effectiveness of this practice.
			List and assess any equipment leases.
			Explain the procedure for the actual use and reordering of supplies in the department.
			Compare linen availability to recommended industry standards of quantity.
			Conduct a pound study on laundry per patient by area.
			Research and explain PPD (per patient day) cost of laundry services.
			Housekeeping Department
			Describe the work background of the housekeeping supervisor.
			Complete a chart that shows how the housekeeping department is organized that also addresses staffing levels.
			Describe housekeeping job descriptions and personnel policy unique to the department.
			Participate in scheduling staff for the housekeeping department. When completed, explain the process.
			Work with housekeeping staff to learn all phases of housekeeping. When completed, describe the process.
			Evaluate the facility for cleanliness, including order control and aseptic techniques.
			Explain the housekeeping product usage and storage requirements.
			Review the Material Safety Data Sheets for products used by the department. Evaluate the effectiveness of this practice.

			Review the budget with the department head and discuss the procedures utilized by the department head to monitor department expenditures. Describe the effectiveness of this practice.
			Explain the procedures for the actual use and reordering of supplies.
			Conduct housekeeping square footage study in all facility areas.
			Maintenance Department
			Review the budget with the department head and discuss the procedures utilized by the department head to monitor department expenditures. Describe the effectiveness of this practice.
			Explain the procedure for the use and reordering of supplies in the department.
			Complete a chart that shows how the maintenance department is organized that also addresses staffing levels.
			Describe maintenance job descriptions and personnel policy unique to the department.
			Observe and evaluate the decision making process that establishes what order tasks are scheduled.
			Explain the following power plant items, to include the different types, power, models, etc. a. Heating. b. Air conditioning. c. Plumbing. d. Electrical. e. Lighting.
			Identify Emergency Equipment Explain the following items, to include the different types, safety, power, models, etc. a. Power generators. b. Water supply. c. Oxygen supply and storage. d. Security systems. e. Resident call System.
			Describe the operation of fire alarm system, sprinkler system, electrical and water systems, security system, resident call system and emergency power.
			Explain how maintenance procedures incorporate ANSI, OSHA, hazardous materials and State requirements.
			Review the Material Safety Data Sheets for products used by the department. Evaluate the effectiveness of this practice.
			Work with the staff to learn the facility and ground maintenance. Describe the facility and ground maintenance.
			Describe pest control and trash disposal procedures.
			Inspect the entire facility and assess whether appropriate preventive maintenance programs are in place.
			Explain the maintenance and replacement of equipment and fixtures.
			Calculate the cost/resident per day for support services.
			Explain agreements with outside sources for emergency power and water.

NURSING DEPARTMENT – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:

			Director of Nursing (DON)
			Describe the Director of Nursing's educational background and how he or she became involved in long term care.
			Explain the educational requirement of DON found in the Federal and State regulations.
			Describe the job description for the Director of Nursing.
			Summarize the Director of Nursing's philosophy of care.
			Departmental Financial Management
			Review the budget with the DON and discuss the procedures utilized by the department head to monitor department expenditures. Describe the effectiveness of this practice.
			Evaluate the procedure actually used in reordering supplies and tracking their actual use.
			Department Organization
			Complete a chart that shows how the nursing department is organized that also addresses staffing levels.
			Review and evaluate the department job descriptions to see if they meet Federal and State requirements, licensing and certification regulations.
			Observe and explain the scheduling of department staffing.
			Observe and explain the procedure on how the facility fills shift requirements due to the shortage of staff.
			Explain the policies related to patient care and how they relate to Federal and State Regulations.
			Describe personnel policy unique to the nursing department.
			Take part in an in-service training planning session. Discuss how many different ways in-services are conducted with the in-service coordinator. Explain the required in-services to meet regulations.
			Describe the infection control and reportable disease policy and procedures.
			Evaluate whether the infection control committee and policy conforms to the Federal and State requirements.
			Nursing Responsibilities
			Observe the floor nurses as they provide treatments, administer medications and supervise the nurse aides. Describe the process. [Note to AIT Students: Give this a lot of attention. Take notes and review with the DON. This is the area that will be the most challenging throughout your career. The more you understand now will determine your future success.]
			Describe the shift change report and consider the extent the charge nurse directs and delegates nursing assignments for specific residents.
			Describe the process of how the nurses and medication aides perform when they administer medications.
			Explain all the devices used for restraint purposes in the facility and evaluate if they are used properly.
			If the facility has a whirlpool, demonstrate proficient use of the device.
			Discuss with the DON and therapists the importance of proper resident positioning and repositioning. Justify the importance of these procedures.
			Understanding Medical Terminology
			Describe the basic function of the human body, normal aging physical changes and disease

			processes.
			Start a facility dictionary of a list of words, prefixes, and abbreviations you hear and need to know. Explain the meaning of these words. Review geriatric terminology (to include basic disease recognition, aging process and common terms of reference in geriatric physiology.)
			Staffing
			Describe the decision making process for staffing on each pay period.
			Determine the staffing ratio per resident, to include basic or special care needs.
			Evaluate whether the staffing pattern meets Federal and State standards.
			Medical Records and Charting
			Review the facility charting policies and evaluate the extent that they are fully implemented at the facility.
			Describe medical records procedures.
			Explain the Federal and State regulations that concern medical records, confidentiality, HIPAA, record review and requirements for Medicare and Medicaid.
			Audit random resident records and evaluate for conformity to Federal and State regulations.
			Describe the process of how medical records staff 'thin' resident charts.
			Evidence of Rehabilitation, Geriatric and Psychiatric Nursing Practices
			Audit random resident's charts and assess for the presence of rehabilitative nursing care.
			Audit random resident charts and assess for the presence of geriatric and psychiatric nursing care.
			Cost of Nursing Services
			Determine the cost of nursing service per resident day.

MEDICAL SERVICES – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Medical Director
			Review and describe the written agreement designating a medical director.
			Determine the role and responsibilities of the medical director at the facility. Evaluate whether the medical director completes his or her duties.
			Attending Physicians - Access, Strengths, Options, etc.
			Explain the policy that denotes who may be attending physicians at the facility.
			Evaluate whether the facility's record on the attending physicians is up-to-date.
			Assess whether the facility has copies of licenses and insurance on file.
			Audit random resident charts and evaluate physician service usage compliance with Federal and State regulation.
			Costs of Medical Services
			Determine the cost of medical services to the facility.
			Administrator/DON/Medical Director Relationships

			Evaluate the formal relationships of these health care people at the facility.
			Evaluate the informal relationships of these health care people at the facility.

CARE PLANS – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Forms
			Describe the forms used at the facility.
			Review the assessment documents and evaluate if procedures give accurate assessments.
			Objectives of the Care Plan
			Attend and describe resident care plan meetings.
			Evaluate the facility care plan policy.
			Determine if the resident’s families or responsible parties are involved in the care plan process.
			Audit random resident care plans and consider if they are being fully implemented at the facility. In this process, attempt to match the resident to the care plan rather than the care plan to the resident.
			Assess whether the care plans are being periodically reviewed by the team that considers medical, nursing, psychosocial and dietary needs of the resident.
			Assess whether drug side effects and interactions are successfully monitored by nursing, medical and pharmacy staff.
			Observe and describe the physical and psychosocial components of the care plan.
			Understand and explain the components of the care plans, to include needed input from various disciplines, resident needs and goals.
			Discuss and appraise the care plan with departmental representatives during rotations and assess that department’s priority in the care plan meetings.
			Audit a random resident care plan with a diagnosed disease and evaluate staff rationale and follow-through for the implementation of care modifications.
			Review the Number of Resident States
			List the number of confused residents.
			List the number of residents with skin issues.
			List the number of incontinent residents.
			List the number of residents with cognitive problems.
			List the number of residents with mental illness histories.
			List the number of residents with mental health histories.

DENTAL SERVICES – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Identify and describe arrangements to assist residents obtain routine and emergency dental care.

			Review and evaluate the dental consultant contract.
			Ascertain the in-house access to dental care and evaluate effectiveness of plan.
			Describe dental care service in regard to Medicaid and Medicare.

PHARMACY SERVICES – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Pharmacy Consultant
			Describe the job description of the pharmacy consultant.
			Evaluate the contract of the pharmacy consultant.
			Explain the policy and procedures that govern the pharmacy services.
			Facility System
			Describe the drug dispensing system used in the facility.
			Explain the policies covering drug orders, receiving drugs, drug storage, disbursement of medications and drug destruction.
			Review and evaluate the policies governing controlled drugs.
			Review and evaluate the policies and procedures for emergency drugs.
			Review and evaluate the policies and procedures for drug room access.
			Observe a monthly drug review meeting with the consulting pharmacist. Assess the usefulness of this meeting and ongoing interaction with the pharmacist.
			Assess if drug side effects and interactions are successfully monitored by nursing, medical and pharmacy staff.

THERAPIES (Physical Therapy, Psychologist, Speech Therapist, Audiologist, Podiatrist, etc.) – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Explain rehabilitation staffing at the facility.
			Describe rehabilitation job descriptions and personnel policy unique to the department.
			List licensure requirements of this department and personnel.
			Review and assess financial arrangements outlined in the facility contracts for outside services. Identify the responsibilities in these contracts.
			Verify that physical, occupational, speech and audiology therapies are in resident care plans with the physician orders and that the consultation with the appropriate therapist has been completed. Justify why this is important in the care of the residents.
			Observe and assess the rehabilitation therapies as they are provided the residents.
			Review and evaluate the resident billing procedures for therapy.
			Explain the facility's rehabilitation philosophy.

BOOKKEEPING & ACCOUNTING – Outcomes:

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DISCLAIMER: THIS INFORMATION IS SUBJECT TO CHANGE. FOR THE OFFICIAL COURSE PROCEDURE CONTACT ACADEMIC AFFAIRS.

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Business Manager
			Determine the education and background required for the position.
			Describe the job description.
			Explain any policies and procedures that are unique to this position.
			Billing Procedures
			Explain the procedures for private pay billing.
			Explain how the facility interacts with Medicaid, Medicare and other insurance providers.
			Review and describe business office regulation for Medicare, Medicaid and other third party payors.
			Cost Centers
			Describe the facility's chart of accounts, journals, income statement and balance sheets.
			Explain the concepts of working capital, ratio analysis, vertical analysis and cost accounting.
			Financial Reports
			Explain and justify financial reports required by the organization.
			Explain and justify financial reports required for the governing board.
			Explain and justify financial reports required for Medicaid and Medicare.
			List the frequency of the required financial reports.
			Inventory Control and Charges
			Determine who is responsible for inventory control for each department or if a central supply is used at the facility. Compare and contrast the two types of inventory control when used at a long term care facility.
			Explain the process where the financial information is communicated to the business office for proper billing. Evaluate the effectiveness of the process.
			Resident Accounts
			Describe and evaluate the policies and procedures for handling the resident's cash.
			Wages and Benefits
			Describe and list the steps of the entire payroll process.
			Additional Financial Information
			Describe the policies and procedures to control purchases and cash flow.
			Summarize, after discussion with the preceptor, how he or she establishes the rates to be charged for services.
			Describe the current budget. Help develop, with the preceptor, the next year's operating budget.

DIETARY – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Education and Background

		Describe the education and training of the department supervisor to include his or her vocational background.
		Review and describe the job descriptions for all members of the dietary department.
		Financial Management
		Review and evaluate the budget with the dietary manager.
		Describe the procedures used by the dietary manager to monitor expenditures.
		Explain the procedures for the actual use and ordering of supplies in the dietary department.
		Review and assess any vendor service contracts for the dietary department.
		Compare vendor invoices to vendor cost quotes. Determine if discrepancy exists.
		Dietician Consultant
		Review and evaluate the service contract for the dietician consultant.
		Review and describe the facility job description for the dietician.
		Observe and evaluate the dietician during a consulting visit.
		Observe and evaluate the service provided to the dietary manager.
		Determine whether the dietician's assessment is used during the care planning.
		Determine if the dietician provides in-service training for the dietary staff.
		Review and evaluate the consultant report for a facility visit. If you do not concur with this report, recommend change as needed.
		Ascertain if the administrator receives a copy this report and determine his or her course of action based on these findings.
		Staffing and Scheduling
		Complete a chart that shows how the dietary department is organized which also addresses staffing levels.
		Review and evaluate dietary job descriptions and personnel policy unique to the dietary department.
		Demonstrate the ability to staff this department.
		Compare staffing levels to recommended averages.
		Menus, Meal Planning and Nutrition
		Review and evaluate the regular and therapeutic menus with the dietician and the dietary manager.
		Determine if all recommended daily allowances are being used at the facility. Justify the importance of this practice.
		Examine the number meals served at the facility.
		Examine the number and kinds of special diets served at the facility.
		Explain the importance of new resident evaluation and diet assignment. Observe the practice at the facility.
		Justify the periodic re-evaluation of current resident diets.
		Determine if physician ordered therapeutic diets are being successfully prepared and served as ordered.
		Observe and evaluate how nutritional quantities and types are determined for tube-fed residents.
		Assess how the requirements for tube-fed residents are communicated to the dietary staff.

			Food Preparation and Service
			Work with staff to learn all phases of food preparation and service. Observe food receiving procedures and storage. Evaluate the process.
			Outline the total activities that must be coordinated for successful food service to residents in the dining area and at bedside. Recommend any change of practice.
			Evaluate whether foods are reaching the right residents at the expected time and correct temperature.
			Assess the attractiveness of the meals served the residents.
			Explain the prescribed procedures when residents refuse to eat.
			Compare meal schedules, special feedings and snacks against frequency of nourishment standards.
			Locate the sanitation survey and compare those deficiencies (if any) to current practices at the facility.
			Describe the arrangements for residents who require assistance in eating.
			Observe the clean up procedure in the dining rooms. Assess whether the facility meets acceptable sanitation standards.

ACTIVITIES – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Education and Background
			Describe the education and training of the activity director to include his or her vocational background.
			Review and describe the job descriptions for the activity department.
			Review and assess the policy and procedures that are unique to the activity department.
			Evaluate whether the activity staff person is knowledgeable of each resident's limitations and therapeutic needs.
			Describe the knowledge of activity staff in regard to their philosophy of care and the role that activities plays in the lives of the residents.
			Activities
			Study the monthly activities calendar and identify the number of individual, group and outside the facility activities are provided the residents.
			Evaluate the activity department services to include the types of activities, times of day, number of days per week, evening and weekend events, and those provided on special occasions.
			Participate in and assess a variety of scheduled activities.
			Describe special activities for residents who are younger or are suffering from dementia, depression or immobility.
			Observe and assess the participation of residents who are confined to their rooms or beds.
			Randomly select several residents' care plans to determine if physician notation indicates their ability to participate in activities.
			Review and assess record keeping procedures for documenting activities at the facility.
			List the special effort staff takes to help the new residents adjust to the facility. Justify the importance of this task.

			Financial Management
			Discuss and justify the activities budget with the activities director.
			Determine the cost per resident per day.
			Volunteers
			Review and evaluate the volunteer policy and procedures, training programs and usage in the facility.
			Coordinate volunteers.
			Observe and assess the effects of volunteer visits on the residents.
			Recommend methods to improve the volunteer program.
			Activity Programs
			Describe the therapeutic use of activities for residents.
			Randomly select several residents and determine the impact of the activity programs on their therapeutic care plan goals.
			List therapeutic activity programs.
			Review and evaluate activity programs to include reality orientation, grief groups, re-motivation, re-socialization and validation therapy.
			List the special effort staff takes to counter new arrival or transfer adjustments. Determine the efficacy of this practice.
			Resident Council
			Explain the role of the resident council and how it functions at the facility.
			Determine if the resident council influences organizational planning.

ADMINISTRATION – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to:
			Composition of Board and Administrator/Board Relationships
			Explain how the governing Board membership is established.
			Develop preparation materials for a Board meeting.
			Attend a Board meeting and evaluate the effectiveness of the meeting and Board.
			Determine the working relationship of the Board and the administrator. Evaluate the effectiveness of the relationship.
			Marketing
			Review and evaluate statistics on sources of admissions, reasons for discharges, why persons chose the facility and trends in resident payment status.
			Determine if the current case mix in the facility is the result of conscious marketing planning. Justify your evaluation.
			Plot the census, by percentage, for three years and attempt to identify causes for variance (such as opening of a competing facility, poor reviews, public opinion, etc.).
			Review and evaluate the facility media advertisement from the last two years.
			Review and assess the formal marketing plan and compare and contrast to the marketing

		established by other long term care facilities.
		Determine if there is available data on the number of tours provided to prospective residents versus actual admissions. Evaluate the effectiveness of the facility tours as it relates to future admissions. If needed, help develop a more effective marketing plan.
		Community Relationships
		Describe the community continuum of long term care.
		Develop a continuum listing of all the community based, in-home services and facility long term care resources available in the community and identify the facility's role in the continuum.
		Attend meetings of area clubs and social organizations as a representative from the facility. Justify the importance of being active in the community.
		Evaluate how the community case manager matches multiple services with an adult needing assistance. Determine the effectiveness of the process.
		Determine the use of media coverage for the benefit of the facility.
		Describe how community involvement impacts marketing.
		Organizational Planning
		Participate in gathering planning information that will be used in making short and long range planning. Describe the importance of information gathering and how it impacts both short and long term goals.
		Select a project of interest to your preceptor and outline all the factors that must be considered during development, implementation and on-going practice. Along with the preceptor, evaluate the plan that was developed.
		Leadership
		Observe communication interactions between all levels of staff. Evaluate the effectiveness of techniques such as staff meetings, department head meetings, counseling and coordination of written material. Determine if better communication patterns are needed at the facility and develop a more effective plan (if needed).
		List the formal and informal communication channels operating at the facility.
		Note the flow of power throughout the facility and compare the actual flow to the organizational chart. Determine the cause for this occurrence and ascertain if it is a positive influence at the facility.
		Determine leadership and delegation tactics used by the administrator and department heads. Describe the management styles of all department heads. Identify style components that work successfully.
		Explain the value of leadership roles outside the facility such as in professional organizations and the community.
		Time management is essential for any leader. It is of paramount importance that a leader can describe where time is consumed and how best to meet all the needs of the position. As an exercise, track your time expenditure in each of the following areas and develop a plan to maximize work production and minimize time consumption (if possible).
		People problems.
		Organizational problems.
		Internal meetings.
		External meetings.

		Long range planning.
		Finances.
		Complaints
		Describe how complaints are handled through proper administrative channels.
		Describe the facility's policies and procedures for handling complaints.
		Survey Process
		Describe State and other survey reports that have been provided for the facility over the last two or three years.
		Have the preceptor review the process of responding to findings. Develop a plan of how you would respond in the future as a long term care administrator.
		Describe the degree that each resident's rights requirements are being met throughout the facility.
		Observe and evaluate the degree that quality of care requirements are being met throughout the facility.
		Observe and evaluate the degree that quality of life requirements are being met throughout the facility.
		Observe and evaluate the degree that staff licensure or certification requirements are being met throughout the facility.
		List all of the records that a facility is required to maintain.
		Number of employees (full and part-time)
		List the number of employees (and classification) in each department.
		Identify who is responsible for the human resources function at the facility. Review and assess the key elements that should be in a job description. Determine if the job descriptions meet ADA requirements.
		Outline the steps the facility uses in recruiting and hiring a new employee.
		Observe and assess the application process, interview and hiring process.
		Observe and assess a new employee orientation.
		Summarize how wage scales and benefits are determined.
		Assess the facility's personnel policies and procedures book for completeness, accuracy, fairness, issues of concern and legality.
		Describe labor law and its application to the facility.
		Evaluate whether the personnel policies and procedures are in compliance with labor laws.
		Summarize the staff evaluation process and the roles of the administrator and department heads during this process.
		Describe the effectiveness of the evaluation process and appraise its ability to accomplish its intended effect at the facility.
		Employee turnover rate
		Review and summarize the KDADS required facility report.
		Determine employee turnover for each department.
		Discuss factors that contribute to turnover at the facility.

		Compare the facility's turnover rate to other facilities, if possible.
		Identify and explain staff motivation and retention programs.
		Assess the effectiveness of motivation and retention programs at the facility.
		Explain the communicable disease policy for employees who have symptoms or signs.
		Determine if the facility has a drug policy and, if present, evaluate the effectiveness of the plan and if used fairly in all cases. Ascertain if pre-employment drug testing at the facility is present and explain the rationale of using it.
		Summarize the policies and procedures for disciplining and terminating employees.
		Determine if terminated employees are eligible for rehire and discuss the pros and cons of this issue.
		Explain who determines the staffing needs of the facility.
		Assess if procedures are in place to assess the effects of training. If present, how is the assessment of the effectiveness of training completed?
		Determine the attitudes of the administrator and department heads in regards to counseling.
		Determine if present and the frequency of use, if present, of the facility's grievance procedure.
		Determine if the mandatory personnel signs are posted appropriately, e.g. civil rights, equal employment, wage and hour, etc.
		Human Resources
		Determine the number of full time and part time employees.
		Identify who is responsible for the human resources function at the facility.
		Review and assess the key elements that should be in a job description.
		Determine if the job descriptions at the facility meet ADA requirements.
		Determine if job descriptions have been developed for all positions that state job requirements.
		Determine if performance evaluations are linked to job descriptions and discuss the importance of this practice.
		Assess how the administrator communicates with staff (e.g. open door policy, newsletter, staff meetings, etc.).
		Evaluate the effectiveness of the communication patterns within the organization.
		Describe the roles the administrator and department heads play in the personnel functions of the facility.
		Outline the steps the facility uses in the recruiting and hiring of a new employee.
		Describe the types of interview techniques that are used by the facility during the hiring process.
		Observe and assess the application process, interview and hiring process.
		Negotiate a wage for a new employee, or engage in a negotiation process, if possible.
		Explain the Fair Labor Standards Act (FLSA) that covers many human resource issues to include overtime rules, recordkeeping, child labor, definition of working hours, exempt employee definition, etc.
		Review and assess the facility's civil rights practices for conformity to current law.
		Determine if all certified/licensed personnel have proper documentation and assess the affirmation process used in this practice.

			Study several personnel files and determine if the contents are complete and contain the required documents such as references, job application, hepatitis B vaccination decision, documentation of orientation and documentation that each employee has read the 'Resident Rights' policy.
			Determine if I-9 forms are in all personnel files.
			Determine if criminal background checks and nursing assistant registry checks are completed on all employees and documentation kept on file.
			Observe and assess a new employee orientation.
			Summarize how wage scales and benefits are determined.
			Assess the facility's personnel policies and procedures and employee handbook for completeness, accuracy, fairness, issues of concern, and for the possibility of liability for the employer.
			Determine whether the personnel files contain appropriate information to support job assignment.
			Summarize the staff evaluation process and the role of the administrator and department heads during this process.
			Describe the effectiveness of the evaluation process and appraise its ability to accomplish its intended effect at the facility.
			Risk Management
			Determine if the facility has a risk management policy.
			Assess whether the facility has an effective emphasis on safety throughout the organization.
			Describe how OSHA is placing an increased emphasis on inspecting and fining nursing facilities.
			Accompany the administrator to a worker's compensation hearing, if possible, and describe the process.
			Analyze the unemployment compensation record of the facility.
			Examine and explain the facility policies governing employees who have symptoms or signs of any communicable disease and evaluate to what extent these are enforced throughout the facility.
			Assess whether injuries are reported, as required by state regulations and OSHA.
			Identify safety hazards in the facility.
			Describe staff safety awareness and concern in the facility.

EVALUATIONS – Outcomes:

S	U	N	Specific Competencies
			Demonstrate the ability to (near completion of the practicum while discussing with the preceptor):
			Describe all departmental policies and procedures.
			Compare last year's goals to current practices.
			Analyze budget projections and actual conditions.
			Describe community acceptance and utilization.
			Reflect on expectations of job responsibilities and realities of the work place.

Projects Required:

As assigned, and found in the syllabus.

Textbook:

Contact Bookstore for current textbook.

Materials/Equipment Required:

None.

Attendance Policy:

Students must adhere to the Kansas Department for Aging and Disability Services requirements as outlined by the instructor in the course syllabus.

Grading Policy:

The grading policy will be outlined by the instructor in the course syllabus.

Maximum class size:

Not applicable – this is an individualized course of study.

Course Time Frame:

The U.S. Department of Education, Higher Learning Commission and the Kansas Board of Regents define credit hour and have specific regulations that the college must follow when developing, teaching and assessing the educational aspects of the college. A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally-established equivalency that reasonably approximates not less than one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work for approximately fifteen weeks for one semester hour of credit or an equivalent amount of work over a different amount of time. The number of semester hours of credit allowed for each distance education or blended hybrid courses shall be assigned by the college based on the amount of time needed to achieve the same course outcomes in a purely face-to-face format.

Refer to the following policies:

[402.00 Academic Code of Conduct](#)

[263.00 Student Appeal of Course Grades](#)

[403.00 Student Code of Conduct](#)

Disability Services Program:

Cowley College, in recognition of state and federal laws, will accommodate a student with a documented disability. If a student has a disability, which may impact work in this class which requires accommodations, contact the Disability Services Coordinator.