

CERTIFICATION EXAMINATION BLUEPRINTS (cont.)

CERTIFIED HOSPICE EXECUTIVE EXAMINATION BLUEPRINT

The blueprint identifies the major content areas relevant to the responsibilities of the hospice executive. The percentages of questions on the exam from each of the major content areas are indicated below.

1. LEADERSHIP (16%)

- a. Organizational culture and philosophy
(e.g., know the roles of a Hospice Executive)
- b. Vision, mission, and goals
(e.g., benefits, elements, purpose, precursors to organizational excellence)
- c. Values
(e.g., business ethics, code of ethics)

2. ACCOUNTABILITY TO BOARD (20%)

- a. Legal
- b. Financial
- c. Current position of hospice organization
- d. Corporate compliance
(e.g., compliance programs, reporting processes)
- e. Strategic business development
(e.g., understand how to report key performance information to the board)
- f. Review and revision of Bylaws, policies and procedures
(e.g., know the approval process for the QAPI program)

3. STRATEGIC POSITIONING FOR GROWTH AND DEVELOPMENT (11%)

- a. Future positioning
(e.g., understand strategies to increase growth, components of organizational growth & development, know the necessary documents in reporting to government agencies)
- b. Feasibility studies
(e.g., components of a business plan & feasibility study)
- c. Merger and acquisitions
(e.g., understand key elements of merger & acquisitions)
- d. Diversification
(e.g., understand components of a diversification strategy)

4. CORPORATE AND ORGANIZATIONAL DESIGN (8%)

- a. Corporate design
- b. Organizational design
- c. Human resources
(e.g., conflict of interest, employee satisfaction, new employee orientation, OSHA, FLSA requirements)
- d. Financial resources

5. FINANCIAL OVERSIGHT (10%)

- a. Budget approval and oversight
(e.g., projections for positioning, cost reports, CAP issues, return on investment(ROI), profit margin, contribution margin, impacts of accurate budgeting)
- b. Periodic financial reports review
(e.g., external financial statement preparation, basic accounting principles)
- c. Risk assessment
- d. Contract oversight
- e. Audit (e.g. ADR process)
- f. Reimbursement (e.g., hospice physician billing)

6. RESOURCE MANAGEMENT (10%)

- a. Legal
- b. Financial
(e.g., identify what internal actions should be done to reduce costs in a service line)
- c. Administrative
(e.g., cost vs productivity , industry standards for insurance coverage)
- d. Clinical
- e. Consultants
- f. Volunteers

7. ORGANIZATIONAL RISK AND BENEFIT ANALYSIS AND DECISION MAKING (14%)

- a. Financial (e.g., bankruptcy)
- b. Legal
- c. Legislative
(e.g., understand impact of regulatory & legislative, and response techniques)
- d. Strategic

8. INDUSTRY TRENDS (5%)

- a. Forecasting and analysis (e.g., understand MedPac role)
- b. Legislative changes

9. REGULATORY PROCESS FOR HOSPICE (6%)

- a. Face to Face Requirements
- b. OIG
- c. Stark Law
- d. Hospice COPS (e.g., contract language)
- e. Volunteer Requirements
- f. Government Agency Oversight
- g. NPI
- h. HIPPA
- i. MACS (e.g., understand their role)
- j. Accreditation Requirements (e.g., PAC)