

CERTIFICATION EXAMINATION BLUEPRINTS (cont.)

CERTIFIED HOSPICE MANAGER EXAMINATION BLUEPRINT

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

1. LEADERSHIP SKILLS (10%)

- a. Team Building
(e.g., understand the outcome of effective team building)
- b. Communication and Listening
(e.g., know the results of poor communication in the work place)
- c. Conflict Resolution
(e.g., understand conflict resolution skills as they relate to patient complaints, etc.)
- d. Staff Development and Training
(e.g., understand the value of employee satisfaction surveys.)
- e. Roles and Positions
(e.g., staff and Interdisciplinary Responsibilities)

2. CUSTOMER SERVICE (5%)

- a. Satisfactory Surveys
(e.g., understand the benefits of patient satisfactory surveys.)
- b. Relationship Development and Maintenance
(e.g., understand basic agency discharge policies, and the importance of cultural sensitivities.)

3. MANAGEMENT SKILLS (20%)

- a. Time Management
(e.g., understand the elements of a time management study.)
- b. Coaching
(e.g., know the difference between coaching and directing)
- c. Organization Skills
(e.g., understand basic management skills and organizational techniques.)
- d. Communication and Documentation (oral and written)
(e.g., understand the best channel of communication in a given scenario: External; Referral, Community - Internal; Staff Relations)
- e. Schedule and Staffing
(e.g., understand the process and value of adequate training of all employees and how to establish effective staffing ratios.)

4. MARKETING AND SALES (5%)

- a. Understand Marketing Plan and Manager's Role
- b. Company Services and Capabilities
(e.g., know basic agency services and capabilities.)

5. REGULATORY PROCESSES FOR HOSPICES (20%)

- a. Licensing and Certification
(e.g., criteria for accreditation and understand licensing and certification processes.)
- b. Survey Readiness
(e.g., understand survey protocols and interpretive guidelines.)

5. REGULATORY PROCESSES FOR HOSPICES (20%) (CONT.)

- c. Federal Regulations
(e.g., time frames for initial and comprehensive assessments, know where to find hospice regulations, requirements to qualify for continuous care, Stark Law.)
- d. Reimbursement and Billing Practices
(e.g., election period for hospice patient benefits.)
- e. Compliance
(e.g., OSHA or HIPPA, and the importance of both)
- f. Quality Assurance and Performance Improvement
(e.g., understand the purpose of the QUAPI program.)

6. FINANCIAL MANAGEMENT AND BUDGETING (10%)

- a. Factors that Affect Payroll
- b. Budget Basics and Participation
(e.g., costs, expenses, components of a flexible budget, difference between indirect and direct expenses, IRS mileage rules, components of budget basics)
- c. Contracts
(e.g., understand the components necessary to negotiate a letter of agreement with an insurance company.)

7. HUMAN RESOURCE BASIC PRACTICES AND LAW (30%)

- a. Coaching and Discipline
(e.g., performance issues involving subordinates, goals of performance coaching, basic agency termination policies and substance abuse policies.)
- b. Staff Orientation
(e.g., know the components of staff orientation.)
- c. Confidentiality
(e.g., know the parameters of sensitive employee information.)
- d. Wages and Benefits
(e.g., understand state and federal laws pertaining to family leave, and the components of the Fair Labor Standards Act.)
- e. Labor Law
(e.g., employee rights, protocols for potential employee harassment complaints, and procedures for employees hurt on the job.)
- f. Interviewing
(e.g., understand the questions you are permitted to ask during the interviewing process.)
- g. Employee Performance Evaluations
(e.g., elements of employee performance and evaluations)