

The Long-Term Care Director of Nursing



FIELD

GUIDE

Second Edition

Barbara Acello, MS, RN

Foreword written by Sherrie Dornberger, RNC, CDONA, FACDONA

The
**Long-Term Care
Director of Nursing**

 **FIELD** **GUIDE**

Second Edition

Barbara Acello, MS, RN

Foreword written by Sherrie Dornberger, RNC, CDONA, FACDONA

HCPro

The Long-Term Care Director of Nursing Field Guide, Second Edition, is published by HCPro, Inc.

Copyright © 2011 HCPro, Inc.

All rights reserved. Printed in the United States of America. 5 4 3 2 1

Download the additional materials of this book with the purchase of this product.

ISBN: 978-1-60146-867-3

No part of this publication may be reproduced, in any form or by any means, without prior written consent of HCPro, Inc., or the Copyright Clearance Center (978/750-8400). Please notify us immediately if you have received an unauthorized copy.

HCPro, Inc., provides information resources for the healthcare industry.

HCPro, Inc., is not affiliated in any way with The Joint Commission, which owns the JCAHO and Joint Commission trademarks.

Barbara Acello, MS, RN, Author

Sherrie Dornberger, RNC,

CDONA, FACDONA, Reviewer

Adrienne Trivers, Managing Editor

Jamie Carmichael, Associate Group Publisher

Emily Sheahan, Group Publisher

Adam Carroll, Proofreader

Mike Mirabello, Senior Graphic Artist

Matt Sharpe, Production Supervisor

Shane Katz, Art Director

Jean St. Pierre, Senior Director of Operations

Advice given is general. Readers should consult professional counsel for specific legal, ethical, or clinical questions. Arrangements can be made for quantity discounts. For more information, contact:

HCPro, Inc.

75 Sylvan Street, Suite A-101

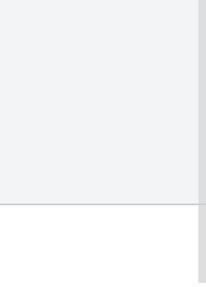
Danvers, MA 01923

Telephone: 800/650-6787 or 781/639-1872

Fax: 800/639-8511

E-mail: customerservice@hcpro.com

Visit HCPro online at: www.hcpro.com and www.hcmarketplace.com



Contents

Foreword	viii
Chapter 1: Successful Orientation of the Newly Hired Employee	1
Hiring a New Manager.....	1
Designing an Effective Process.....	2
Orientation Topics.....	6
Chapter 2: The Director of Nursing’s Role in Leadership.....	11
The Director of Nursing.....	11
What Is Leadership?	13
Four Basic Leadership Styles	14
Identifying the Best Leadership Style for the Situation	16
Chapter 3: Communication	21
Ways to Improve Your Communication	22
“Managing Up”	24
Providing Feedback to Staff.....	24
The Art of Active Listening.....	25

Contents

Chapter 4: Planning and Budgeting	29
The Strategic Plan	29
Tackling the Budget	29
Cost Containment in Long-Term Care	34
Types of Costs	35
Chapter 5: Interviewing and Hiring.....	39
The Face-to-Face Interview	39
Tips for a Successful Interview.....	43
Conducting the Interview	44
Make the Offer and Close Out the Process	47
Chapter 6: Time Management and Delegation	49
“Time Crooks”	49
Delegation	52
Confronting Procrastination.....	56
Chapter 7: Conflict Resolution and Managing Complaints.....	61
Working in Long-Term Care	61
Conflict.....	62
Resolving Conflict	63
Managerial Conflict Resolution.....	71
Facility Policies.....	71
Chapter 8: The Disciplinary Process and Terminations.....	77
Role of the Manager.....	77
Employee Discipline	79

Contents

Chapter 9: Assessing Competencies	87
Types of Competencies.....	87
Joint Commission Standards.....	88
Choosing Competencies to Be Assessed.....	89
Validation Methodologies	92
Performance Evaluations	96
Setting Goals	102
Communication Tools	103
Chapter 10: Standards of Care.....	105
Professional Responsibility	105
Quality of Care.....	109
Nursing Process Breakdown.....	110
Quality of Life	111
Caring for Residents With Pressure Ulcers.....	115
Staging Pressure Ulcers.....	124
Reverse Staging (Backstaging).....	126
The Pressure Ulcer Scale for Healing Tool	127
Assessing Pain in the Elderly.....	127
Chapter 11: The MDS 3.0	131
Brief History of MDS 3.0.....	131
Types of MDS Assessments	132
What Makes an Assessment Comprehensive?.....	140
The Assessment Schedule.....	140

Contents

Chapter 12: Regulatory Compliance and Risk Management	143
Use of Outside Resources	143
Use of Oxygen in an Emergency	154
Incident Reports	159
Risk Reduction Programs.....	169
Need for Individualized Care	169
Learning From Errors	174
Public Image When an Accident Occurs	174
Chapter 13: Quality Assurance/Benchmarking.....	177
The Quality Assessment and Assurance Committee.....	177
A Commitment to Quality	178
Benchmarking.....	181
Root Cause Analysis.....	181
The Governing Body	184
Chapter 14: Documentation.....	187
Risk Management Recommendations to Give Staff.....	187
Documentation Standards	189
Requirements for Nursing Documentation	192
Contents of the Medical Record	214
Discharge Planning	215
Records From Other Facilities	216

Contents

Chapter 15: The Survey Process, Quality Measures, and Quality Indicators..... 223

The Regulatory Environment.....	223
The Long-Term Care Survey: The Big Picture.....	223
Difference Between a State and Federal Survey	224
Types of Surveys	225
Scope and Severity of Findings	227
Survey Processes.....	228
Transitioning to the QIS Process	230
Overview of the QIS Process	230
Review of the Quality Measures/Quality Indicators.....	233
Review of the OSCAR 3 Report.....	235
Understanding Nursing Home Citations.....	235
Immediate Jeopardy.....	237
Top 10 Nursing Home Citations in the United States in 2009.....	238
Overview of the Five-Star Nursing Home Rating System.....	242
The CMS Special Focus Facility (SFF) Initiative.....	244

Chapter 16: Medicare Oversight of Skilled Nursing Facilities 247

Government Oversight.....	247
Government Contractors.....	250
Medicare Appeals Process	260



Foreword

Having been a DON for over 30 years, one of my biggest complaints was there is a lack of reference materials geared to help me do my job. No one had put together a comprehensive guide of policies, employee issues, leadership, successful orientation for the newly hired employee, conflict management, risk management, benchmarking, and delegation to name a few.

I have always said that DONs need a bit of attention deficit disorder to do a great job. If we concentrate on any one area for too long, 20 more issues would have passed us by. DONs have 20 issues or crises coming at them at once. They need to learn delegation, and documentation to survive. After all we are endangered species, aren't we?

I think this book will be the DONs' bible. It brings many pieces of information that are needed to do a great job together into one book. For new DONs, or DONs who may be looking to sit for the certification exam, it is a great learning tool. Seasoned DONs will also benefit by brushing up on areas that may not be our 'favorites' or best things to do. No one is an expert at everything, but this book will definitely enhance what you know and are able to do well! You will find additional useful information and geriatric clinical content at www.hcpro.com/downloads/9579.

This book was developed with the NADONA certification exam in mind, taking subject areas of the exam and creating chapters of the books to mirror the subject matter. As a nurse administrator we are much too busy to, as "they say," recreate the wheel. The information is here, all in a comprehensive format, and easy to understand, well-written, and reviewed by nurses working in the long-term care continuum on a daily basis. This will be one of the most used resources in your office library!

Foreword

For those who are not DONs, it would also be a great motivator, and perhaps even a stepping stone to prepare our colleagues who may want to move up in the long-term care continuum as a supervisor, nurse manager, ADON, clinical care coordinator, wellness nurse, and on and on! Whether you work in assisted living, skilled care, adult day care, rehab short stay, this book will help you. We all have the same situations in different areas of work, but the same goal of providing the best quality of care for those under our supervision, and I am sure you will not regret owning this wonderful resource!

Sherrie Dornberger, RNC, CDONA, FACDONA
National Association Directors of Nursing Administration
President



DOWNLOAD YOUR MATERIALS NOW

The Long-Term Care Director of Nursing Field Guide, Second Edition, has additional resources available online, including:

- A bonus chapter on Law and Long-Term Care
- A bonus chapter on Medicare Part A and Part B
- An overview of handheld computers and HIPAA compliance
- Audit tools
- Care planning guidance
- Documentation and the nursing process information
- End-of-life care guidance
- Example electronic media policy
- Example policy for personal communication devices
- Finance and budgeting guidance
- Geriatric clinical content
- And, more

For a more detailed online table of contents and to access the bonus material, go to the link provided below:

Website available upon purchase of this book.

Thank you for purchasing this product!

HCPPro

Successful Orientation of the Newly Hired Employee

Hiring a New Manager

Handing the baton to new managers may feel like a ton of weight lifting off your shoulders. You are more than ready to let them work their magic. But when this state of euphoria fades, you will see that you have to rethink your perceptions of newly hired managers. This is not the time to set them loose without considering the following:

- Who will be orienting them?
- What is included in the orientation process for new managers at your organization?
- Have you verified their abilities to meet all aspects of the job description, or are you assuming that if they need help, they will ask?
- Is this the first management position for your new hire? If so, what training/support systems have you put into place for him or her?

Facilities invest a lot of time, money, and effort in hiring and orienting clinical staff. We know that such orientation improves staff performance, increases retention, promotes resident safety, and fulfills regulatory requirements. Why then do we treat newly hired managers differently? You have just spent a good deal of money, time, and effort to find them. You performed background checks, contacted references, interviewed and reinterviewed them, and then hoped and prayed that they would accept your offer. How can you justify not giving your new managers a proper orientation after you exhausted all of those resources to find them?

Chapter 1

Making excuses about lacking the time, funds, or resources to orient managers is not an acceptable practice. The absence of a comprehensive orientation process creates a lack of trust and sends the following messages to new managers:

- The organization promised lots of things, but it won't deliver
- The organization sets unrealistic expectations
- This is why the previous manager left

Your role and position allow you to be the pivotal resource in new managers' success.

Common obstacles to this success include the following:

- Unrealistic expectations for new managers
- The absence of both a formal orientation process and the time to complete it
- The lack of debriefing and feedback to ensure new material is understood
- The lack of a transition period (i.e., everything is dumped in new hires' laps from day one)
- Misconceptions regarding the role of the administrative person to whom new managers report

Designing an Effective Process

The administrative team needs to agree on the importance of a formal orientation program for managers, beyond the standard orientation for all employees. Look beyond the fire codes, employee handbook, and name badges and reach for another level. If you want new hires to manage and lead their departments effectively, give them the tools and resources they need to do so.

In putting together your formal orientation program for managers, consider the following:

- **Interview recent hires**—Survey your most recently hired managers and ask them questions about their orientation experiences. Explain what you are trying to improve and ask for their suggestions on how to do it.

Successful Orientation of the Newly Hired Employee

- **Bring together “experts”**—Consider asking a seasoned manager, a member of the educational services department, or a human resources representative to lead the orientation process for the new managers.
- **Start building a library**—Begin collecting management resources that would benefit all of your departmental managers. This library can be located in your office, in the education office, or wherever new and experienced managers can access it regularly. Managers should be required to sign books in and out. Resources in your library should include:
 - Relevant journals, such as *Nursing Management*
 - Texts on leadership and coaching
 - Texts that are fun to read and teach leadership principles at the same time (e.g., *Give 'Em the Pickle* by Robert Farrell)
 - Texts related to customer service
 - References about regulatory agencies
 - Websites
 - Books with motivational quotes (for use on memos, in meetings, etc.)
 - A resource library that is expanded on an ongoing basis

As you develop this orientation process, existing managers in the organization are going to see that they have missed out on something. Take this opportunity to examine your ongoing training for the midlevel management team as well. For example, areas of the orientation that cover skills like fiscal management may prove helpful to a manager who has been with you for two years. Open such sessions to your entire management team to promote the peer-group concept, help build the team, and provide consistency in management practices. Essential elements of this orientation program include the following:

- An introduction to the department philosophy of care (statement of belief that guides nursing actions)
- An orientation process defined in writing, complete with schedule

Chapter 1

- Time allotted (three to five shifts) for managers to orient themselves to being staff-level people in the departments for which they are responsible
- Clarification of your role and availability
- Making managers feel welcome from day one (e.g., avoiding responding to them as though their requests are tying you up)
- Setting realistic expectations
- Peer mentors with clear, well-defined roles (in writing) for each new manager

Use the template spreadsheets in this kit to assist you in outlining the orientation and schedule for new hires. Consider the qualifications and certifications required by the job description, and ask yourself, “How have I validated that they are competent in these areas?” New hires telling you during the interview that they are comfortable calculating full-time employees (FTEs), working a budget plan, and understanding standards is one thing—showing they can perform and apply this knowledge is another. Don’t put yourself in a position where three weeks prior to the annual budget process you learn that this manager knows nothing about budgets or reading electronic financial sheets.

Uncover early in the orientation process those areas for which the new employee needs your support or a referral to an appropriate person in the organization. Some key people to consider including in this orientation training are the department managers from:

- Materials management
- Nutrition services
- Fiscal services
- Human resources
- The employee assistance program
- Social Services

Successful Orientation of the Newly Hired Employee

- Risk management
- Quality improvement

The best way to initiate interaction with such people is simply to give the new hires copies of the organizational phone directory and highlight the departments you want them to call. Tell them to schedule some time with these department heads as part of their orientation—and before you send them off, be sure both parties know what you expect them to accomplish. For example, when materials management meets with the new hires, you may want them to explain the following:

- Policies and procedures for routine and emergency orders
- Items that are stocked in the facility versus those that are leased or purchased (e.g., feeding pumps, therapeutic beds, nebulizers, etc.)
- Designated vendors, if any
- How to complete a purchase requisition
- Who needs to sign requisitions and when an additional signature is required
- Current concerns related to the materials management department
- What capital purchase items are
- How to request special orders

When the new hires are going through this process (and, for that matter, all areas of the orientation), support them by allowing them to do these things before getting involved in the other areas of their job descriptions. You have waited this long to hire the person—one more week is not going to change anything. Inform staff and other department managers that new hires are in orientation and that they will not be handed their job responsibilities until orientation is completed. Let whomever has been handling things in the absence of a manager continue to do so for one more week. This decision will send a very important message to all of your new hires: Administration appreciates them and realizes that they need time for training and information to do their jobs well. This is a great retention tool!

Orientation Topics

Here are some steps to guide your orientation.

1. Organizational chart

Use this as a tool to:

- Identify where the new managers fit in
- Identify key administrative people with whom you would like new managers to schedule time
- Clarify whom you expect new managers to go to as a resource in your absence

2. Manager orientation checklists

Review these checklists (available in the downloads section) and make changes appropriate to the managers' positions. Give copies to new hires and clarify your expectations in relation to their orientation processes. Set a target date for completion, and be sure to include a final copy in their personnel records.

3. Competency validations

If new hires' roles include direct resident care, ensure that they have completed the competency requirements that a clinical staff person would have to demonstrate.

4. Introduce them to their mentors

Assign each new hire a mentor from his or her peer group. The selection of this person will play a great role in the transition process for the new manager. Meet with the two of them together to discuss and clarify your expectations.

5. Job description

Ask managers to closely review their job descriptions and identify areas that need changes or additions as they go through their first 90 days of employment.

Successful Orientation of the Newly Hired Employee

6. Clarifying your expectations

Not everything will be spelled out in the job description, and you shouldn't leave new hires to make assumptions about what is expected of them. Therefore, be sure to include the following in your initial discussions:

- Hours you expect them in the building/on campus
- Their availability to the department on weekends, holidays, evenings, and nights
- Their responsibility, if any, to cover staffing holes related to direct resident care
- How often you want them to schedule time with you and the best days/time to do so
- Your leadership style and how they can expect direction from you

7. Preparing the new managers' offices

Delegate to a secretary or a unit clerk the job of setting up the new hires' offices and supplying them with the basic essentials. Don't underestimate how far this will go toward making new hires feel welcome.

8. Communication

Explain the most productive method of communicating with you. It may be a combination of voice mail and e-mail. Maybe you prefer to read your e-mail only once a day, or maybe written notes and memos work better for you. Whatever your preference, share with managers the most effective and efficient way to communicate with you.

You may also elect to set up a weekly meeting date. If you do, help the managers make the most of this time by discussing how to prepare for the meeting and what to bring to it. Items to consider asking your managers to arrive with include:

- Staffing sheets
- Budget reports
- Incident report follow-ups
- Infection, pressure ulcer, and/or other logs for review

Chapter 1

- A list of questions they have compiled over the week
- Details about any obstacles that are interfering with their ability to do their jobs

9. Departmental priorities

Outline for managers what you perceive to be the priority needs for their departments. Discuss current issues related to resident care, staff performance, quality improvement, survey, or risk management. Whether they are new to management, the three to five shifts they spend working shoulder-to-shoulder with a staff person will provide more insight into the needs of the department than anything else. This time also gives staff an opportunity to see their manager demonstrate competency and get out there among the troops.

10. Regulatory agencies

Share with new hires any pending compliance reviews by The Joint Commission, state health department, corporate consultants or quality assurance, etc. Determine their comfort level with their accountability to regulatory compliance agencies. If their previous job was held in another state, they may be unfamiliar with the standards in yours.

11. Physician issues

Don't let gossip be new hires' only source of information about current physician issues. Part of your role is to help define "professional reality," and you accomplish this goal when you provide information on medical staff issues and concerns that the organization is currently facing. Also, provide an opportunity for managers to meet with the facility medical directors and house practitioners. Describe how the medical staff committee process works in your organization. Discuss the role and responsibilities of advanced practice nurses (nurse practitioners and clinical nurse specialists) and physician assistants, if used by the facility. You can always defer this discussion to the nurse mentors if you feel it is appropriate.

12. Information systems (IS)

Nothing is more frustrating for new managers than wishing they could get hold of some statistics that would help them in a process and simply not being able to find them—when everyone else knows where the statistics are. Part of the orientation process should include time with IS to share with managers what data is available and how to request it. Include how

Successful Orientation of the Newly Hired Employee

to find information on the Internet or intranet. Describe security measures. Ensure during the first day of hire that new managers receive passwords to access anything related to IS, payroll, time clocks, etc.

13. Committee responsibilities

Outline the committees in which managers will need to participate, along with a schedule of when and where the meetings are held.

People working in healthcare management know very well the stressors, long hours, and never-ending fiscal challenges that confront managers each day. With this in mind, consider the following:

- Have new hires recently relocated to accept this job? If so, ask whether they need any resources related to school for their children, places of worship, etc. Better yet, surprise them with an appointment with a representative of the local chamber of commerce, who has a local phone book and list of community resources ready for them. Did a new manager relocate without any family or support? If so, encourage a member of his or her peer group to join you and the new manager for dinner one evening during the first week.
- Realize that stress takes a physical and emotional toll, and beginning any new job is stressful. Just because you have chosen to work 14-hour days five days a week doesn't justify laying that expectation on new managers.
- Are the managers going to be in school part time to attain a degree required by the job description? If so, clarify your expectations and work together to balance school and work schedules.

Your ability to demonstrate effective leadership will be a springboard for all the managers on your team. When you demonstrate these practices through a formal orientation program, new managers will feel relieved to report to someone who understands their needs and desire for direction but who is also flexible enough to allow them to demonstrate their competencies.

