

Certified Hospice and Palliative Care Administrator - CHPCA®

TEST CONTENT OUTLINE

1. Leadership and Ethics 19%

A. Leadership

1. Design an organizational culture to support the hospice and palliative care philosophy and core values
2. Foster a positive work environment which enhances the organizational culture, mission and values
3. Promote effective interdisciplinary team building
4. Ensure a system to promote access to quality hospice and palliative care
5. Demonstrate effective leadership by serving as a role model
6. Establish an organizational climate to encourage mentoring
7. Monitor emerging trends that could impact hospice and palliative care operations, programs, practices, and services
8. Facilitate management of change within the organization
9. Promote service and performance excellence
10. Develop a long term strategic plan that is aligned with organizational mission and vision
11. Collaborate with the governing board to facilitate oversight and decision making
12. Provide input to facilitate succession planning

B. Ethics

1. Participate in establishing a code of ethical conduct (e.g., professional boundaries, scope of practice)
2. Follow the code of ethical conduct
3. Develop a process of monitoring and addressing biomedical ethical issues (e.g., advance directives, assisted suicide, withholding and withdrawing life support or life sustaining procedures/treatments, informed consent)
4. Develop a process of monitoring and addressing ethical issues related to business practices (e.g., sales and marketing practices)
5. Encourage system-wide processes surrounding advance care planning

2. Operations 21%

A. Staff Management

1. Ensure clinical staffing to

meet patient and family care needs

2. Ensure administrative staffing to meet organizational needs
3. Provide regular and effective communication with staff members
4. Provide direct supervision to staff members
5. Establish productivity guidelines consistent with available resources (e.g., NHPCO, CAPC)
6. Support recruitment and retention of volunteers

B. Staff Education

1. Assure implementation of best practices in all areas of hospice and palliative care operations
2. Encourage staff to apply clinically-based research findings into practice
3. Strive to achieve certification of hospice and palliative care staff
4. Assess staff educational needs
5. Create an education plan based on needs assessment
6. Ensure job-specific orientation
7. Foster continuing competence for all staff
8. Lead staff development initiatives
9. Provide opportunities for professional development of staff
10. Evaluate effectiveness of staff development

C. Business Continuity

1. Assist with development of policies and procedures
2. Recommend an operating structure to ensure achievement of organizational goals
3. Develop and implement project management plans
4. Establish and implement an internal communication plan
5. Provide input to the development of emergency preparedness plans
6. Ensure staff have resources and tools to support job performance (e.g., technology)

D. Operations Management

1. Engage in problem solving activities and conflict resolution
2. Establish workflow systems (e.g., flow of information, maintenance of records, delivery of medications)
3. Direct and manage day-to-day business operations

4. Establish delegation of operational decisions
5. Encourage innovative models of care delivery

3. Fiscal Management 13%

A. Budget

1. Develop and provide input for the development of the budget
2. Manage resources efficiently within the allocated budget
3. Approve financial expenditures
4. Monitor and address budget variances
5. Maintain responsibility of financial areas and cost controls
6. Participate in cost reporting activities
7. Monitor targeted revenue to expense ratio
8. Monitor data related to reimbursement (e.g., utilization, median length of stay)
9. Maintain knowledge of cost reporting requirements, issues and practices
10. Determine acceptable balance of reimbursable and non-reimbursable services (e.g., complementary therapies, community bereavement services, anticipatory grief services)
11. Ensure preparation of data for routine audit and assessment

B. Contract Management

1. Negotiate with vendors of goods and services (e.g., DME, pharmaceuticals, biological, providers, facilities)
2. Monitor delivery of goods and services provided according to contractual terms

4. Human Resource Management 10%

A. Staffing

1. Evaluate the marketplace to ensure workforce excellence
2. Participate in recruitment activities for staff
3. Participate in staff retention activities
4. Provide mechanisms to obtain employee feedback
5. Ensure general orientation of new staff
6. Conduct performance appraisals and provide feedback to employees
7. Participate in hiring, termination,

and status changes (e.g., promotion, full-time to part-time, leave of absence)

8. Ensure compliance with licensing and credentialing of staff

B. Policies and Procedures

1. Ensure compliance with employment laws (e.g., EEOC, OSHA, practice acts, worker's compensation)
2. Ensure compliance with human resources policies

5. Quality Management 15%

- A. Participate in the strategic and tactical review of the organization's performance with the governing body
- B. Participate in implementation of the quality management program
- C. Participate in the development of a data-driven quality assessment and performance improvement program using a methodology that guides the services of the organization to address:
 1. patient safety
 2. adverse events
 3. infection control
- D. Integrate data-driven performance improvement projects into practice
- E. Evaluate quality management data related to outcomes

- F. Measure satisfaction of internal and external customers

- G. Oversee development, implementation, and evaluation of standards of practice in hospice and palliative care clinical areas

- H. Promote excellence in the patient and family experience

- I. Participate in national quality initiatives

- J. Apply National Quality Forum preferred practice standards

6. Community Outreach and Advocacy 8%

- A. Participate in development of community outreach plans
- B. Participate in community outreach activities (e.g., education, support groups, memorial services)
- C. Establish relationships with local, state, and national health and human service groups
- D. Participate in advocacy activities to influence public policy
- E. Develop relationships to assure consistency and growth of referral sources
- F. Determine market share and areas for development

7. Organizational Integrity and Compliance 14%

- A. Ensure organizational adherence to a code of conduct
- B. Ensure processes are in place for reporting violations related to inappropriate conduct
- C. Incorporate industry standards and guidelines into organizational practice (e.g., NHPCO Standards for Hospice Programs, National Consensus Project Clinical Practice Guidelines for Quality Palliative Care, CAPC, NQF, discipline specific guidelines)
- D. Maintain current knowledge and interpretation of regulations that currently or potentially impact the organization's program goals and objectives (e.g., Medicare Hospice Benefit, Conditions of Participation/ Interpretive Guidelines, Local Coverage Determination (LCDs))
- E. Follow applicable Federal regulations (e.g., Patient Self Determination Act, HIPAA, Anti-kickback laws, Stark law)
- F. Implement a compliance plan to ensure adherence to regulatory standards
- G. Ensure compliance with accreditation standards (e.g., The Joint Commission, CHAP)
- H. Participate in the development and integration of a risk management program