

Competency Assessment

The Cornerstone of Quality
PADONA Annual Convention 2019

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Objectives

- ▶ Define a competency assessment policy.
- ▶ Design and implement a robust competency assessment program.
- ▶ Understand the relevancy of competency assessment to compliance, quality and risk management.



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“Having Competent Staff Means...

...they have the knowledge and skills, and that knowledge goes to the hands. And it means you are getting the intended outcomes.”

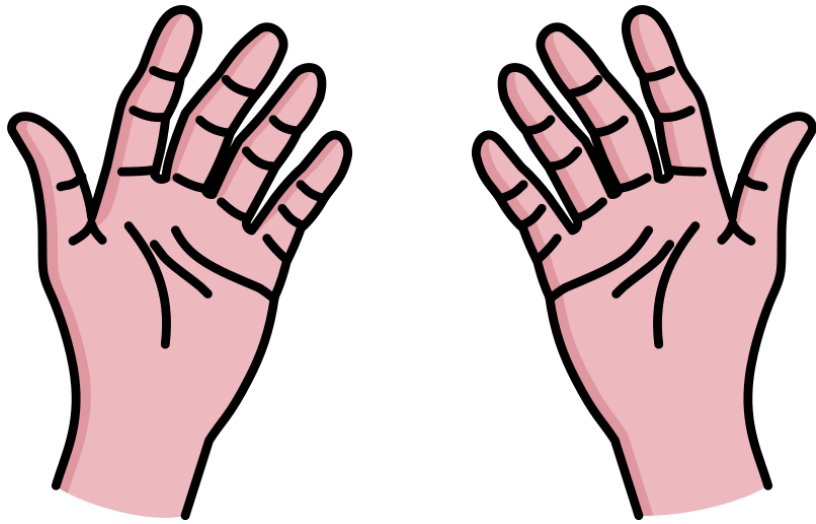
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AHCA Annual Convention 2018

San Diego, CA





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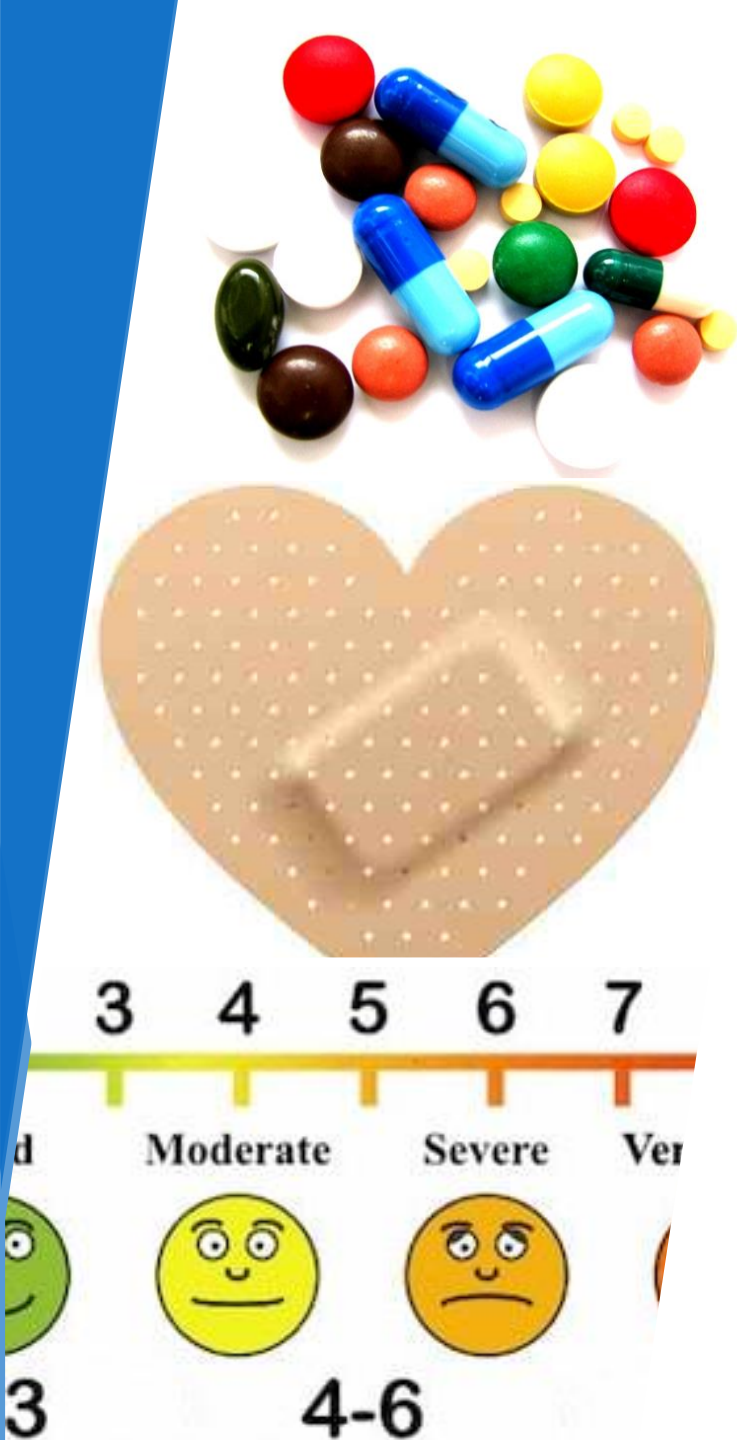
F726 Nursing Services

- ▶ **Definition of competency:** a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.
- ▶ **Competency in skills and techniques necessary to care for resident's needs includes, but is not limited to competencies in areas such as:**
 - ▶ Resident Rights;
 - ▶ Person-centered care;
 - ▶ Communication;
 - ▶ Basic nursing skills;
 - ▶ Basic restorative services;

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- ▶ Competency in skills and techniques necessary to care for resident's needs includes, but is not limited to competencies in areas such as: (continued)

- ▶ Skin and wound care;
- ▶ Medication management;
- ▶ Pain management;
- ▶ Infection control;
- ▶ Identification of changes in condition; and
- ▶ Cultural competency.



CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ **Sufficient and Competent Nurse Staffing Review**
 - ▶ Surveyors are instructed to evaluate if the facility has sufficient and **competent nursing staff** to provide nursing and related services to assure resident safety and attain or maintain the highest practicable physical, mental, and psychosocial well-being of each resident, as determined by resident assessments and individual plans of care.

CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ The Facility Assessment is used to assess if the facility appropriately considers the facility's census and residents' acuity to determine the number and **competency** of staff required to meet each resident's needs.
- ▶ Hospitalizations and the staff's ability to identify and address residents' changes in condition are used to assess if the facility's staff possess the **required competencies** to care for each resident.
- ▶ **Agency staff** are assessed to see if they possess the **required competencies** to care for each resident.



CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ Trainings are used to assess if staff retained the information provided to maintain the required competencies to meet each resident's needs.
- ▶ QAA is used to assess if the facility is operating an effective QAA process.
- ▶ When observing care or services provided to the residents, the surveyor will determine if the staff demonstrates competency.

CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ Surveyors will evaluate staff abilities to provide care according to professional standards in the following areas:
 - ▶ Inability for staff to identify any obvious signs of change in resident's condition;
 - ▶ Transfers and positioning (e.g., use of mechanical lifts, bed to chair);
 - ▶ Infection control techniques, including wound care and residents on isolation precautions;
 - ▶ Tracheostomy, ventilator care or tube feeding; and
 - ▶ Incontinence, including catheter care.



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CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ Resident/Representative or Family Member Interview Questions regarding staff competency:
 - ▶ Do you feel safe and comfortable when staff assist you?
 - ▶ Do you think the nursing staff are experienced and knowledgeable when providing your care? If not, what concerns have you experienced?
 - ▶ Do you recall a time when you didn't feel well? Did you tell a staff member? What happened? For example, did you get better or worse?
 - ▶ Have you been transferred to the hospital? For what reason?
 - ▶ Do you know how your residents/family members would answer these questions? A useful audit might be to ask these very same questions to your residents and family members before the surveyors ask them, Great QAA activity.



CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ **Nurse Aide and Licensed Nurse Interview regarding competency:**
 - ▶ How are you made aware of the care and services the residents require as directed in their plan of care and what their individual choices are?
 - ▶ How do you identify a resident's change in condition? Can you provide some examples?
 - ▶ How are changes in a resident's care communicated to you and how do you communicate a resident's change in condition or concerns to other staff? Is there a structured tool (e.g., INTERACT or a process for identifying, communicating, and caring for changes in a resident's condition)?
 - ▶ How often are residents sent to the hospital? For what reasons? Which residents have recently been transferred?

CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ **Nurse Aide and Licensed Nurse Interview regarding competency:**
 - ▶ Have you been trained to provide care, use equipment, and ensure proper infection control techniques are used?
 - ▶ Do you receive periodic evaluations on your skills, knowledge, and abilities? If so, how often? For what areas have you been assessed? What areas do you believe you need more assistance or training?
 - ▶ Do you have regular in-services on abuse, resident rights, dementia care, and specific resident needs (e.g., ventilators, dialysis, hospice, medication side effects, pain, or changes in condition)? Are you provided training on each resident? How often?



CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ **Nurse Aide and Licensed Nurse Interview regarding competency:**
 - ▶ Does your facility use agency staff? If so, how does that impact your daily activities? Do you have any concerns about resident care when agency staff are used?
 - ▶ Do you know how your staff would answer these questions? A useful audit might be to ask these very same questions to your staff before the surveyors ask them.

CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ **DON and Staff Development Coordinator Interviews:**
 - ▶ Does the Facility Assessment include a determination of the level and competency of staff needed to meet each resident's needs each day and during emergencies? If so, what does this assessment include? How do you have input into this assessment? How often is this assessment updated?
 - ▶ How do staff identify resident's changes in condition and what process should they follow if they identify something?
 - ▶ What are the most common reasons why residents are transferred to the hospital?
 - ▶ How do you assure that staff are appropriately assigned to meet the needs of residents and are implementing care-planned approaches for each resident on each shift and unit?

CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ **DON and Staff Development Coordinator Interviews:**
 - ▶ Do you use temporary/contract staff? If so, how often and why? How do you ensure these staff are competent and have the knowledge and skills to care for residents? What is covered in your agreement with the staffing agency regarding the skill set of contract staff? How do you ensure the work assigned to contract staff is within their skill set?
 - ▶ Is ongoing training provided for all staff (permanent, temporary/contracted, etc.)? If not, why not? If yes, how often is this conducted and what areas are covered?
 - ▶ Who is responsible for competency oversight? How often is staff evaluated to assess their competencies, skills, and knowledge? What type of education or training has been provided based on the outcomes of these reviews?

CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ DON and Staff Development Coordinator Interviews:
 - ▶ **If you are the DON:** do you know how you would answer these questions? Do you know what your Staff Development Coordinator's responses would be?
 - ▶ **If you are the NHA:** are you comfortable with the responses that your nursing leadership would provide?



CE Pathway—Sufficient and Competent Nurse Staffing Review

- ▶ Surveyor review of the Facility Assessment (relevant to competency):
 - ▶ Does the assessment include a determination for the level and **competency of staff** needed to meet each resident's needs each day and during emergencies? For example, is staffing based on the census, resident's acuity, resident assessments, plans of care, needs, diagnoses, and the skill sets of staff? How does the facility assessment compare to the observations of the resident population, staffing structure, and **competency of staff**?

CE Pathway—Sufficient and Competent Nurse Staffing Review

▶ Other surveyor questions:

- ▶ Are hospital transfers occurring for conditions that should be identified and addressed earlier that would avoid the need for a transfer?
- ▶ Review staff evaluations and/or training records, including in-services that may demonstrate an assessment of nurse staffing competencies, skills, and knowledge.
- ▶ Does the facility have competent staff to provide the necessary behavioral health, psychosocial, and dementia care to residents?

CE Pathway—Sufficient and Competent Nurse Staffing Review

▶ Other surveyor questions:

- ▶ Does the facility provide nurse aide in-services, at least 12 hours in a year, including dementia training, abuse prevention training, areas of weakness as determined in the nurse aides' performance reviews, Facility Assessment, special needs of residents determined by facility staff, and care of the cognitively impaired resident for those staff providing care to individuals with cognitive impairments?



F801 Nutrition-Dietitian/Designee

- ▶ The facility must employ sufficient staff with the appropriate competencies and skill sets to carry out the functions of the food and nutrition service, taking into consideration resident assessments, individual plans of care and the number, acuity and diagnoses of the facility's resident population in accordance with the Facility Assessment.
 - ▶ How does facility management ensure that staff have the appropriate competencies and skill sets to carry out the functions of the food and nutrition service?

F725

- ▶ An assessment of the resident population is the foundation of the facility assessment and determination of the level of sufficient staff needed. **The assessment of the resident population should drive staffing decisions and inform the facility about what skills and competencies staff must possess in order to deliver the necessary care required by the residents being served.**



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Action Items

- ▶ Cross Training where needed
- ▶ Review contracts with nursing agencies and collect evidence of an active competency assessment program
- ▶ Review competency assessment programs of your downstream providers
- ▶ Conduct interview drills/QAA
- ▶ Review/revise Facility Assessment
- ▶ Review/revise in-service calendar and requirements

Competency Assessment Program

The Nuts and Bolts

Competency Based Approach

- ▶ Competence - possession of
- ▶ Competency - the demonstration of

KNOWLEDGE, SKILLS and JUDGEMENTS required to perform job duties.



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Competency Assessment Program

Goal

Assure that all staff providing care and services is competent to do so.

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▶ Demonstration of Competency

- ▶ Competency may not be demonstrated simply by documenting that staff attended a training, listened to a lecture, or watched a video.
- ▶ A staff's ability to use and integrate the knowledge and skills that were the subject of the training, lecture or video must be assessed and evaluated for staff already determined to be competent in these skill areas.

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▶ Examples for evaluating competencies:

- ▶ Lecture with return demonstration for physical activities;
- ▶ A pre- and post-test for documentation issues;
- ▶ Demonstrated ability to use tools, devices, or equipment that were the subject of training and used to care for residents;
- ▶ Reviewing adverse events that occurred as an indication of gaps in competency; or
- ▶ Demonstrated ability to perform activities that is in the scope of practice an individual is licensed or certified to perform.

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- ▶ A competency-based program might include the following elements:
 - ▶ Evaluates current staff training programming to ensure nursing competencies (e.g., skills fairs, training topics, return demonstration);
 - ▶ Identifies gaps in education that are contributing to poor outcomes (e.g. potentially preventable re-hospitalization) and recommends educational programming to address these gaps;
 - ▶ Outlines what education is needed based on the resident population (e.g. geriatric assessment, mental health needs) with delineation of licensed nursing staff versus non-licensed nursing and other staff members;
 - ▶ Delineates what specific training is needed based on the Facility Assessment (e.g. ventilator, IV's, trachs);

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- ▶ A competency-based program might include the following elements: (continued)
 - ▶ Ensures that competency-based training is not limited to online computer based, but should also test for critical thinking skills as well as the ability to manage care in complex environments with multiple interruptions.



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Methods of Assessing Competency



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Demonstration in a teaching lab or skills fair

Observation in the work setting

- Direct, real-time observation

- Review of documentation after the fact

Test or quiz - use scenarios for critical thinking

Completion of a self-learning module

Courses which validate competency before awarding certificates of completion

On-the-spot training/competency assessment

Frequency of Competency Assessment

- ▶ Upon hire, during orientation
- ▶ Annually for new employees - perhaps less often after 5 yrs. of employment
- ▶ Prior to use of new equipment or technology
- ▶ When the population of the facility changes per the Facility Assessment
- ▶ Before a new program or service is launched



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- ▶ **Questions to ponder:**
 - ▶ How are staff competencies and skill sets evaluated upon initial hire and routinely thereafter when new technologies/equipment are put into use?
 - ▶ How are staff evaluated to determine that they demonstrate knowledge of individual residents and how to support resident preferences?





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Which Skills Require Competency Assessment?

Based on the Facility Assessment, determine the necessary knowledge, skill sets and nursing judgment needed, and from among these select the aspects of care that are:

Low volume

High risk

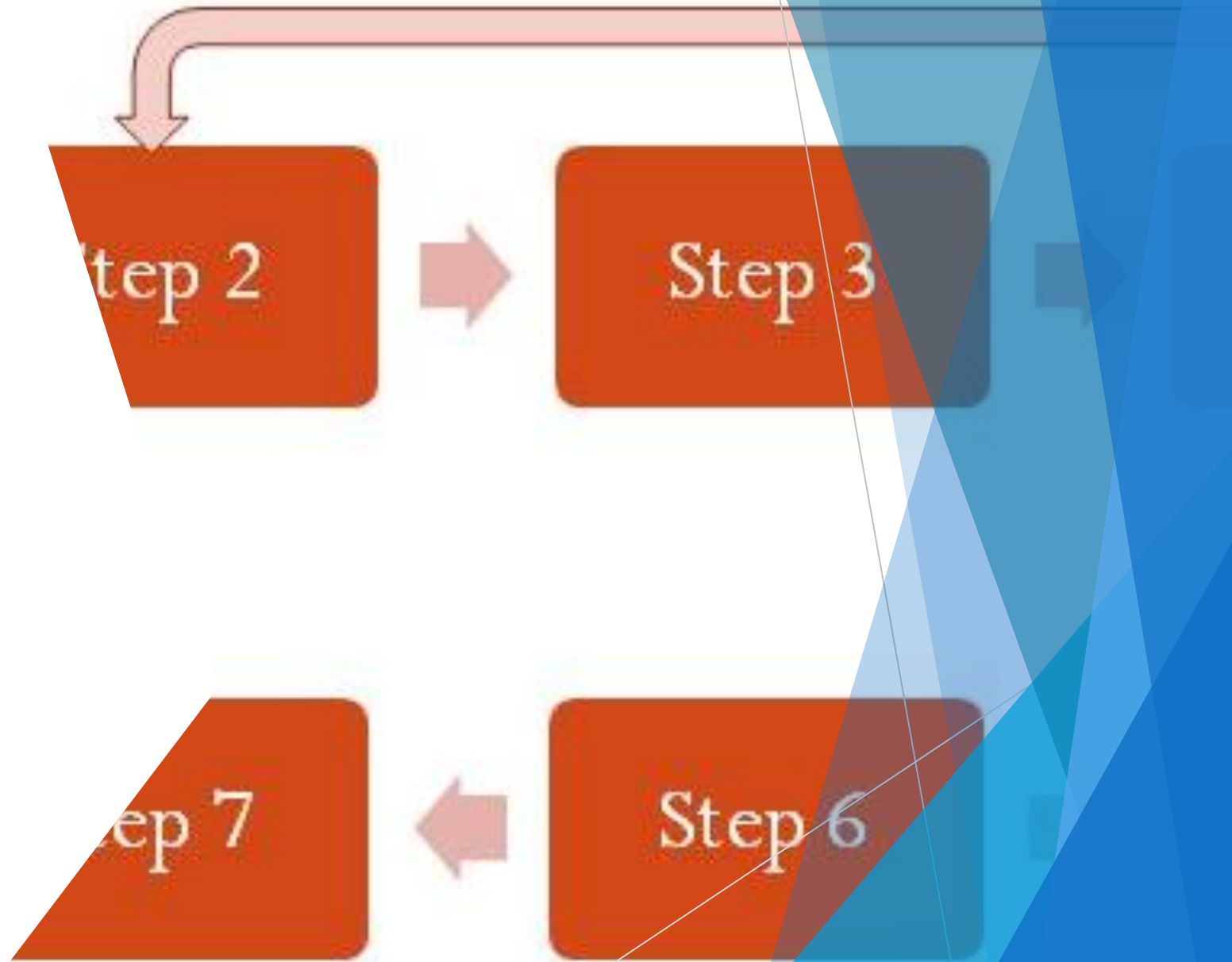
Problem prone

Costly to perform

New

Getting Started

- ▶ Develop a policy
- ▶ Determine the process
- ▶ Assign staff to conduct the program
- ▶ Develop tools
- ▶ Integrate where possible



Competency Assessment Policy Statement



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- ▶ All employees in all departments participate in an ongoing program
- ▶ Contract staff will be required to participate
 - ▶ Agency submit a copy of its program/policy for evaluation prior to signing a contract
 - ▶ If it does not meet minimum requirements, contract staff participate in facility program

Competency Assessment Process

Pre-employment screening
Orientation

Identifying and Defining on-going competencies

In-service Education

Documentation of the program

Reporting



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Competency & Pre-employment Screening

- ▶ Self-assessment of skills compared to needs identified through Facility Assessment
- ▶ Verification of licensure, certification or registration as required by law
- ▶ Knowledge and experience appropriate for the position as determined through
 - ▶ Interview
 - ▶ Resume or CV
 - ▶ Professional references

Competency & Orientation

- ▶ General and position-specific orientation
- ▶ Position-specific tailored to the individual needs of the new hire
 - ▶ Based on a self-assessment of learning needs, prior experience, and level of confidence
- ▶ Determine what competencies must be demonstrated to move from the initial period of employment to full employment



Competency Self-Assessment - LPN

Name _____

Skill	Can Function Independently	Need Review	Have Not Done
Medication Pass-Feeding Tube			
Tracheotomy Care			
Sterile Dressing			
Apply Bi-Pap			
Venipuncture			
Remove Sutures/Staples			

Defining On-going Competencies

- ▶ Each department manager determines what is appropriate for his/her department
 - ▶ Frequency
 - ▶ Method of assessment
- ▶ Reviewed and revised annually in conjunction with review/revision of the Facility Assessment and anytime the Facility Assessment is updated



Department	Competency Area	Discipline	Category	Schedule	Method
All	Hand Hygiene	All	HR, PP	Annually	O,D
Activities	Thickened Liquids	All	HR	2018	D
Nursing	Medication Admin-Feeding Tubes	RN, LPN	PP	2018	O, D
Category Codes	LV Low Volume HR High Risk R Regulation	PP Problem Prone C Costly NP New Procedure	Method Codes	KT Knowledge Test O Observation D Demonstration CR Chart Review	

Defining Specific Competencies

- ▶ Elements to be included
 - ▶ Technical skills, clinical judgement/critical thinking, interpersonal communications, documentation
- ▶ Competency Statement
- ▶ Performance criteria
 - ▶ Identify those that are critical to successful performance
 - ▶ Performance of these **MUST** be completed to be deemed competent



Hand Hygiene Clinical Competency Validation

Name _____ Date _____

Elements of Performance * Critical Elements	Not Met	Met
1. Verbalizes when hand hygiene with soap & water should be done.		
2. Turns on water at sink.		
3. Wets hands and wrists thoroughly.		
4. Applies facility approved soap product.		
5. Lathers all surfaces of fingers , hands and wrists, producing friction for at least 20 seconds. *		
6. Cleanse fingernails....		

Passed ___ Requires Education _____ Validated by: _____

Education provided by: _____ Date: _____

Re-validated by: _____

Comments: _____

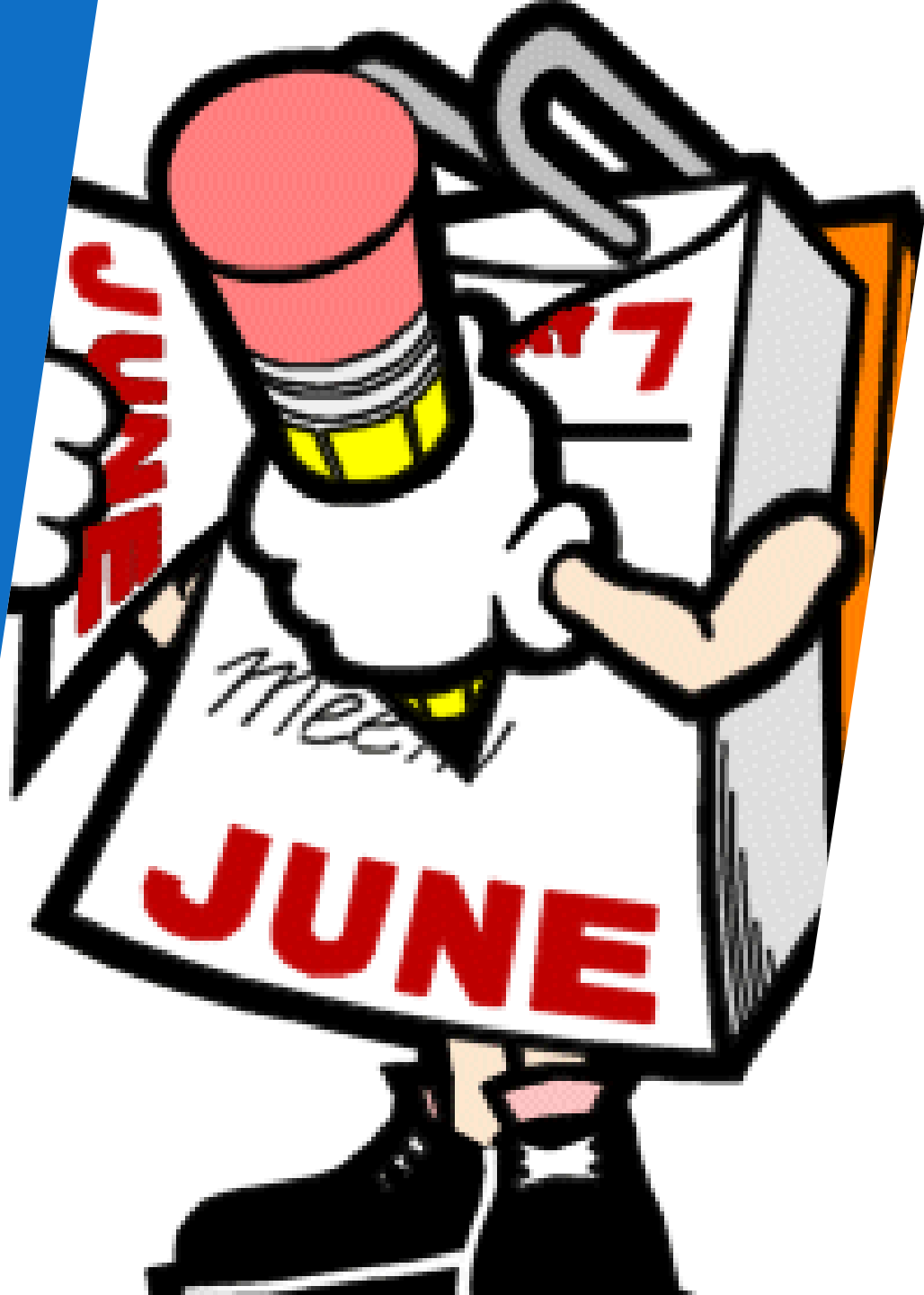
Defining On-going Competencies - What will be your expectation?

- ▶ What level of competence will be required in your Organization?
 - ▶ A - 90%
 - ▶ B - 80%
 - ▶ C - 70%



Competency & In-service Education

- ▶ Define the required hours by discipline
 - ▶ Nurse aides - 12 hours by federal regulation
 - ▶ Does your Organization require more than this, recognizing that since this mandate there have been several increases to the subject matter requirements
 - ▶ Dementia care
 - ▶ Trauma-informed approach
 - ▶ Cultural competence
 - ▶ Communication
 - ▶ Behavioral Health
- ▶ Define required subject matter
- ▶ Define attendance requirements at mandatory in-services



F730 Regular In-service Education

- ▶ The facility must complete a performance review of every nurse aide at least once every 12 months, and must provide regular in-service education based on the outcome of these reviews.
- ▶ Each nurse aide must have no less than twelve hours of in-service education per year based upon their individual performance review. Calculation for this should be by employment date rather than calendar year.

F730 Regular In-service Education

- ▶ **What is your process for reviewing the performance of nurse aides? Does your DON have the time to complete these evaluations? If this task is delegated to unit managers or supervisors, have they been trained on how to complete a performance evaluation?**
- ▶ **How are these reviews documented and does the documentation reflect at least twelve hours of in-service training per year based on an aide's individual performance review? Are you tailoring educational needs specific to an individual's performance?**



Dementia

F730

- ▶ What evidence can you produce that demonstrates that the in-service education provided addresses areas of weakness identified in the performance reviews, special resident needs, and needs of residents with cognitive impairments? Are sign-in sheets being completed? Is the content of the education included with each sign-in sheet?

Documentation of Competency

- ▶ Copies of licenses, certificates of completion, professional certification, etc. are retained in the employee file
- ▶ General and position-specific orientation checklists retained in employee file
- ▶ Competence assessment checklists are signed by the qualified individual conducting the assessment and retained in the employee file
- ▶ In-service attendance logs are retained



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Reporting Results

Aggregated on an annual basis

Identifies patterns or trends

Addresses how the facility is addressing identified concerns

Reported to Administrator and Medical Director through QA&A and/or Board of Directors

Clearly indicate the report as **CONFIDENTIAL**

Competency Assessment Challenges

Upcoming Requirements

Trauma-Informed Approach

Individual trauma results from an event or series of events that are experienced by an individual as physically or emotionally harmful or life threatening and has lasting adverse effects.

Three E's of trauma

House Fire

Tornado

Death of child

Assault



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Key Assumptions about Trauma

- ▶ R Realize the widespread impact of trauma and understand potential paths for recovery
- ▶ R Recognize the signs and symptoms
- ▶ R Respond by integrating this knowledge into policies, procedures and practices and
- ▶ Seeks to actively Resist-re-traumatization



RRRR

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▶ Cultural Competencies

- ▶ Cultural competence is also known as cultural responsiveness, cultural awareness, and cultural sensitivity.
- ▶ Cultural competence refers to a person's ability to interact effectively with persons of cultures different from his/her own.
- ▶ With regard to health care, cultural competence is a set of behaviors and attitudes held by clinicians that allows them to communicate effectively with individuals of various cultural backgrounds and to plan for and provide care that is appropriate to the culture and to the individual.

Georgetown University on Cultural Competence



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- ▶ By 2050, racial and ethnic minorities will comprise 35 percent of the over 65 population.
- ▶ As the population grows, the risk of chronic conditions becomes increasingly diverse and more attention to linguistic and cultural barriers to care will be necessary.
- ▶ Language and communication barriers can affect the amount and quality of health care received.
- ▶ Language and communication problems may also lead to patient dissatisfaction, poor comprehension and adherence, and lower quality of care.

Cultural Competence

- ▶ Maslow's Hierarchy - Belongingness, respected, understood
- ▶ Must know the resident, their history, preferences, and expectations
- ▶ Meet resident needs through meaningful, positive relationships (consistent assignments)
- ▶ Approach to care should minimize bias based on cultural/ethnic background, sexual orientation/identity, beliefs
- ▶ Recognize each residents individuality and uniqueness
- ▶ Allow for resident-directed care over resident-centered care

F741

- ▶ Who might be some non-nurse aide staff that assist residents with behavioral health needs?
 - ▶ Rehabilitation therapy staff
 - ▶ Activities staff
 - ▶ Dietary staff
 - ▶ Environmental services staff
 - ▶ Other staff such as business office, beautician/barber, even the administrator may assist residents with behavioral health needs.



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F742 Background on Trauma and PTSD

- ▶ Moving from the community into a long-term care facility, for an individual with a history of trauma or PTSD, can be a very difficult transition and cause worsening or reemergence of symptoms.
- ▶ Additionally, the structured environment of the nursing home can trigger memories of traumatic events and coping with these memories may be more difficult for older adults.



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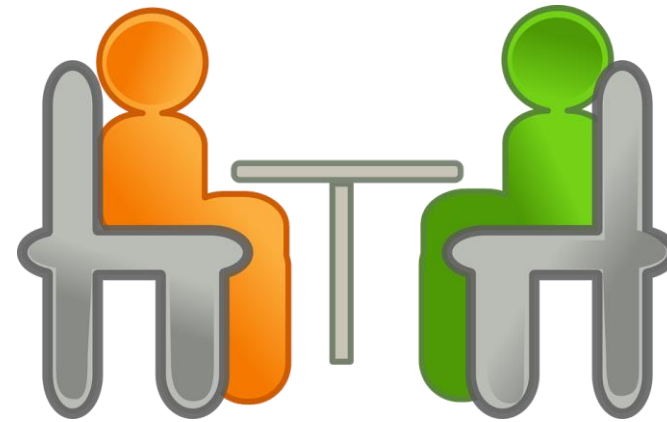
Behavioral and Emotional Status Critical Element Pathway

- ▶ Questions related to competency:
 - ▶ What non-pharmacological interventions (e.g., meaningful activities, music or art therapy, massage, aromatherapy, reminiscing, diversional activities, consistent caregiver assignments, adjusting the environment) does staff use and do these approaches to care reflect resident choices and preferences?
 - ▶ Does staff demonstrate competent interactions when addressing the resident's behavioral health care needs?
 - ▶ What type of behavioral health training has been provided?
 - ▶ **Again, competency of other caregivers, not just nursing staff must be assessed for these residents.**

Dementia Care Critical Element Pathway

- ▶ **Observations over various shifts:**

- ▶ Does the staff possess the appropriate competencies and skill sets to ensure the resident's safety and attain or maintain the highest practicable physical, mental, and psychosocial well-being?



- ▶ **Staff Interviews**

- ▶ What types of dementia management training have you completed?

Assessing Cultural Competence and Trauma-informed Approach

- ▶ Observation
 - ▶ Preferences honored
 - ▶ Individualized Care Plan interventions implemented
 - ▶ Actively included in group events
 - ▶ Same frequency of visits from staff (Social Service and Activities)
- ▶ Resident Satisfaction Surveys
- ▶ Resident Council Minutes
- ▶ Family/Visitor Council Minutes
- ▶ Complaint Log

What's
the
plan?

Integration

Making the Most of Every Exercise

Different Perspective - Common Thread



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QAPI - identify and correct quality deficiencies as well as opportunities for improvement through continuous attention to quality of care, quality of life, and resident safety

▶ Compliance & Ethics - Prevent and detect criminal, civil, and administrative violations and in promoting quality of care

▶ Antibiotic Stewardship - Optimize the treatment of infections while reducing the adverse events associated with antibiotic use.

Risk Management - Evaluate the chance of harm and take steps to combat or lessen the potential risk

Integration with QAPI

High Risk, High Volume, Problem Prone

- ▶ High Risk - care or services associated with significant risk to the health or safety of residents
 - ▶ Tracheostomy care
 - ▶ Pressure injury prevention
 - ▶ Administration of high risk medications
 - ▶ Warfarin
 - ▶ Insulin
 - ▶ Opioids

Integration with QAPI

High Risk, High Volume, Problem Prone

- ▶ Problem Prone - Care or services that have historically had repeated problems
 - ▶ Call bell response times
 - ▶ Staff turnover
 - ▶ Lost laundry

Contact Information

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