Introduction

We believe that since the patient is the primary focus of our attention, it is our responsibility to provide continuous, comprehensive, personalized, and satisfying care; administered with ability, compassion, and safety.

This manual was created to train Director of Nurses on Tennessee Health Management, Inc.’s guidelines. As this manual was created with Federal and State regulations in mind, we ask that you not revise any portion of it without prior approval from the Management Office. All forms must remain "as is", without alteration(s). From time to time, as regulations and other factors change, new pages will be added, deleted, revised or superceded. These changes will be sent to you from the Management Office with instructions provided.

Although every effort has been made to provide you with accurate, easy to locate information, no single document should be expected to provide all of the information required to meet every circumstance, each and every day. As a result, we call upon each of you to constantly exercise sound judgment, diligent care, and professional behavior. Let your every act, assessment, decision, and demeanor reflect a high nursing standards of practice. You have an awesome responsibility. Be proud of who you are, your facility and most importantly, be proud of the professional care you render to each of our patients.

Tennessee Health Management, Inc.

(THIS TRAINING MANUAL WILL BE REVIEWED, REVISED AND UPDATED ON A RECURRING, AS NEEDED BASIS.)
NURSING DEPARTMENT REFERENCE MATERIAL

The *Training Manual for Director of Nursing* committee established a list of seven books that will be present in your facility for reference and guidance to your nursing staff.

This material should be located in a secure place that is accessible to nurses at all times. I would also suggest some form of audit to ensure the books remain in-house.

1. Merck Manual of Geriatrics
2. Lippincott Manual of Nursing Practice
3. Taber’s Cyclopedia Medical Dictionary
4. Mosby’s Diagnostic & Lab Test Reference
5. Pocket guide to Basic Skills and Procedures
6. Physician Desk Reference
7. Most current drug handbook provided through Ampharm

The above list is only a baseline for reference material. Additional material may be added or deleted when reviewed by the *Training Manual for Director of Nursing* manual committee.
DON ORIENTATION CHECKLIST

REFERENCE MATERIAL:
Director of Nursing Manual
Tennessee Health Management Standardized Forms
THCA Nursing Assistant Certification Manual
State of Tennessee Nursing Home Rules and Regulations
Federal Regulations (OBRA)
The Compliance Store

Week 1
Day 1
1. Morning QA Meeting
2. Leadership
   a. Job Responsibilities
   b. Chain of Command
3. Customer Service/Marketing
4. Acute Care Skills/Competency
5. Time Management
6. Expense Report

Day 2
1. New Admission/Readmission Process
   a. Orders/Medication Administration Records
   b. Assessments
   c. Ordering Medications/Equipment
   d. Height/Weight
   e. Skilled Documentation
   f. Develop Care Plan
   g. PAE’s/PASRR
   h. Skilled Diagnosis Worksheet
2. Discharge Process
   a. Setting up appointments/equipment delivery
   b. Completion of discharge form, reviewing medication/treatments, & instructions
   c. Set up follow up call schedule (Admission Coordinator)
   d. Discharge Summaries
3. Nursing Documentation

Day 3
1. Billing Processes
a. Double Check
b. Triple Check
c. MDS, CAAS, Care Plans (Intermediate and Skilled)
d. RAI Manual
e. Medicare Screen
f. Skilled Diagnosis Worksheet
g. UR Meeting
h. Managed Care
i. Preliminary billing private pay/PPS
j. Medicare Review
k. MDS/Care Plan Documentation/mgts
l. RUG Scores
m. UB 04

2. Nursing Supply Budget
   a. General Supplies/formulary
   b. Ampharm
   c. Back-up Pharmacy
   d. AMT
   e. Mattresses
   f. Equipment

Day 4

1. Personnel Management
   a. Hiring Process
   b. Staff Orientation Process
c. Employee Absenteeism
d. Personnel Issues/Progressive Discipline
e. Employee Handbook
f. Staffing Coordinator
   a. Staffing / Scheduling
   b. Daily Staff Assignments
c. Employee Health
d. Absentee Report
e. Leave request
f. Orientation of new employees
g. Clocking Procedure
h. Shift assignments/breaks/meal time
g. Managing overtime
h. Staffing/Scheduling
i. Staff Assignments
j.
k. Health
a. Physicals
b. Hepatitis B vaccine
c. Influenza vaccine
l. Human Resources
m. Workman’s Compensation
n. In-Service Training/Tickler Schedule/In-service Records

2. Legal Chart Review

Day 5
1. The Role of the Social Worker
   a. Psych/Behavior Program and services
   b. Personal property and Inventory Sheet
   c. Interviews/discharge planning
   d. Patient/family grievances
   e. Schedule initial care plan meeting with new admissions
2. The Role of the Admission Coordinator
   a. Admission/Referral Process
   b. Marketing
3. Dietary (RD Preferable)
   a. Weight Report
   b. Working with the weight nurse
   c. Meal delivery and insulin

Week 2
Day 6
Nursing Documentation
   a. New Admission/Re-admission Assessment
   b. New Problems/CAP
   c. Monthly Summaries
   d. Transfer Process
   e. Leave of Absence
   f. Discharges
   g. Intake and Output
   h. Vital Signs
   i. Height & Weight Record
   j. 24 hour report
   k. Midnight Census
   l. Core components
   m. Skilled Documentation
   n. Part B Documentation
   o. Personnel property and inventory sheets
p. Behavior Monitoring Sheets  
q. Bowel and Bladder Assessments  
r. Nurse Aide Care Sheets/Vision touch screen  
s. Nurse Aide Care Communication Sheets/Vision touch screen  
t. Bowel movement program  
u. Pain assessment flow sheet  
v. Grievance process  
w. Occurrence process  
x. Standing Orders  
y. Telephone Orders  
z. Diabetic Protocol  

Day 7  
Quality Programs/Tools  
a. My Innerview  
b. Strive to Drive  
   i. Data entry/due dates  
   ii. Summaries  
   iii. Corrective Action Plan  
   iv. Notebook  
c. QIS Survey  
d. The Compliance Store  
e. State/Federal Regulations  
f. The DON Manual  
g. Infection Control Program  
h. Quality Measures  
i. Committee Meetings  
   i. Nutrition/Skin  
   ii. Safety  
   iii. Behavior  
   iv. Patient Care and Services  
   v. QA&A  

Day 8  
Quality System Process  
Skin Process  
1. Braden  
2. System to track high risk patients to prevent facility acquired wounds  
3. Skin care protocol  
4. Weekly Wound Progress Note  
5. Nutrition/Skin Committee  
6. Wound rounds  
7. Treatment record
8. AMT
9. Infection Control
10. Dressing Change Procedure
11. Labs
12. Weekly Wound Report

**Day 9**

1. Fall Process
   a. Fall Guidelines
   b. Nurse Event Note
   c. Care Plan
   d. Electronic Report

2. Weight Program
   a. Weight Loss Sheet
   b. Obtaining weights
   c. Wt Nurse
   d. Weight Guidelines

3. Restraints
   a. Pre-assessment
   b. Restraint Assessment/Reduction
   c. Side Rails
   d. Consents
   e. Care Plan

**Day 10**

1. Behavior Program
   a. Antipsychotic Medications
   b. Diagnosis
   c. Non-pharmalogical treatment
   d. Aims testing
   e. Reduction
   f. Psych Services
   g. Behavior Meeting
   h. Behavior Monitoring Sheet
   i. BHC/Other behavioral hospitals

2. Pain Process

3. PAE’s & PASRR Process
   a. Electronic
   b. Tracking

4. Abuse/Neglect Investigation & Program
Week 3

Day 11

1. Survey Preparedness
   a. Completion of Matrix/Roster
   b. Census & Condition
   c. Prepare pertinent Guidelines/Protocols
   d. Periodic chart reviews for patients with:
      i. Hospice
      ii. Weight Loss
      iii. Pressure Ulcer
      iv. Frequent Falls
      v. Tube Feeding
      vi. Behaviors
      vii. Patients under the age of 55
      viii. Specialized patients (isolation, trachs, wound vacs, etc.)

Day 12 - Day 15

1. Responsibilities of the Charge Nurse
   a. Supervising CNA’s
   b. Skilled Documentation
   c. Alert Documentation (falls, skin tears, bruises, ABT, etc.)
   d. Medication Administration
   e. Treatment Administration

2. Nursing procedures
   a. Glucometer cleaning
   b. Glucometer/strips
   c. CoAg machine
   d. Monthly Summaries
   e. Transfer Process
   f. Vital signs
   g. Sharps procedures
   h. Tube Feeding
      i. Supplies
      ii. Pump
      iii. Documentation
      iv. Hanging Process
   i. Ampharm
      i. Ordering Medications
      ii. Regular Meds
      iii. Narcotics
      iv. Medication Delivery
      v. Emergency Delivery
vi. Back-Up pharmacy  
vii. Re-ordering Medications  
viii. Night Box/Emergency Box  
ix. Medication Destruction  
x. Medication returns/credit  
xi. Prescription Card  
j. Bowel Elimination Program  
k. LOA  
l. I & O  
m. Medication Administration Process  
n. Medication Documentation for routine and PRNs  
o. Narcotic control records and Procedure  
p. Pharmacy Log  
q. Prior Authorization  
r. Insulin Administration with meals  
s. SSI  
t. Insulin Audits  
u. Coumadin Process/Audits  
v. B & B Assessment/Program  
w. Nurse Aide Communication Sheets/Vision Touch screen  
x. T.B. screening patents, employees, sitters  
y. Central supply items and house stock  
z. Cleaning schedule for equipment  
aa. Sterilizing water pitchers  
bb. Order formula – Tube Feeding  
cc. Medical supplies, ostomy supplies  
dd. PPDs  
ee. Influenza/Pneumonia vaccine Process  
ff. Restorative Program

Week 4

Day 16 Medical Records

1. Physician Monthly Recerts
2. MAR change out
3. Physician orders/standing orders
4. Reducing Hospital Re-admission
   a. Diagnosis specific protocols
   b. Education for staff, patient, and family
   c. Follow-up calls after discharge
5. Closed record procedure
6. Record retention
7. Discharge Summary
8. Order of discharge chart
9. Sending charts to legal
10. Thinning and maintaining active charts
11. Chart process for hospitalized patients

Day 17
1. Medicare Requirements/Documentation
2. Medicare Billing
3. Compliance Department/Visits
4. HIPPA
5. OSHA/TOSHA

Day 18
Infection Control Process
1. Electronic Infection Control Process
2. Isolation Procedures
3. Infection prevention
   a. Over use of ABT
   b. Handwashing
   c. Gloves
   d. Wound dressing change
   e. Wound cleaning
   f. Identify trends
4. Blood spill caddy

Day 19
High agenda DON responsibilities (not all inclusive)
1. Completion of PAEs/PASRR
2. Strive to Drive
3. Pharmacy Report Review/Follow-up
4. Medicare Billing
5. Review Occurrence Reports
6. Track & Trend facility data, develop Corrective Action Plans
7. Daily Rounds
8. UR Meeting
9. Follow up on Grievances
The completion date indicates that all the above tasks and information has been covered and the trainee demonstrated understanding and returned demonstration as deemed appropriate.

Mentor: ____________________  Date Completed: ____________________
Trainee: ____________________  Date Completed: __________
STRIVE TO DRIVE DATA

Required data should be entered into the Strive to Drive Program by the 4th day of each month. If a Corrective Action Plan is needed it must be entered into the program by the 20th day of the month.
NURSING MANAGEMENT RESPONSIBILITIES

The following information is provided to assist you in your “nursing management responsibilities”.

A. COMPREHENSIVE ASSESSMENT:
   1. Must be completed no later than fourteen (14) days after date of admission.
   2. Significant change assessment should be done within fourteen (14) days after significant changes in the patient’s physical and/or mental condition.
   3. In no case less than once every twelve (12) months.
   4. Review of assessment no less than every three (3) months.
   5. The results of the assessment are used to develop, review, and revise the patient’s comprehensive plan of care.

B. COMPREHENSIVE CARE PLANS:
   1. Conduct care planning conferences weekly and document on approved form with the following disciplines present: Social, Activities, Dietary, Therapy (if indicated).
   2. Assure that care plans are completed on new patients within twenty-one (21) days.
   3. Assure that patients returning from the hospital are assessed within fourteen (14) days and changes made to plan of care as indicated.
   4. Assure that care plans are reviewed at least every ninety (90) days and more often if indicated.
   5. Assure that care plans are consistent with diagnosis of patient and reflect current status.

C. CONSULTANT SERVICES:
(Physical Therapy, Speech Therapy, Occupational Therapy, Mental Health, Podiatrists.)

1. Initial order is received from physician; clarification orders are written as needed, and orders are carried out as indicated.

D. IN-SERVICES:

1. In-service calendar is planned for one (1) year to include in-services that would strengthen weak areas and those in-services required to meet standards. (Emphasis on weakness identified on annual performance evaluations)
2. In-services must be conducted monthly and documented.

E. LICENSED STAFF:

Assure that:

1. Medications are given timely and proper techniques are used.
2. Treatments are done according to policy. Skin assessments are done accurately.
3. Daily assignments for CNA’s are accomplished each shift.
4. Quality care is rendered by all employees, and that every effort is made to improve the quality of life for all patients.
5. Proper reporting procedures are followed:
   a. Shift Report
   b. Twenty-four (24) Hour Nursing Report completed each shift.
   c. Good communications are maintained regarding patient care.
   d. Lab work is done timely and reported to the physician. Follow-up lab is done according to physician orders.
   e. Physician’s orders are carried out timely.
   f. Physician’s phone and verbal orders are signed within ten (10) days.
   g. Event notes are completed and follow-up documentation is done in the nurses notes x seventy-two (72) hours.
h. Overall documentation is done according to policy. See documentation section.

i. Patient rounds are made every two (2) hours.

j. MAR’s are completed timely and checked for accuracy.

k. Narcotics are being counted at the beginning of each shift and documented. Scheduled II drugs are always under double lock.

l. Emergency equipment is functioning and readily available.

F. **MEDICATION REVIEWS:**

   See Pharmacy Manual for complete information.

   1. Must be done monthly by pharmacist.

   2. Pharmacy recommendations must be reviewed by the physician each month and written documentation must support whether physician agreed or disagreed with recommendations. Follow-up pharmacy recommendations with written orders as indicated.

   3. Controlled medication destruction is to be done by the pharmacist and records kept showing what was destroyed, how destroyed, signed and dated by pharmacist and nurse.

   4. Return other medications to pharmacy for possible credit or for return to facility for destruction by nursing.

   5. Medication error reports are completed and maintained by the Director of Nursing every time a med error has occurred. The Med error report should include the nature of the error and corrective action taken.

G. **NURSING ASSISTANTS:**

   1. Insure orientation check sheets are completed on every employee.

   2. Insure that patient care is rendered according to guidelines established by Tennessee Health Management, Inc.

H. **PHYSICIAN’S ORDERS/RECERTS:**
1. Assure that they are completed in detail, all new orders are brought forward, and that they are signed/dated by the nurse reviewing them and are ready when the physician makes rounds.

2. After the physician makes rounds and signs the recert, the charge nurse must review and note any new orders and sign as complete.

I. TIME SCHEDULES:

1. Will be posted for the entire month by the 28th and signed by the administrator.

2. Must ensure proper coverage is maintained.

3. Overtime is not to be scheduled without administrator approval.

J. OTHER DUTIES AND RESPONSIBILITIES:

1. Assess supply and equipment needs for nursing department and verify that units are adequately stocked and maintained.

2. Assure that nursing staffing ratios are adequate to meet the needs of the patients.

3. Maintain the employee health program.

4. Assist in maintaining a disaster, fire, and safety program in accordance with administration policies.

5. Assure proper handling and emergency care of patients, employees, and visitors involved in accidents while on the job or in the building.

6. Maintain a ready, available reference library of written nursing materials and regulations governing nursing care. (State and Federal)

7. Prepare and submit required reports, maintain statistics as directed, and attend meetings as necessary.

8. Keep current on nursing issues/responsibilities through attendance at meetings, conferences, conventions, and workshops; read current literature pertaining to all aspects of patient care and restoration/rehabilitation.
ASSISTANT DIRECTOR OF NURSING SERVICES JOB DESCRIPTION

Job Description

ASSISTANT DIRECTOR OF NURSING SERVICES

I. TITLE OF JOB: Assistant Director of Nursing Services

Detailed analysis of the position of Assistant Director of Nursing has been carefully carried out by administration and the facility’s ADA consultant in order to comply with the objectives of the Americans with Disabilities Act in a manner that is objective and non-discriminatory to people with disabilities. A large part of this method is to accurately identify and separate essential functions of the job of Assistant Director of Nursing Services from marginal or non-essential functions of the job of Assistant Director of Nursing Services. Included in this process is the gathering of information from the employee(s) holding this position and then compiling the date, evaluating it, and drawing pertinent employment conclusions that encourage and enhance opportunities for people with disabilities at ________________________________.

The workplace at ________________________________ will be made readily accessible to and usable by people with disabilities without causing undue hardship to ________________________________. Reasonable accommodations will be made in three categories as mandated: (1) accommodations that are required to ensure equal opportunity in the application process; (2) accommodations that enable ________________________________ employees with disabilities to perform the essential functions of the position held or desired; and, (3) accommodations that enable ________________________________ employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by employees without disabilities. ________________________________ may provide accommodations beyond those required by the American with Disabilities Act.

II. QUALIFICATION STANDARDS

Qualification standards for employment as Assistant Director of Nursing Services at ________________________________ have been carefully evaluated using job performance standards that are consistent with equal employment opportunity for all people applying for or holding this position.

A. EDUCATION

1. REQUIRED
a. LICENSURE/CERTIFICATION

The Assistant Director of Nursing Services will hold a current, unencumbered license to practice as a nurse in this state.

b. SCHOOL

The Assistant Director of Nursing will have taken courses in nursing administration and in rehabilitative and restorative nursing.

B. EXPERIENCE

1. REQUIRED

The Assistant Director of Nursing Services will have at least three years experience as a charge nurse, supervising others in a hospital, long term care facility, or other health care institution.

2. PREFERRED

The Assistant Director of Nursing Services will have at least six months experience in geriatric and/or psychiatric nursing.

C. OTHER

1. REQUIRED

The Assistant Director of Nursing Services will meet the minimum age requirements for a work permit in this state.

2. PREFERRED

The Assistant Director of Nursing Services will be at least 21 years of age at the time of employment, and hold membership in professional associations(s).

III. DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Assistant Director of Nursing Services include administering to nursing service under the direction of the Director of Nursing Services in accordance with the established policies and procedures of __________________________. The person(s) holding this position is delegated the responsibility for carrying out the assigned duties and responsibilities:

- observing and reporting symptoms and conditions of patients,
- supervising and evaluating work performance of charge nurses and non-professional nursing personnel,
- adherence to all sanitary regulations to insure cleanliness standards are maintained, and
- assisting in enhancing the physical, social and psychological environment that is conducive to the interest and welfare of patients.

IV. FUNCTIONS OF THE JOB
will not discriminate on the basis of disability against a person with a disability. The determination of whether a person with a disability is qualified will be made in two steps.

First, will determine if the person satisfies the prerequisites for the position as Assistant Director of Nursing Services, such as possessing the appropriate educational background, certification, employment experience, skills, and so forth.

Second, determines whether or not the person can perform the essential functions of the job held or desired, with or without reasonable accommodations and does not pose a substantial health or safety threat to self or others. People with disabilities who can perform the essential functions of the job will not be denied employment opportunities because they are not able to perform marginal functions of the job.

The determination of whether a person with a disability is qualified will be made at the time of the employment decision, and will be based on the capabilities of the person with a disability at that time, not based on speculation that the person may become unable in the future to perform the essential functions of the job, or may cause increased health insurance premiums or workers’ compensation costs.

A. ESSENTIAL

Determining which functions of the position are essential is critical to making effective and non-discriminatory decisions as to whether or not the person with a disability is qualified. Therefore, at the determination of essential functions of the job of Assistant Director of Nursing Services is based on input from the person who holds the position. From that input, determination involves whether actually requires in the position to perform the functions that are listed as essential and whether removing the function would fundamentally alter the position.

The determination of whether or not a particular function is essential includes one or more of the following factors:

1. Can the position exist without the performance of this particular task/function?
2. Are there other employees available to perform this particular task/function?
3. Is there a degree of expertise or skill, licensure or certification required to perform this particular task/function?

Other determinants are time spent performing the function and the consequences of failing to require the employee to perform the function. Further, does not select a particular level of productivity to exclude people with disabilities, but rather level of productivity is based on business necessity and history of productivity as concluded objectively from input gathered from the employee(s) in this particular position.
The following job functions have been determined to be essential to the position of Assistant Director of Nursing Services at _______________. Because of fluctuations in work load demands, as well as because tasks often overlap, frequency ranges and percentages vary by assignment, day of week, day, evening or night shift, etc. However, low frequency, percentage or duration of time spent on a particular task may not indicate lack of importance.

1. Recognize and respond to changes in patients’ conditions and document observations, interventions and outcomes.
2. Orient, instruct and supervise other nursing personnel.
3. Evaluate patients’ condition and care and develop overall care plans for patients, including rehab and restorative activities.
4. Review and re-write care plans as directed.
5. Order medications from facility pharmacy.
6. Requisition diet orders and supplies.
7. Perform emergency procedures such as Cardiopulmonary resuscitation.
8. Recognize, intervene and report accidents and incidents when they occur.
9. Assist with the planning, developing, organizing, implementing, evaluating and directing of the Nursing Services Department, as well as related programs and activities, in compliance with rules and regulations governing long term care facilities, employers, and in accordance with facility policy.
10. Assist in facilitating the coordination of nursing services with other departments to maintain quality care for patients, and offer equal opportunities for employees.
11. Assist in reviewing, monitoring, intervention and documentation of complaints and grievances from patients, families, visitors and employees.
12. Assist with organizing, managing, reviewing, monitoring, authorizing and administering nursing care functions for patients within the facility.
13. Complete the monthly Medication Administration Records.
14. Assist with the scheduling report of personnel; as well as the daily assignments of individuals working in the Nursing Services Department.
15. Assist in making routine rounds and conducting tours with others.
16. Monitor the workplace for possible health and safety hazards and assist in the development and conducting of routine health, safety and back care training programs to prevent work injuries.
17. Assist with reviewing and revising nursing care plans on a regular basis within the guidelines of state and federal regulations and facility policy.

18. Assist the DON in conducting disability management programs to reduce worker injuries and track departmental accountability; assist in following up with routine personal contact of injured workers and offer reasonable accommodations for early return to work programs.

19. Maintain privacy and confidentiality of records, conditions, and other information relating to patients, employees, and facility.

20. Solicit, review, intervene and report complaints and grievances made by patients, families, visiting individuals, agencies, etc.

21. Notify Director of Nursing Services of pending absence or tardiness within the time frame described in personnel handbook.

22. Establish and encourage an atmosphere of optimism, warmth, and interest in patients’ personal and health care needs.

23. Assist with the monitoring and review of skin care and breakdown and intervene as appropriate to reduce or eliminate problems.

24. Attend and participate in orientation programs, on-going training and educational classes.

25. Follow established smoking regulations and report violations.

B. MARGINAL

The following job functions have been determined as marginal or non-essential to the position of Assistant Director of Nursing Services at _____________________________. (See “Essential Functions” for interpretation of frequency, percentage and duration.)

1. Complete remainder of medical forms, reports, evaluations, studies, charting, etc., not considered as essential functions.

2. Assist in the development and implementation of universal precautions and isolation procedures, and assist in reviewing and monitoring compliance by staff.

3. Assist with reviewing and determining validity of licensed and/or certified personnel for meeting the requirements of state and/or federal requirements.

4. Assist in inventorying, identifying and monitoring the storage of equipment, supplies, etc.

5. Assist with the planning, development and conducting of in-service education for staff on related nursing service functions.

6. Participate in various committees of the facility, such as care plan, infection control, pharmaceutical, budget, quality assessment and
assurance, ADA compliance committee, etc., and those assigned by the DON.

7. Participate in surveys made by authorized government agencies.

8. Assist in determining the staffing needs of the Nursing Services Department, recommendation of number of employees needed, and assist with the recruitment and hiring of nursing service personnel.

9. Meet with nursing personnel as scheduled, to assist in identifying and correcting problems, and/or the improvement of services.

10. Assist in arranging for and overseeing patient admissions, transfers and discharges.

11. Assist in developing, maintaining and periodically updating written policies and procedures that govern the day-to-day functions of the nursing department.

12. Serve on ADA committee to establish and maintain disability management guidelines, provide reasonable accommodations for applicants and employees with disabilities, and assure compliance with the American with Disabilities Act.

13. Assist in maintaining a reference library of written nursing materials that will assist the Nursing Services Department in meeting patients’ needs and comply with state and federal regulations and mandates of the Americans with Disabilities Act.

14. Perform other related duties as assigned by the DON or administrator.

V. SKILLS REQUIRED

The following are skills needed to perform, with or without reasonable accommodation, the essential functions of the position of Assistant Director of Nursing Services. The ability to:

- recognize and respond to the nursing and health care needs of patients.
- effectively assist in the management of the nursing department under the direction of the Director of Nursing Services and Administrator.
- make prompt and accurate nursing care and management judgments.
- accurately administer nursing bedside care specific to the elderly and others needing long term care services.
- effectively communicate with patients, staff, families, visitors and others and convey sense of caring, concern and dignity for patients.
- tolerate conflicts among and between staff, patients, visitors and others.

VI. EQUIPMENT, MATERIALS, MACHINES AND/OR TOOLS USED

The following is a list of the principal equipment, materials, machines, tools, etc. used by the Assistant Director of Nursing Services at _____________________.
• Computer
• Telephone
• Public address system
• Dictaphone
• Charts, forms, assessment records
• Nursing and medical supplies
• Miscellaneous office equipment

VII. PHYSICAL STRENGTH REQUIRED

Has determined that performance of the essential job functions in routine and emergency situations (such as performing CPR on a patient), may demand physical strength and agility equal to or above the strength and agility of staff who give bedside care on a routine basis.

A. POUNDS TO LIFT

The minimum number of pounds determined to be appropriate for the Assistant Director of Nursing Services to lift, with or without reasonable accommodation, is forty.

VIII. ENVIRONMENTAL CONDITIONS

Except where appropriate and conducive to accomplishing the goals and objectives of a particular task (such as in an emergency situation) the Assistant Director of Nursing Services will work in a well-lighted area that is ventilated and as physically, physiologically and psychologically innocuous as possible under the conditions which exist at a particular time. Because the essential functions of the job of Assistant Director of Nursing Services often requires exposure to bodily functions and infectious waste, diseases, odors and other situations associated with health care, including but not limited to exposure to AIDS, HIV and Hepatitis B viruses involving Risk Classification Categories 1, 2 and 3** environmental conditions will fluctuate. To be qualified for the position of Assistant Director of Nursing Services, an applicant/employee will have the ability to work in the environment conducive to caring for patients, with or without reasonable accommodation and without posing a substantial safety or health threat to self or others.

IX. ATTIRE

The Assistant Director of Nursing Services will meet or exceed the dress code of the facility, which includes neat, clean, odor-free grooming and dress, as specified in personnel handbook. Persons requesting an exception will be reasonably accommodated as appropriate.

X. RANGE OF PAY

Information on pay ranges is available in the business office of

IX. WORK SCHEDULE
The Assistant Director of Nursing Services will report to work ready for routine duties and emergencies, and may include on-call duty up to 24 hours, unless other qualified personnel are available and pre-assignment is made.

XII. SUPERVISOR

The Assistant Director of Nursing Services reports to the Director of Nursing Services and Administrator of the facility.

** Universal Precautions Risk Classification Categories:

1. Tasks may involve exposure to blood or body fluids.
2. Tasks do not involve contact with blood or body fluids, but could result in performing a Category 1 task.
3. Tasks do not involve any risk of exposure to blood and body fluids.
Facility Name _____________________________________________

Acknowledgement

Job Description

ASSISTANT DIRECTOR OF NURSING SERVICES

I have read or have had read to me, and discussed this job description. I certify that I am qualified to perform the essential functions of the position, with or without reasonable accommodations, and without posing a direct threat to myself or others. I understand Universal Precautions Risk Classification Categories as shown in this job description may apply to this position, and I may be exposed to AIDS, HIV and Hepatitis B viruses.

I further understand and acknowledge that, unless otherwise defined by applicable law, any employment relationship with ______________________ is of an “at will” nature, which means that I may resign at any time and ______________________ may discharge me at any time with or without cause. It is further understood that this “at will” employment relationship may not be changed by any written document or by conduct unless such change is specifically acknowledged in writing by an authorized executive of _______________________.

_____________________________ _______________________
Signature Date

_____________________________ _______________________
Witness Date
I. TITLE OF JOB: Director of Nursing Services

Detailed analysis of the position of Director of Nursing (DON) has been carefully carried out by administration and the facility’s ADA consultant in order to comply with the objectives of the Americans with Disabilities Act in a manner that is objective and non-discriminatory to people with disabilities. A large part of this method is to accurately identify and separate essential functions of the job of Director of Nursing Services from marginal or non-essential functions of the job of Director of Nursing Services. Included in this process is the gathering of information from the employee(s) holding this position and then compiling the data, evaluating it, and drawing pertinent employment conclusions that encourage and enhance opportunities for people with disabilities at ____________________________.

The workplace at ____________________________ will be made readily accessible to and usable by people with disabilities without causing undue hardship to ____________________________. Reasonable accommodations will be made in three categories as mandated: (1) accommodations that are required to ensure equal opportunity in the application process; (2) accommodations that enable ____________________________ employees with disabilities to perform the essential functions of the position held or desired; and (3) accommodations that enable ____________________________ employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by employees without disabilities. ____________________________ may provide accommodations beyond those required by the Americans with Disabilities Act.

II. QUALIFICATIONS STANDARDS

Qualifications standards for employment as Director of Nursing Services at ____________________________ have been carefully evaluated using job performance standards that are consistent with equal employment opportunity for all people applying for or holding this position.

A. EDUCATION

1. REQUIRED

   a. LICENSURE/CERTIFICATION
The Director of Nursing Services will hold a current, unencumbered license to practice as a registered nurse in this state.

b. SCHOOL

The Director of Nursing will have received a registered nursing degree from an accredited college or university.

2. PREFERRED

The DON will possess a bachelor’s degree from an accredited college or university with a major related to the essential functions of this position and will have taken courses in nursing administration and in rehabilitative and restorative nursing.

B. EXPERIENCE

1. REQUIRED

The Director of Nursing Services will have 2 years experience in the supervision of others in a hospital, long term care facility, or other health care institution. The DON will have at least one year of experience implementing total patient care and care planning and in making sound nursing judgments.

2. PREFERRED

The Director of Nursing Services will have at least five years experience supervising others in a hospital, long term care facility or other health care institution, with at least two years experience implementing total patient care and care planning, and in making sound nursing judgments. In addition, the DON will have at least six months experience managing a nursing department or assisting with the managing of a nursing department.

C. OTHER

1. REQUIRED

The Director of Nursing Services will be at least 21 years of age.

III. DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Director of Nursing Services include the planning, organizing, developing and directing the overall operation of the Nursing Services Department at ______________________ in accordance with current existing federal, state and local standards, as well as in accordance with the established policies and procedures at ______________________, to maximize fulfilling the care-giving needs of patients who reside at ______________________.

The person(s) holding this position is delegated the responsibility for carrying out the assigned duties and responsibilities:

IV. FUNCTIONS OF THE JOB

__________________________ will not discriminate on the basis of disability against a person with a disability. The determination of whether a person with a disability is qualified will be made in two steps.
First, ________________________________ will determine if the person satisfies the prerequisites for the position as Director of Nursing Services, such as possessing the appropriate educational background, certification, employment experience, skills, and so forth.

Second, ________________________________ determines whether or not the person can perform the essential functions of the job held or desired, with or without reasonable accommodation and does not pose a substantial health or safety threat to self or others. People with disabilities who can perform the essential functions of the job will not be denied employment opportunities because they are not able to perform marginal functions of the job.

The determination of whether a person with a disability is qualified will be made at the time of the employment decision, and will be based on the capabilities of the person with a disability at that time, not based on speculation that the person may become unable in the future to perform the essential functions of the job, or may cause increased health insurance premiums or workers’ compensation costs.

A. ESSENTIAL

Determining which functions of the position are essential is critical to making effective and non-discriminatory decisions as to whether or not the person with a disability is qualified. Therefore, at ________________________________ the determination of essential functions of the job of Director of Nursing Services is based on input from the person who holds the position. From that input, determination involves whether _____________________________ actually requires employees in the position to perform the functions that are listed as essential and whether removing the function would fundamentally alter the position.

The determination of whether or not a particular function is essential includes one or more of the following factors:

1. Can the position exist without the performance of this particular task/function?
2. Are there other employees available to perform this particular task/function?
3. Is there a degree of expertise or skill, licensure or certification required to perform this particular task/function?

Other determinants are time spent performing the function and the consequences of failing to require the employee to perform the function. Further, ________________________________ does not select a particular level of productivity to exclude people with disabilities, but rather level of productivity is based on business necessity and history of productivity as concluded objectively from input gathered from the employee(s) in this particular position.

The following job functions have been determined to be essential to the position of Director of Nursing Services at ________________________________.
Because of fluctuations in work load demands, as well as because tasks often overlap, frequency ranges and percentages vary by assignment, day of week, day, evening or
night shift, etc. However, low frequency, percentage or duration of time spent on a particular task may not indicate lack of importance.

1. Recognize and respond to changes in patients’ conditions and document observations, interventions and outcomes.

2. Perform emergency procedures such as Cardiopulmonary resuscitation (CPR).

3. Recognize, intervene and report accidents and incidents when they occur.

4. Plan, develop, organize, implement, evaluate and direct the Nursing Services Department, as well as related programs and activities, in compliance with rules and regulations governing long term care facilities, employers and in accordance with facility policy. Includes:
   - Licensed staff
   - Nursing Assistants and orderlies
   - Print outs of physicians’ orders
   - Physician visits
   - Recertifications
   - Medication reviews
   - Time schedules
   - In-services
   - Infection control
   - Utilization review
   - Patient care plans
   - Public relations
   - Consultant services
   - Other tasks as detailed below

5. Arrange for and oversee the admitting, transferring and discharging patients.

6. Develop, maintain and periodically update written policies and procedures that govern the day-to-day functions of the nursing department.

7. Participate in surveys made by authorized government agencies.

8. Determine the staffing needs of the Nursing Services Department recommend number of employees needed, assist with the recruitment and hiring of staff.

9. Facilitate the coordination of nursing services and other departments to maintain quality care for patients and offer equal opportunities for employees.
10. Update job descriptions in the Nursing Services Department to comply with the mandates of the American with Disabilities Act.

11. Conduct employee performance evaluations and counseling and monitor tardiness, absenteeism and disciplinary situations to assure quality care for patients and equal opportunities for all employees of the Nursing Services Department.

12. Review, monitor, intervene and document complaints and grievances from patients, families, visitors and employees.

13. Organize, manage, review, monitor, authorize and administer nursing care functions for patients with the facility.

14. Prepare reports and recommendations for the Administrator regarding the operation of the Nursing Services Department.

15. Participate in various committees of the facility, such as care plans, infection control, pharmaceutical, budget, quality assessment and assurance, ADA compliance committee, etc., and those assigned by the administrator.

16. Oversee and approve the scheduling of personnel; as well as the daily assignments of individuals working in the Nursing Services Department.

17. Make routine rounds and authorize or conduct tours with others, such as the administrator, physicians, other facility staff, government representatives, visitors and others.

18. Monitor the workplace for possible health and safety hazards and assist in the development and conducting of routine health, safety and back care training programs to prevent worker injuries.

19. Review and revise nursing care plans on a regular basis within the guidelines of state and federal regulations and facility policy.

20. Assist administration in conducting disability management programs to reduce worker injuries and track departmental accountability; follow-up with routine personal contact of injured workers and offer reasonable accommodations for early return to work programs.

21. Assist with the planning, development and conducting of in-service education for staff on related nursing service functions.

22. Serve on ADA committee to establish and maintain disability management guidelines, provide reasonable accommodations for applicants and employees with disabilities, and assure compliance with the American with Disabilities Act.

23. Prepare or assist in the preparation and implementation of the Nursing Services Department budget and submit recommendations.

24. Maintain privacy and confidentiality of records, conditions and other information relating to patients, employees and facility.
25. Perform assigned tasks in accordance with ______________________ policies and procedures, and as instructed by the administrator.

26. Solicit, review, intervene and report complaints and grievances made by patients, families, visiting individuals, agencies, etc.

27. Develop and authorize the development of established universal precautions and isolation procedures, and review and monitor compliance by staff.

28. Delegate authority as necessary.

29. Notify ________________________________ of pending absence or tardiness within the time frame described in personnel handbook.

30. Establish and encourage an atmosphere of optimism, warmth, and interest in patients’ personal and health care needs.

31. Meet with nursing personnel as scheduled, to assist in identifying and correcting problems, and/or the improvement of services.

32. Monitor and review of skin care and breakdown, report and intervene as appropriate to reduce or eliminate problems.

33. Attend and participate in orientation programs, on-going training and educational classes.

34. Follow established smoking regulations and report violations.

B. MARGINAL

The following job functions have been determined as marginal or non-essential to the position of Director of Nursing Services at __________________________. (See “Essential Functions” for interpretation of frequency, percentage and duration.)

1. Audit documentation for errors or inconsistencies and make necessary corrections or document reasons for corrections not made.

2. Complete remainder of medical forms, reports, evaluations, studies, charting, etc., not considered as essential functions.

3. Review and determine validity of licensed and/or certified personnel for meeting the requirements of state and/or federal requirements.

4. Assist the administrator and others in developing, implementing and updating written procedures for discharge planning.

5. Inventory, identify and monitor the storage of equipment, supplies, etc.

6. Develop and implement a nursing services organizational structure.

7. Maintain a reference library of written nursing materials that assist the Nursing Services Department in meeting patients’ needs and comply with state and federal regulations and mandates of the American with Disabilities Act.
8. Perform other related duties as assigned by the administrator.

IV. SKILLS REQUIRED

The following are skills needed to perform, with or without reasonable accommodation, the essential functions of the position of Director of Nursing Services. The ability to:

- recognize and respond to the nursing and health care needs of patients.
- effectively manage the nursing department with regard to patients, employees, families, visitors and the public.
- make prompt and accurate nursing care and management judgments.
- accurately administer nursing bedside care specific to the elderly and others needing long term care services.
- effectively communicate with patients, staff, families, visitors and others and convey sense of caring, concern for and dignity for patients.
- tolerate conflicts among and between staff, patients, visitors and others.

VI. EQUIPMENT, MATERIALS, MACHINES AND/OR TOOLS USED

The following is a list of the principal equipment, materials, machines, tools, etc. used by the Director of Nursing Services at ____________________________.

- Computer
- Telephone
- Public address system
- Dictaphone
- Charts, forms, assessment records
- Nursing and medical supplies
- Miscellaneous office equipment

VII. PHYSICAL STRENGTH REQUIRED

_______________________________ has determined that performance of the essential job functions in routine and emergency situations (such as performing CPR on a patient), may demand physical strength and agility equal to or above the strength and agility of staff who give bedside care on a routine basis.

A. POUNDS TO LIFT

The minimum number of pounds determined to be appropriate for the Director of Nursing Services to lift, with or without reasonable accommodations, is forty.

VIII. ENVIRONMENTAL CONDITIONS

Except where appropriate and conducive to accomplishing the goals and objectives of a particular task (such as in an emergency situation) the Director of Nursing Services will work in a well-lighted area that is ventilated and as physically,
physiologically and psychologically innocuous as possible under the conditions which exist at a particular time. Because the essential functions of the job of Director of Nursing Services often requires exposure to bodily functions and infectious waste, diseases, odors and other situations associated with health care, including but not limited to exposure to AIDS, HIV and Hepatitis B viruses involving Risk Classification Categories 1, 2 and 3,** environmental conditions will fluctuate. To be qualified for the position of Director of Nursing Services, an applicant/employee will have the ability to work in the environment conducive to caring for patients, with or without reasonable accommodation and without posing a substantial safety or health threat to self or others.

IX. ATTIRE

The Director of Nursing Services will meet or exceed the dress code of the facility, which includes neat, clean, odor-free grooming and dress, as specified in personnel handbook. Persons requesting an exception will be reasonably accommodated as appropriate.

X. RANGE OF PAY

Information on pay ranges is available in the business office of _______________________.

XI. WORK SCHEDULE

The Director of Nursing Services will report to work ready for routine duties and emergencies, and may include on-call duty up to 24 hours, unless other qualified personnel are available and pre-assignment is made.

XII. SUPERVISOR

The Director of Nursing Services reports to the Administrator of the facility.

**Universal Precautions Risk Classification Categories:

1. Tasks may involve exposure to blood or body fluids.
2. Tasks do not involve contact with blood or body fluids, but could result in performing a Category 1 task.
3. Tasks to not involve any risk of exposure to blood and body fluids.
Facility Name: ___________________________________________

Acknowledgement

Job Description

DIRECTOR OF NURSING SERVICES

I have read or have had read to me, and discussed this job description. I certify that I am qualified to perform the essential functions of the position, with or without reasonable accommodations, and without posing a direct threat to myself or others. I understand Universal Precautions Risk Classification Categories as shown in this job description may apply to this position, and I may be exposed to AIDS, HIV and Hepatitis B viruses.

I further understand and acknowledge that, unless otherwise defined by applicable law, any employment relationship with ______________________ is of an “at will” nature, which means that I may resign at any time and ______________________ may discharge me at any time with or without cause. It is further understood that this “at will” employment relationship may not be changed by any written document or by conduct unless such change is specifically acknowledged in writing by an authorized executive of ______________________.

_________________________________  _________________
Signature                                  Date

_________________________________  _________________
Witness                                   Date