



Table of Contents

Introduction	ix
<i>Helpful links</i>	xii
Chapter 1: Home Health and the Continuum of Care	1
The History of Home Care	1
<i>Home care's humble beginnings</i>	1
Home Health Today: Opportunities and Challenges	2
The Specialty of Home Health	6
Home Health Administrator	7
<i>Agency structure and its impact on the administrator</i>	8
<i>Administrator orientation</i>	10
Chapter 2: Home Health Management Personnel	13
Management Personnel	13
<i>The governing body</i>	13
<i>Administrator</i>	15
<i>Clinical manager</i>	20
<i>Medical director</i>	24
Agency Nonmanagement Personnel	25
<i>Clinical personnel</i>	25
<i>Nonclinical or administrative personnel</i>	34
Employment Laws	36
<i>The Fair Labor Standards Act</i>	36
<i>Travel Time</i>	38
<i>The Family Medical Leave Act</i>	40
<i>Americans with Disabilities Act</i>	40

Table of Contents

<i>Occupational Safety and Health Act of 1970</i>	41
<i>Age Discrimination in Employment Act of 1967</i>	41
Common Employment Mistakes	42
Employee Health Requirements	43
Personnel Policies	44
Special Issue: Discipline and Discharge	46
Agency Staffing and Compensation	50
Clinical Staffing Benchmarks	50
Nonclinical Staffing Benchmarks	51
Chapter 3: Agency Corporate Structure and Management	53
Business Structure	53
<i>Nonprofit and for profit</i>	55
Boards and Fiduciary Duties	56
The Importance of Committees	57
Leadership and Groups	60
Strategic Planning	62
Ethical Issues	64
Chapter 4: Quality Assurance and Performance Improvement	67
The Agency's Quality Program	67
<i>The QAPI condition</i>	68
<i>Program scope</i>	69
<i>Program data</i>	70
<i>Program activities</i>	71
<i>Performance improvement projects</i>	72
<i>Executive responsibilities</i>	74
<i>QAPI committee</i>	75
The Foundation of the QAPI	76
<i>Outcome-Based Quality Improvement (OBQI)</i>	76
<i>Outcome-Based Quality Monitoring (OBQM)</i>	77
<i>Process-Based Quality Improvement (PBQI)</i>	79
Care Compare	79
<i>Process measures and outcome measures</i>	80
<i>HHCAHPS</i>	81

Table of Contents

Clinical Record Review	82
<i>Continuing record review</i>	82
QAPI Final Thoughts	83
Chapter 5: Policies and Procedures	85
Writing Policies	86
Required Policies	87
The Risk of “Overdoing” Policies and Procedures.	89
Required Procedures	93
The Effects of Various Laws	93
Chapter 6: The Regulatory Environment	95
Understanding the CoPs	96
<i>Emergency preparedness</i>	98
Understanding and Applying the Interpretive Guidelines	100
<i>Accreditation standards</i>	100
<i>The Joint Commission</i>	101
<i>Community Health Accreditation Program (CHAP)</i>	101
<i>Accreditation Commission for Health Care (ACHC)</i>	102
<i>State licensure requirements and regulations</i>	102
<i>The Medicare Payment Advisory Commission</i>	103
<i>Third-party audits and scrutiny</i>	103
Agencies and Audits	105
Chapter 7: The Survey	111
The Medicare Home Health Survey Process	111
CMS Survey Expectations	112
<i>Survey protocols</i>	113
<i>Survey tasks</i>	115
Survey’s Over: Now What?	120
<i>Review the Statement of Deficiencies carefully</i>	120
<i>Submitting a Plan of Correction/Credible Allegation of Compliance</i>	121
<i>Other impacts of the Statement of Deficiencies</i>	123
<i>Special case: Immediate jeopardy</i>	124
<i>Informal Dispute Resolution</i>	126

Table of Contents

<i>Administrative appeals</i>	127
Survey Preparation	128
<i>Performing a mock survey</i>	128
<i>Survey binder</i>	129
Preparing employees and patients for survey	132
<i>Policies around surveyor interviews</i>	133
Top Home Health Citations	134
Chapter 8: The Payment Environment	135
Medicare Home Health Prospective Payment System	135
Services covered by Medicare during an episode	136
<i>Part-time or intermittent Care</i>	137
Patient-driven groupings model (PDGM)	137
<i>PDGM's new case-mix system</i>	138
<i>PDGM moves the focus to the patient</i>	138
PDGM's post-episode adjustments	143
<i>Low Utilization Payment Adjustments under PDGM</i>	144
<i>Outlier payments</i>	145
<i>Partial episodic payment adjustments</i>	145
<i>Medicare requirements</i>	146
<i>Medicare Conditions of Participation</i>	147
<i>Medicare Conditions of Coverage</i>	148
<i>Medicare Conditions of Payment</i>	150
<i>Face-to-face encounter and certification</i>	151
Common Medicare Pitfalls	152
Medicaid	153
Risk Area: Dual Eligible Beneficiaries and Overlapping Home Health Benefits	154
<i>Medicare Home Health Benefit</i>	155
<i>Intermittent Care, Dually Eligibles and Unbundling</i>	156
Veterans Affairs	157
Commercial Insurance	157
Billing and Collections	157

Table of Contents

Chapter 9: OASIS	159
Who Collects OASIS Data?	160
On Whom Are OASIS Data Collected?	160
When Are OASIS Data Collected?	160
How Are OASIS Data Collected?	160
Where Are OASIS Data Collected?	162
Incorporating OASIS	162
Home Health PPS and OASIS	163
Home Health Quality of Care Star Ratings, Value-Based Purchasing, and OASIS	163
The OASIS Guidance Manual	164
OASIS Training and Education	164
Chapter 10: Finance and Budgeting	167
Accounting System	167
GAAP	168
Cash accounting versus accrual accounting	169
Financial statements	169
Managing and monitoring accounts receivable	169
Uncollectible accounts	170
The Budget Process	171
Visit rates, supply charges and tracking	173
Chapter 11: Lessons and Tips From the Trenches	175
Lessons Learned: Common Mistakes	175
Failing to delegate	176
Failing to think long-term	177
Failing to understand the importance of policies and procedures	179
Failing to have the proper educational and related resources	180
Failing to handle guidance from surveyors appropriately	181
Failing to routinely audit and monitor risk areas	183
Failing to properly supervise marketing efforts	184
Other Common Mistakes	185
Conclusion	187
Chapter 12: Appendixes	189