

Long-Term Care Managing Across the Continuum

Fourth Edition

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Dedication

Prior editions of his book were dedicated to long-term caregivers. This edition is dedicated to those who matter most, the consumers who rely on the long-term care system for their quality of life.

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New to This Edition

The following changes/additions are new to this edition:

- Addition of a chapter dealing with the Affordable Care Act (Obamacare), recognizing that it will still be developing for years to come, but providing a sound foundation for understanding it and any future developments. The chapter will not attempt to cover all of the many aspects of ACA, but will focus only on its impact on long-term care.
- References to ACA in other chapters as appropriate.
- Updates in all chapters to cover changes in care delivery, regulations, etc.
- Updates to references.
- Separation of the chapter titled, “Leadership and Culture Change in Long-Term Care” into two chapters: “Leadership in Long-Term Care” and “Culture Change in Long-Term Care,” as both have developed enough to warrant chapters of their own.

Foreword

The profession of long-term care administration is one that provides many wonderful opportunities, some considerable challenges, and very significant responsibilities. In the past 25 plus years of my professional experience in this field, the one constant has been that of change. It is absolutely critical to remain connected and current at all times to provide effective, relevant leadership. John Pratt has again updated his comprehensive text with this fourth edition dedicated to long-term care knowledge and practical insight. This provides an excellent read for both those new to the profession and those with experience looking to gain a new perspective to assist in improving their leadership and management skills.

Leaders in this profession need to be prepared to collaborate across a growing continuum of care and services to meet the demands of a new generation of seniors who are more informed, focused on preventive approaches, and desire active engagement. This text provides a broad picture describing how the long-term care system developed as well as how it continues to evolve. It clearly describes the primary types of long-term services provided across the continuum so the reader comprehends the landscape. In this edition, Mr. Pratt continues his commitment to keeping this trusted text—that is both utilized as a college text and as a reference to professionals—pertinent by making significant changes to include the impacts of changes in the care delivery system, regulations, and legislation affecting long-term care. This includes an additional chapter dedicated to setting a foundational understanding of the Affordable Care Act’s influence on long-term care that will continue to shape the future. He has also focused chapters specifically on leadership and culture change in long-term care, which is noteworthy. This text continues to be listed as a reference for the national licensing examination prepared by the National Association of Long-Term Care Administrator Boards, which indicates the value of the material.

I have had the privilege of seeing Mr. Pratt’s passion in assisting new leaders succeed in their roles through his dedication both through his teaching in the classroom and through this effort expanding his encouragement and guidance through his writing. Long-term care is very complex, and this text provides logical and concise attention needed to get to the heart of matters that are critical to excellent leadership. It is

written in a manner that is intended to engage the reader well beyond what is written on the page.

The focus of your leadership is critical to be successful in managing during these turbulent times targeting the most important priorities from the multiple daily demands for your time and attention. Mr. Pratt does an excellent job of pointing out the importance of quality improvement and a customer-driven culture, while at the same time providing cost-efficient, yet effective care and services that will help your organization to be competitive in the market. My hope is that this text will challenge your thinking and cause you to even more fully engage your mind and soul in this very important work that impacts the lives of so many. This is a rewarding career that is critical with the tsunami of seniors in the upcoming years that will need care and services as the baby boomers age. I am one of those baby boomers who will be counting on engaged and dedicated leaders such as you to carry on the mission of leadership as this profession continues to grow and evolve to meet the constantly changing consumer needs and demands. Thank you in advance for all that you will do to ensure that future is strong and bright!

Tom Syverson, CNHA
Executive Vice President/Chief Operating Officer,
The Evangelical Lutheran Good Samaritan Society

Preface

In a time when change is the rule in most businesses, the field of long-term care is changing faster and more dramatically than most. There are seemingly constant changes in regulations and in reimbursement methodology. The field is undergoing a great deal of redefinition of the roles of institutional and community-based providers. Those in public policy positions affecting the delivery of long-term care are trying to balance a much-needed increase in emphasis on home health care and other alternatives to institutional care with the realization that there is still a valid place in the system for a variety of institutional service providers. New levels of care, or at least new names and rules for existing types of care (assisted living, subacute care), are being created constantly. Long-term care providers must focus on integration with other players in the healthcare system while, at the same time, experiencing competition from those same players. These changes, whether considered individually or collectively, place huge demands on those who manage the organizations providing long-term care.

As change takes place and the field becomes more sophisticated and diverse, successful long-term care administrators will face tougher challenges than any they have seen before and will have to bring new skills to their jobs. They will have to possess the ability to change with the times and to manage their organizations while under considerable pressure. They will need to be flexible enough to adapt to different management settings or to provide services that are different from those with which they may have been familiar. It is no longer enough to be expert in home health care, skilled nursing care, or residential care. Tomorrow's long-term care managers will be expected to possess those skills essential to managing larger, more complex organizations, which will probably include multiple segments of the continuum of care.

At a very minimum, they must understand:

- The differences and similarities among the many long-term care service providers
- How the various segments of long-term care fit together to form an overall system
- The issues affecting them all, individually or collectively
- The skills they will need to succeed in that system

This text supplies that information and gives those managers a solid foundation on which to build their expertise. It is aimed at providing a comprehensive view of

the field as it exists today, of the changes taking place in that continuum now and in the near future, and of the skills managers need to survive and prosper. It is a practical management reference for all long-term care administrators, long-term care being defined as including all institutional and noninstitutional providers of chronic or long-term care services (nursing facilities, assisted living, subacute care, senior housing, adult day care, home health care, and hospice).

It should be noted here, before some critic (rightfully) points it out, that long-term care does not represent the entire continuum of care. That is acknowledged. The full continuum, as explained early in the text, is a lengthier and more comprehensive list of services, including acute care (hospitals and physician services) and preventive health care, at one end and social services, such as housing and transportation, at the other.

Long-term care, however, is such an integral part of the overall continuum and interacts so intimately with the rest that it deserves special examination. Thus, the focus here is on the organization portion of the continuum of care, showing what it is, where it fits, and the nature of its relationships with other segments.

This book has been written for two separate but closely related segments of a common audience: long-term care administrators who are currently practicing and future administrators being trained in long-term care administration in college and university programs. It is academic enough to meet the latter need, but it is practical and not overly theoretical, allowing it to serve both groups.

In the first group are many of today's long-term care managers who have extensive experience providing one type of service (e.g., nursing facility care, home health care) but who have limited knowledge of or contact with other segments of the field. They can no longer be content to be expert in a single specialty area. They must learn about the entire continuum of care and be prepared to manage anywhere within it.

The second group of long-term care managers for whom this book is written consists of those who are being educated through college degree programs to fill the many positions being created as the field expands. With the expected increasing need for long-term care and consequently, for long-term care managers caused by the aging of our society, those college programs must be supported. It is intended as a comprehensive text for students in these programs, giving them a good understanding of the field they plan to enter. The first, second and third editions have been used as a required text in dozens of college and university programs. Their feedback has been of great assistance in updating the text material.

This book should also be of interest to others interested in the topic, including policy makers, regulators, and consumer advocates. Because it presents a comprehensive view of the continuum of long-term care, it provides readers with both an overview and a moderately detailed view of various aspects of the continuum.

There are several excellent textbooks dealing with the specific types of day-to-day activities involved in managing each of the different segments of the long-term care field, such as nursing facilities, subacute care, home health care, and assisted living. They cover knowledge of applicable regulations and the detailed procedures and

practices involved in hands-on administration (e.g., admission, resident/client classification, grievance procedures) of particular types of long-term care organizations. None addresses the entire long-term care continuum. On the other hand, there are several good texts dealing with the continuum of care from a broad, policy-oriented, macro/sociological viewpoint.

The approach here is different from these others in that the focus is on management in different segments of the continuum, not just definition of the continuum itself. It deals with management within the continuum as such and goes beyond definition to compare and contrast the different service providers and the impact of change on them.

The text is divided into five sections. Part I, “Introduction: The Changing Long-Term Care Scene,” presents an overview of the long-term care continuum as it exists today. It includes an explanation of how long-term care reached its current state and looks at where the system is—or should be—going. Chapter 1 defines long-term care, including its various segments, and examines the dynamics particular to the overall field. Chapter 2 addresses the Affordable Care Act of 2010 (ACA) and its impact on long-term care. That impact is also reflected in other chapters as appropriate. Chapter 3 discusses the goals toward which we should aim in seeking an ideal long-term care system, based largely on the *Criteria for Designing or Evaluating a Long-Term Care System*, a copy of which is included as Appendix A. The *Criteria* were developed by me, your author, with assistance from a group of long-term care experts. They present benchmarks for measuring a long-term care system, as well as the steps needed to attain those benchmarks.

Part II, “Long-Term Care Service Providers,” includes chapters devoted to each of the major long-term care service providers, with a goal of providing readers with a good understanding of each of those individual provider types. Chapters 4 through 8 include descriptions and overviews of each service, the types and numbers of consumers served, financial aspects, staffing and human resource issues, legal and ethical issues, particular management challenges and opportunities, and other pertinent information, such as any significant trends affecting the service. All chapters in this section have been written in a similar format, for the purpose of making comparison of the various providers easier.

Part III, “Interaction Within the Continuum,” turns to investigating the broader aspects of long-term care, showing how the individual players interact to produce the system as it now exists. It also relates to the ideal long-term care system described in Part II and discusses implications for providers, regulators, payers, and consumers. Covered in this section are chapters addressing issues relevant to all long-term care providers, including the movement toward more competition, cooperation, and integration; external forces controlling long-term care, such as regulation, licensure, and accreditation; reimbursement; quality; and ethical issues.

Part IV, “Managing in the Long-Term Care System,” recognizes that managers in long-term care organizations need certain skills if they and their organizations are to survive and succeed. The chapters in this section (covering governance and

administration, leadership, culture change, technology and marketing/community relations) identify these skills and present helpful information about obtaining and maintaining them.

The final section, Part V, “The Future: Continuing Change,” discusses the future of long-term care. Chapter 19 examines trends that are likely to affect the field; Chapter 20 offers suggestions for managing in this millennium.

In preparing this book, I decided that it should go beyond a mere description of long-term care and the pieces that make it a whole. I also wanted to tie those pieces together and delve more deeply into why they exist and how they interact with each other and with the rest of the continuum of care. Thus, you will find many opinions expressed herein. These opinions are based on my extensive experience and view of the field as it exists now and into the coming decades and are intended as a source of enrichment for the text.

Readers will notice an inevitable overlap from chapter to chapter because I covered many topics/issues from a variety of different perspectives. For example, the topic of consumer choice is referenced in numerous sections as it impacts so much of the long-term care system and those who manage within it. Similarly, while there are separate chapter segments dealing with financing, regulation, and ethical issues, those topics are also covered in the chapters dealing with individual provider types (e.g., nursing facilities), showing how they are affected. This gives readers an opportunity to see such topics from different perspectives, and is intended as a means of providing a comprehensive, multidimensional view of the long-term care system. I hope you will find this book informative and perhaps even enjoyable reading.

John Pratt

About the Author

John Pratt is a retired Professor of Health Administration at Saint Joseph's College in Standish, Maine. Prior to entering retirement in 2013, he had been Director of the Health Administration programs that are designed for working adult healthcare professionals and are taught online. He was also Director of the Long-Term Care Management Institute at the college. Prior to moving to academia, he served as a health care administrator for 25 years. He is a Fellow of the American College of Health Care Administrators (ACHCA) and a Life Fellow of the American College of Healthcare Executives (ACHE). He has served on the board of directors of ACHCA and chaired that organization's education committee. He has also been active in the National Association of Long-Term Care Administrator Boards (NAB). He has been a regular presenter at professional conferences and an active contributor to professional journals.

