

# DACUM Research Chart for Rural Health Administrator

## DACUM Panel Members

Heather Bonser-Bishop  
Northcoast Clinics Network  
Eureka, CA

Camille Coverdell  
Eastern Plumas Healthcare  
Westwood, CA

Teresa A. Jacques  
Modoc Medical Center  
Alturas, CA

Heather Anne Mandell  
Georgetown Family Medical Center  
Georgetown, CA

Terrie L. Spent  
Copper Towers Family  
Medical Center, Inc.  
Healdsburg, CA

Pam Tupper  
Shasta Consortium of Community  
Health Centers  
Redding, CA

David L. Yarbrough  
Rural Health Design Consortium/  
Aspen Street Architects, Inc.  
Mokelumne Hill, CA

Kathy Sue Yarbrough  
Rural Health Design Consortium/  
Aspen Street Architects, Inc.  
Mokelumne Hill, CA

## DACUM Facilitator

Carolyn Braun  
Assistant Director RHORC  
Hartnell College  
Salinas, CA

Linda Zorn  
Director of the  
Butte College – RHORC  
Chico, CA

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## Leadership and Economic Development Institute

8800 Grossmont College Drive  
El Cajon, California 92020

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May 23 – 24, 2002

Duties		Tasks									
A	<b>Provide Governing Board Leadership</b>	A-1 Ensure Board educational opportunities	A-2 Present policies & procedures for Board approval	A-3 Oversee (medical staff) activities (hospital)	A-4 Coordinate strategic / operations planning process	A-5 Coordinate facilities master planning process	A-6 Involve Board in legislative activities	A-7 Coordinate with Board committees	A-8 Develop physician practice contractual arrangements		A-9 Plan for Board success(ion)
		A-10 Encourage Board involvement (community, trade associations)									
B	<b>Oversee Management of Service Facility</b>	B-1 Implement programs to achieve board goals	B-2 Oversee ambulance services	B-3 Oversee anesthesia services	B-4 Oversee behavioral health services	B-5 Oversee business services	B-6 Oversee cardiac rehabilitation services	B-7 Oversee central supply services	B-8 Oversee dental services	B-9 Oversee diagnostic imaging services	B-10 Oversee emergency department operation
		B-11 Oversee environmental services	B-12 Oversee health information services	B-13 Oversee home health services	B-14 Oversee hospice services	B-15 Oversee information technology services	B-16 Oversee laboratory services	B-17 Oversee medical services	B-18 Oversee medical staff	B-19 Oversee nursing services	B-20 Oversee nutrition services
		B-21 Oversee obstetrical services	B-22 Oversee occupational therapy services	B-23 Oversee outreach activities	B-24 Oversee plant maintenance	B-25 Oversee physical therapy services	B-26 Oversee respiratory therapy & ECG	B-27 Oversee satellite operations	B-28 Oversee school-based services	B-29 Oversee skilled nursing	B-30 Oversee social services
		B-31 Oversee specialty services	B-32 Oversee surgical services	B-33 Oversee telemedicine services	B-34 Oversee transportation services	B-35 Oversee volunteer services	B-36 Take administrative call	B-37 Liaison with state county health services (EMS) & OES			
		C-1 Develop and maintain financial policies and procedures	C-2 Manage budget cycle	C-3 Manage cash flow	C-4 Maximize medical reimbursement	C-5 Monitor medical record management (e.g., charting, coding)		C-6 Develop external funding resources	C-7 Administer grant programs	C-8 Analyze ROI on programs and services	
C	<b>Manage Financial Resources</b>	C-9 Analyze productivity reports	C-10 Benchmark operations	C-11 Control inventory	C-12 Manage investments						

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<b>D</b>	<b>Manage Human Resource Services</b>	D-1 Develop and maintain personnel policies	D-2 Ensure personnel licensure and certification	D-3 Assure minimum staffing requirements	D-4 Recruit personnel	D-5 Hire personnel	D-6 Orient personnel	D-7 Supervise personnel	D-8 Coach personnel	D-9 Evaluate personnel	D-10 Retain personnel
		D-11 Investigate personnel incidents	D-12 Discipline personnel	D-13 Dismiss personnel	D-14 Facilitate employee membership in trade associations		D-15 Develop succession plans	D-16 Negotiate personnel contracts			
<b>E</b>	<b>Assure Corporate Compliance</b>	E-1 Comply with gov't rules & regulations	E-2 Comply with by-laws and articles of incorporation	E-3 Oversee risk management program (e.g., worker's compensation, malpractice liability, EEOC)		E-4 Ensure continuous quality assurance improvement		E-5 Ensure implementation of safety & security measures		E-6 Manage contracts (e.g., third party payors, ancillary services, healthcare providers)	
		E-7 Maintain designations	E-8 Maintain accreditations								
<b>F</b>	<b>Ensure Educational Programs &amp; Services</b>	F-1 Provide mandated training	F-2 Provide continuing medical education	F-3 Provide continuing professional education	F-4 Provide staff development opportunities	F-5 Provide cross-training opportunities	F-6 Participate in personal development activities	F-7 Educate community & legislative officials regarding rural health issues		F-8 Provide career ladder opportunities	F-9 Offer community education opportunities
		F-10 Collaborate with residency programs	F-11 Facilitate student learning experiences								
<b>G</b>	<b>Promote Organization</b>	G-1 Enhance customer satisfaction	G-2 Develop and implement marketing programs	G-3 Communicate mission to community	G-4 Engage community	G-5 Coordinate strategic partnerships	G-6 Pursue networking opportunities	G-7 Encourage employee participation in community activities	G-8 Recruit from community	G-9 Develop community foundation	G-10 Develop & maintain relations with state agencies
		G-11 Encourage public / private linkages	G-12 Coordinate services to prevent duplication								

# DACUM Research Chart for Rural Health Administrator

## General Knowledge and Skills

Ability to work with diverse populations	Manpower designations (e.g., MUA, HPSA, Frontier, MUP, "Rural")
Academic preparation	Frontier, MUP, "Rural")
Accounting skills	Mentoring
Basic knowledge of diagnostic technology	Motivation skills
Change agent/facilitate change	Multitasking skills
Clinical services	Negotiation / mediation
Coaching	Organizational skills
Communications skills: (written, oral, presentation, listening)	Professional staff management
Computer skills	Recruitment and retention
Contact development / management	Regulatory agencies (e.g., CLIA, CMS, HIPPA, OSHA, OSHPD, EMS, JCAHO, DHS, HRSA, Fire Marshall, ADA, CCR)
Crisis management	Research
Critical thinking	Resource management
Delegation skills	Statistics
Healthcare laws	Stewardship
Human resource regulations	Stress management
Legislative process knowledge	Succession management
Mandated reporting regulations	Team development
	Time management

## Tools, Equipment, Supplies and Materials

Computer hardware and software  
 Cell phone  
 Copy machine  
 Fax machine  
 Overhead projector  
 Car  
 Typewriter  
 10-key / adding machine  
 Reference manuals  
 Internet access

## Future Trends and Concerns

Bio-terrorism	Rise in elderly population
Changing reimbursement	Rise in risk management
Designations and maintenance of special designations (Frontier, MUA, MUP, HPSA, MSSA, Rural)	Rise in Rx costs
Funding	Rising costs for medical treatment
Growing disparity of "haves" and "have nots"	Rising knowledge of general population (e.g., internet, advertising, decision making of population)
HIPPA, Seismic	Survival of regulations and financial impacts
Inadequate preparation of healthcare workers	Technology
Increasing health care access in rural areas	Unfunded mandates
Increasing insurance costs (e.g., workers, malpractice, health, liability)	Uninsured / under insured
Interpreters – maintain cultural diversity issues	What are our facilities going to look like in the future
Knowledge of governing boards	Workforce shortages
Regulation changes	

## Worker Behaviors

Ability to laugh  
 Analytical  
 Anticipate change  
 Compassionate  
 Consistency  
 Creative thinker  
 Curious  
 Empathetic  
 Energetic  
 Enthusiastic  
 Ethical conduct  
 Extrovert  
 Facilitator  
 Fair  
 Flexibility

Honesty  
 Open minded  
 Optimistic  
 Patience  
 Perseverance  
 Proactive  
 Professional demeanor  
 Resiliency  
 Respectful  
 Risk taker  
 Role model  
 Self assured  
 Self directed  
 Visionary

# DACUM Research Chart for Rural Health Administrator

## Acronyms

A/R	Accounts Receivable	INS	Immigration and Naturalization Service
AB2450	Assembly Bill 2450: State legislation for funding of Rural Health Centers	IP	In patient
ADC	Average Daily Census	IRCA	Immigration Reform Control Act
ADON	Assistant Director of Nursing	L & C	Licensing and Certification
BMQA	Board of Medical Quality Assurance	LOS	Length of Stay
BO	Business Office	LTC	Long Term Care
BSN	Bachelor of Science Nursing	LVN	Licensed Vocational Nurse
CCS	California Children's Service	M/Cal	Medical
CEUs	Continuing Education Units	MC/BD	Medicare Bad Debt
CFO	Chief Financial Officer	MCH	Maternal Child Health
CHA	California Hospital Association	MUA	Medically Underserved Area – Federal Designation
CHDP	Child Health and Disability Prevention Program	MUP	Medically Underserved Population – Federal Designation
CMA	Certified Medical Assistant	OB	Obstetrics
CMSP	County Medical Services Program	OFPP	Office of Family Planning
CNA	Certified Nursing Assistant	OP	Outpatient
Cont. Allow.	Contractual Allowance	P&T	Pharmacy and Therapeutics Committee
CPCA	California Primary Care Association	PA	Physician's Assistant
CPS	Child Protective Services	PACT	Planning Access Care and Treatment (SOFP)
CT	Carpal Tunnel	PHM	Pacific Hospital Management
CTP	Children's Treatment Program	PHN	Public Health Nurse Certification
DHS	Department of Health Services, State of California	PIP	Periodic Interim Payment
DHS	Department of Health Services	PL 95-210	Public Law allowing Rural Clinics to bill for cost-based reimbursement for Medi-Cal, CMSP, and Medicare patients
DONS	Director of Nursing Services	2567	Plan of Correction Document
DOPC	Director of Patient Care Services	PPD	Per Patient Day
DP/NF	Distinct Part Nursing Facility	PPO	Preferred Provider Organization
EAPC	Expanded Access to Primary Care Program	PT	Physical Therapy
EDS	Electronic Data System	QA	Quality Assurance
EKG	Electrocardiogram	QI	Quality Improvement
EMS	Emergency Medical Service	RCHC	Redwood Community Health Coalition
EMT	Emergency Medical Technician	RFA (P)	Request for Funding Application (Proposal)
FNP	Family Nurse Practitioner	RMC	Redding Medical Center
FQHC	Federally Qualified Health Center	RN	Registered Nurse
FTE	Full Time Equivalent	RT	Respiratory Therapy
GYN	Gynecology	RVUs	Relative Value Units
HCFA	Health Care Financing Administration	SC	Smalls Claims
HH	Home Health	SFS	Sliding Fee Scale
HHA	Home Health Aide	SLIAG	State Legislation Impact Assistance Grant
HMO	Health Maintenance Organization	SNF	Skilled Nursing Facility
HMSA	Health Manpower Shortage Area – State Designation	SOFP	State Only Family Planning
HPSA	Health Professional Shortage Area – Federal Designation	SV	Surprise Valley
HR	Human Resources	WIC	Women Infant Children – Food Supplement Program
IDT	Interdisciplinary Team		