

**WORK PROCESSES SCHEDULE  
SENIOR HOUSING MANAGER  
RAIS CODE: 1109 O\*NET CODE: 11-9111.00**

**Description:** Provides leadership and administers care and services in senior housing. Incorporate planning, organizing, and directing care, using delegation, decision making, and problem solving skills to effectively manage services and staff. Incorporates advanced knowledge of regulations, marketing, and community needs to improve quality of life for residents.

**Term:** Competency Based (2,000 Minimum Hours)

**On-The-Job Learning:** Apprentices will receive training in the various work experiences listed below. The order in which this training is given will be determined by the flow of work on the job and will not necessarily be in the order listed. The times allotted to these various processes are the estimated times which the average apprentice will require to learn each phase of the job. They are intended only as a guide to indicate the quality of the training being provided and the ability of the apprentice to absorb this training in an average amount of time. The total term of apprenticeship is indicated below.

<b>Competencies</b>	<b>Approximate Hours (Min/Max)</b>
<b>A. Administration, Budgeting And Regulations</b>	<b>400 - 600</b>
1. Establish accurate budget for senior housing and maintain expenses within budgeted amounts.	
2. Incorporates knowledge of wage grid when budgeting and compensating employees.	
3. Demonstrate ability to recruit and screen (checking references, interviewing, etc.,) potential employees.	
4. Incorporates understanding of employment laws in all aspects of managing staff (from pre-employment to employment related to wage and hour and performance issues/corrective action).	
5. Demonstrates ability to manage staff performance by developing recognition and retention strategies, providing successful orientation that utilizes the employee handbook and other GSS resources, taking corrective action, and providing ongoing training and monitoring.	
6. Complete timely performance evaluations utilizing approved forms.	
7. Demonstrate an understanding of Fair Housing regulations by ensuring there is no discrimination to residents or potential residents.	
8. Incorporate knowledge of state, federal and local regulations in providing a quality environment to residents that minimize legal exposure.	
9. Develop and implement strategic plan in alignment with GSS objectives.	
10. Incorporate knowledge of compliance and related regulations to ensure accurate billing and prevent fraud.	
11. Review, use and implement GSS contracts and/or seek legal counsel as indicated.	
12. Work closely with RN in Assisted Living.	

**B. Services And Daily Operations****250 - 300**

1. Differentiate between Assisted Living and Housing with services.
2. Identify support services available on senior housing campus and support resources available in the community.
3. Provide pre-admission information and information on financial considerations to prospective residents and families utilizing appropriate handbooks and agreements.
4. Provide leadership in coordination of occupancy management.
5. Ensure timely, objective and accurate documentation of residents concerns, physician notifications, etc., according to policies and procedures in assisted living.
6. Annually review and update procedure manuals and communicate changes to staff and residents when applicable.
7. Implement move-in and move-out process according to Policy and Procedures.
8. Utilize GSS contracts and vendors for procurement when applicable.
9. Ensure in-service and training are provided to staff according to policies, procedures, regulations and identify need.

**C. Finance And Reimbursement****250 - 300**

1. Identify and differentiates between revenue sources (private pay, Medicaid, LTC insurance, etc.), overseeing the submission of appropriate documentation to ensure timely payment.
2. Incorporates knowledge of financial terminology, understanding expense versus revenue to interpret financial statements and reports.
3. Manage accounts receivable according to GSS guidelines.
4. Use GSS financial applications to analyze and manage financials.
5. Is aware of and know how to access revenue sources, including timeframes for receipt and required documentation or verification of services required by payer.
6. Explains coverage criteria to clients according to pay source.
7. Analyze monthly financial reports (Lawson, Scan Health) to ensure financial viability of agency.

**D. Marketing And Customer Service****250 - 350**

1. Develop and implement marketing plan. Evaluate effectiveness at least monthly and adjusts as needed.
2. Establish public relations through regular meetings with community, family and professional groups at the local and state level.
3. Demonstrate effective communication of services

provided with external customers such as physicians, hospitals and other community providers as evidenced by receipt of appropriate referrals.

4. Incorporate principles of sales techniques in meeting, greeting, etc., clients and follow-up on leads and contacts.
5. Utilize information gained from satisfaction surveys to improve interactions with clients.
6. Demonstrate knowledge of demographics of market area and incorporate strategies to address market needs.
7. Systematically track and monitor competition.
8. Attain or maintain targeted occupancy levels.
9. Evaluate service and pricing by analyzing demographics and by comparison of services and costs of other providers.
10. Demonstrate effective utilization of advisory board and/or tenant council.
11. Utilize grievance and concern policies when indicated.
12. Educate staff and communicate marketing plan and strategies and provide effective leadership to model customer-focused interactions with visitors, residents, families and other staff.
13. Establish and implement advertising plan to effectively market services.
14. Utilize conflict management skills to maintain staff and client satisfaction.
15. Demonstrate ability to follow leads for potential admissions.

**E. Infection Control And Safety**

**100 - 150**

1. Incorporate infection control practices (i.e., standard precautions, BBP, etc.,) in provision of services.
2. Ensure safety measures are communicated, addressed and precautions implemented.
3. Manage resident records per policy/procedures in accordance with HIPAA and other regulations in assisted living.
4. Ensure necessary safety measures for building and external grounds are in place to prevent injury to staff, residents, families and visitors.
5. Demonstrate ability to operate equipment (generator, phone, call system, boiler) and ability to locate appropriate contacts in case of emergency.

**F. Quality Management**

**100 - 150**

1. Incorporate GSS mission and hallmark values to meet community/client/staff spiritual needs in the provision of services through devotions, prayers and respect for individual dignity.
2. Promote CQI process using appropriate measurements for quality improvement by advocating teamwork and communicating results with staff and residents.

3. Respond to complaints about quality in a timely manner and implement and evaluate plans for improvement.
4. Develop survey based on needs.
5. Differentiates CQI from QA.
6. Analyze results of resident and staff exit interviews to improve operations.

**G. Interpersonal Skills And Communication**

**100 - 150**

1. Demonstrate problem solving and prioritization skills.
2. Demonstrate empathy and concern for residents and potential residents by making them feel welcome and providing positive interactions and opportunities for socialization.
3. Support and model teamwork for inter-departmental effectiveness through empowerment of staff.
4. Is aware of issues affecting aging seniors and communicate available services and resources to residents and families and ensures staff, also provide this information of their interactions.

**Total Hours**

**1450 - 2000**

**RELATED INSTRUCTION OUTLINE  
SENIOR HOUSING MANAGER  
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**Description:** The following related training outline identifies subject matter that must be mastered by the apprentice in order to successfully complete the program. **NOTE: 144 hours of related instruction are required for each apprentice.**

<b>Core Skills</b>	<b>Minimum Hours</b>
A. AIM Management Library for Executive Directors	47
B. Leading with Spirit	45
C. Go Tell It on the Mountain (marketing curriculum)	65
D. Integrating CQI	7
E. Nutrition Training	5
<b>Total Hours</b>	<b>169</b>

*This Registered Apprenticeship Program is normally completed during a 12 month or 2000 hour time frame. Some courses and/or work experience can be credited if completed through other viable work experience.*