



CIVILIAN PERSONNEL CAREER MANAGEMENT

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ARMY CIVILIAN TRAINING, EDUCATION, AND
DEVELOPMENT SYSTEM (ACTEDS) PLAN

ADDENDUM M
TO THE REGISTERED NURSE ACTEDS PLAN

NURSE CASE MANAGER

ACTEDS PLAN

CORNERSTONE OF CONCERNED HEALTH CARE

F O R E W O R D

This Department of the Army Civilian Training, Education, and Development System (ACTEDS) plan for the civilian Nurse Case Manager provides careerists and management with a guide to assist in career enhancement and progression. Training and development plans are essential in developing and enhancing an individual's knowledge, skills, and abilities; hence, promoting optimal performance, effectiveness, and efficiency. This plan, if followed, will provide all civilian Nurse Case Managers the opportunities to become leaders of tomorrow in their field.

Civilian Nurse Case Managers and their supervisors are encouraged to review this ACTEDS plan and tailor it to their needs. Although individuals ultimately control their own careers, all levels of command share in the responsibility of implementing the guidance contained in this plan. This will help to ensure a continuing source of highly qualified civilian Nurse Case Managers for the Department of the Army.

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ADDENDUM M

ARMY CIVILIAN TRAINING, EDUCATION, AND DEVELOPMENT SYSTEM PLAN

**NURSE CASE MANAGER
OCCUPATIONAL SERIES GS-610
(Career Field 53)**

Introduction. This Addendum to the civilian Registered Nurse (RN) ACTEDS Plan describes the Nurse Case Manager (NCM) portion of the plan and must be used in conjunction with the basic RN ACTEDS Plan. This Addendum includes the training, education, and developmental opportunities that enhance the employee's capability to advance within the NCM community. General information of interest to all Army civilian RNs in all nursing specialties is found in the basic RN ACTEDS Plan of which this Addendum is a part.

Contents

1. Objectives
2. Structure
3. Key Positions
4. Responsibilities
5. Career Path
6. Competencies
7. Master Training Plan
8. Affirmative Action/Equal Employment Opportunity

Career Path Chart	Appendix A
Competencies	Appendix B
Master Training Plan Matrix	Appendix C
Master Training Plan Course Descriptions	Appendix D
Glossary	Appendix E

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1. OBJECTIVES.

a. To assist employees and supervisors in determining specific education and experiences needed for the NCM specialty.

b. To enable NCMs to plan and schedule clinical and leader development activities appropriate for their chosen career progression.

c. To identify broad-based training needs throughout the NCM's employment.

d. To provide NCMs a comprehensive list of the competencies applicable to NCM practice.

e. To aid in the recruitment and retention of quality RNs identifying the numerous training and career advancement opportunities offered by Department of the Army (DA) in the NCM nursing community.

2. STRUCTURE. This plan applies to all Army civilian RN employees working in the field of Nurse Case Management, regardless of the level at which they were hired and the organization or agency to which they are assigned or attached.

3. KEY POSITIONS. Key Positions are staff positions in which the incumbent establishes and/or interprets policy, plans, and strategy. The basic RN ACTEDS Plan lists Key Positions where any NCM can be assigned. There is no one Key Position in Nurse Case Management; rather positions are established according to the responsibilities assigned at each installation or agency.

4. RESPONSIBILITIES. Responsibilities for the Functional Chief (FC), the Functional Chief Representative (FCR), the installation, the Medical Treatment Facility (MTF), the supervisor, and the employee are listed in the basic RN ACTEDS Plan.

5. CAREER PATH. (Appendix A) The career path for the NCM represents progression in Nurse Case Management normally beginning at the entry level and continuing through the advanced level. Descriptive levels are as follows:

a. Entry Level. The entry level (GS-09) is defined as a RN with a minimum of 1 year of adult care experience. At this level the new NCM generally requires on-the-job training (OJT) experience and technical training. Emphasis is placed on involvement with and training in: (a) Nurse Case Management fundamentals; (b) fundamentals of federal law, DA regulations, and directives in promoting wellness; and (c) computer training to assist in managing Nurse Case Management health programs. Personnel have responsibility for assisting with training subordinates, peers, and students.

Typical assignments include, but are not limited to: (a) Clinical Nurse; (b) Utilization Management (Utilization Review, Discharge Planning); (c) Population Health Program Coordinator (Homogenous Population); (d) Care Coordinator (for individuals with straight-forward problems/issues); (e) Telephonic and/or on-line Case Management.

b. Intermediate Level. Intermediate level/staff nurse positions (GS-10/11/12) represent full proficiency. The primary focus is on increasing the technical knowledge and skills of the NCM. Secondarily, emphasis is placed on management and human relations skills. Work assignments will be selected to add to the depth and breadth of the individual's technical and leadership competence.

Assignments may include, but are not limited to: (a) Nurse Specialist; (b) Research Nurse; (c) Supervisory Case Manager (Intermediate Level); (d) Nurse Educator; (e) Nurse Consultant - MTF Nurse Case Management Program Coordinator/Director, Subject-Matter-Expert (for case management), Education and training program Director or Data Manager; (f) Care Coordinator (for individuals/populations with complex needs); (g) Supervisor (one or more case managers/care coordinators/utilization review and/or discharge planning staff).

The intermediate level NCM's self-development activities are accelerated and focused to ensure NCMs continue to add to their variety of experiences. They will continue to receive specialized training for progressively responsible assignments, including leadership training for personnel selected to fill supervisory positions. Graduate study, speaking and writing activities, and active participation in professional group activities are encouraged. Personnel at this level are

encouraged to obtain national certification from any of a variety of applicable specialty boards or recognized certification providers, such as the American Nurses Credentialing Center (ANCC), Certified Case Manager (CCM), or the American Academy of Case Management (AACM) which is a division of the American Institute of Healthcare professionals, Inc. Employees assigned to a specialty case management position should have ANCC certification. Personnel must also be responsible for formal precepting and informal OJT of staff.

At the GS-12 supervisory level, emphasis is primarily placed on developing managerial and administrative abilities, and secondarily, broadening the employee's technical knowledge and skills.

c. Advanced Level. At the GS-13/14 levels, all advanced level NCMs are recognized as subject-matter-experts (SMEs). At this level, emphasis is placed on strategic planning and administrative/managerial responsibilities. They make decisions or recommendations that significantly affect the content, interpretation, or development of Army policies or programs concerning critical matters or major issues within the NCM community. They are assigned positions/studies where limited guidance exists as to the method of evaluation for the potential experience identified or where possible, new experiences need to be identified. Training will be on topics that are emerging issues in the specialized aspects of the NCM, as well as seminars and conferences where these position topics are likely to be discussed. At this level, the employee must have a mastery of one or more specialty fields evidenced by application of new developments and theories to critical and novel problems, and extension and modification of approaches and methods to solve a variety of problems with unconventional solutions.

Assignments would include, but are not limited to: (a) Supervisory Nurse Specialist; (b) Supervisory Case Manager (Advanced Level); (c) Supervisory Research Nurse; (d) DA Case Management Representative; (e) Nurse Case Management Program Manager (Regional or worldwide strategic planning); (f) Tri-Service Case Management Program Coordinator; (g) Consultant to The Surgeon General.

6. COMPETENCIES. (Appendix B) Commanders and supervisors are responsible for identifying resources and offering opportunities to meet career objectives of their employees. They must ensure that employees under their supervision possess, or are provided opportunities to obtain the required competencies commonly

referred to as the knowledge, skills, and abilities (KSAs) found at Appendix B. Equivalency credit for competencies gained may be granted for formal courses or OJT received from sources other than from the courses listed at Appendix D of this Addendum. The required equivalency credit form is at Appendix G of the basic RN ACTEDS Plan.

7. MASTER TRAINING PLAN (MTP). (Appendix C)

a. Universal Training. Employees enter the NCM occupational series with varying degrees of education, experience, ability, and potential for growth. For this reason, training identified in the master Training Plan Matrix at Appendix C should be based on what formal training and/or OJT the individual brings to the job in comparison with that required for advancement as outlined in this Addendum. Broadband training, shown in the MTP, is identified as those courses and OJT that cover a spectrum of grade levels. This training may be completed at any level within the band, but should be completed prior to accession out of the band. Consideration should be given to any documented prior experience and training.

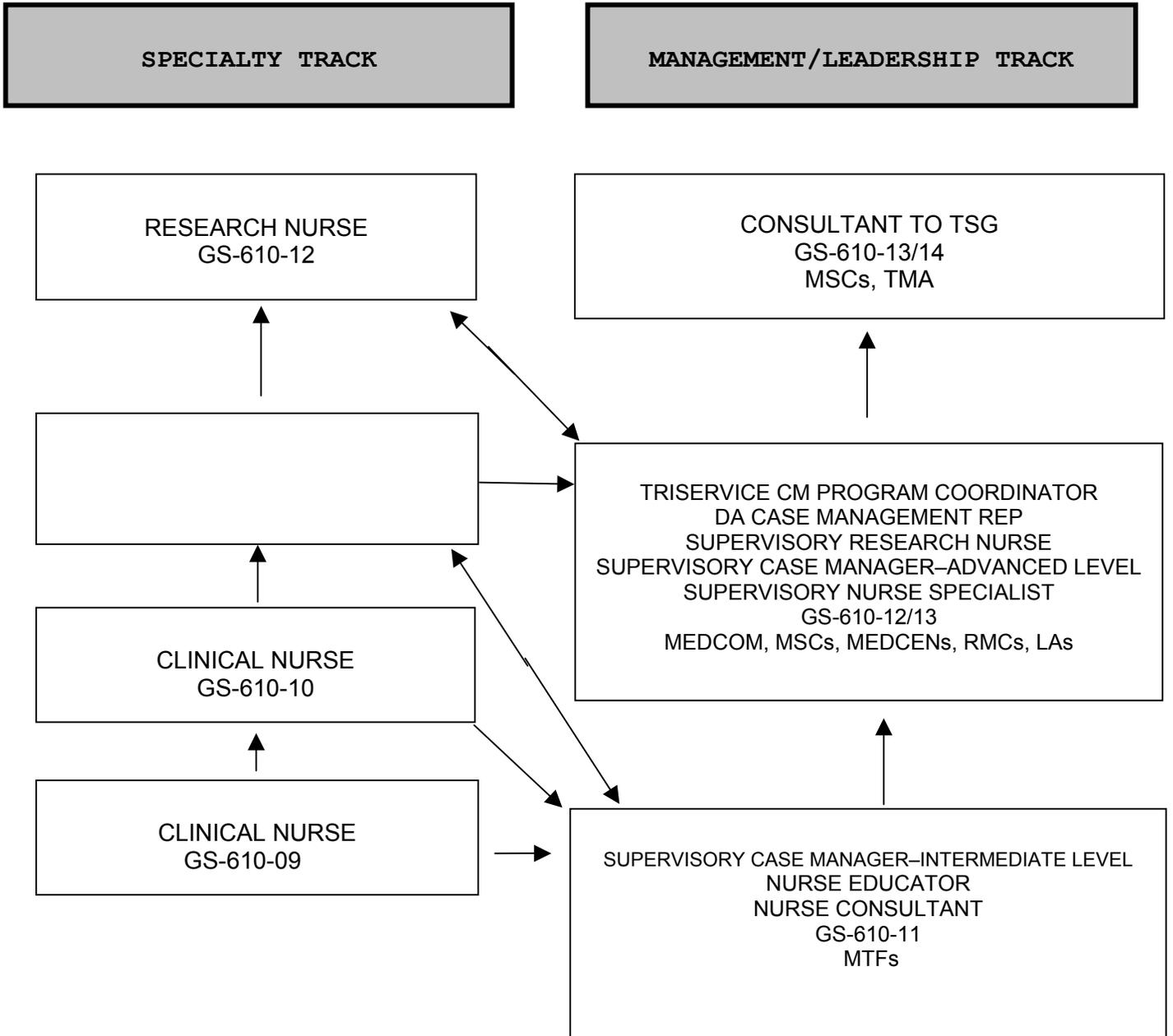
b. Self-development. In addition to the mandated training outlined in the MTP, NCMs at all levels are encouraged to undertake individual projects such as technical papers, presentations, and membership in professional organizations or self-development activities as defined in the basic RN ACTEDS Plan.

c. Competitive Training. Competitive training includes Army-wide competitive programs (such as senior service colleges and the Sustaining Base Leadership and Management Program) that are centrally funded by DA. It also includes fellowship programs, developmental assignments and training-with-industry which may be funded by the installations, Major Commands (MACOMs), or other designated agencies. Competitive training opportunities are defined in the basic RN ACTEDS Plan.

8. AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY. Training and development opportunities for participants covered by this plan will be provided without regard to race, color, sex, religion, national origin, non-disqualifying disabilities, or age.

APPENDIX A

NURSE CASE MANAGER
CAREER PATH CHART



APPENDIX B

COMPETENCIES FOR NURSE CASE MANAGER

1. **Nursing** - Knowledge of the full range of professional health nursing principles, practices, and procedures applied in providing services in clinical settings in order to analyze the full scope of problems associated with providing appropriate, cost effective care to Department of Defense (DOD) beneficiaries.
2. **Nursing** - Skill in making diagnosis and in choosing, initiating, and modifying selected therapies in order to assist patients to optimize their level of function and self care.
3. **Nursing** - Knowledge of pharmaceuticals, their desired effects, side effects, and complications of their use in order to gauge their effect on patients and their recovery.
4. **Nursing/Case Management** - Ability to collect, organize, record, and communicate data relevant to primary health assessments including a detailed medical history in order to develop time sensitive treatment plans which delineate the expected process of care delivery for selected case managed patients or populations.
5. **Nursing/Case Management** - Ability to assess patient via the telephone, using established protocols, in order to provide appropriate and cost effective care.
6. **Nursing/Case Management** - Ability to establish priorities for patient/family care, monitor and evaluate progress toward the stated goals in order to provide coordinated, efficient, effective health care to its beneficiaries.
7. **Case Management** - Knowledge and ability to oversee discharge-planning activities in order to ensure ideal timing and sequencing of patient care.
8. **Case Management** - Knowledge of community resources, patient entitlement/benefit eligibility, and ability to access these resources in order to assist patients/families in optimizing their level of function and self-care.
9. **Case Management** - Knowledge of current third party regulations and policies, with special emphasis on TRICARE and Medicare benefits and services, in order to identify alternative financing sources to which DOD beneficiaries may be entitled.

10. Case Management - Knowledge, skill, and ability to provide professional assistance to health care finders in order to identify patient's needs for referrals to appropriate health care providers or facilities.

11. Case Management - Knowledge, skill, and ability to negotiate, write, finalize, and administer product/service agreements to insure mutual compliance in meeting care goals.

12. Case Management/Education - Knowledge of patient education principles and management of complex medical, psychosocial, and financial problems in order to enhance patient/family adherence to individualized treatment plans and train peers and staff.

13. Case Management/Education - Knowledge of Case Management Society of America (CMSA) case management standards and ethics, Utilization Review Accreditation Commission (URAC) case management organizational standards, and Joint Commission for Accreditation of Health Care Organizations (JCAHO) case management standards.

14. Consultation - Ability to seek feedback from peers, professional colleagues, clients, and outcomes research, in order to expand clinical knowledge, enhance role performance, and increase knowledge of professional issues.

15. Consultation - Ability to effectively consult with health care providers at all levels and negotiate with outside providers for services and products in order to obtain client services and support.

16. Communication - Oral and written communication skills in order to meaningfully interact with peers, outside agencies, vendors, providers, and Military Health System (MHS) stakeholders to exchange information, provide briefings, presentations, research, and metrics to demonstrate or advance effective, efficient case management practice, outcomes, and organizational/MHS value.

17. Communication - Skill in team coordination, facilitation, and communication in order to facilitate the exchange of information/education, enhance goal achievement, augment abilities of client/family support network, and effect change in system or policy at any level.

18. Management/Leadership/Professional Performance - Knowledge of local, state, and federal laws and regulations, professional code of ethics, and practice standards in order to ensure adherence within legal and professional parameters.

19. Quality Improvement - Knowledge and skill in using pre-established utilization review criteria, recognize and report actual or potential quality and risk management issues in order to improve practice and ensure compliance.

20. Quality Improvement - Knowledge and skills in the use of VA/DOD Clinical Practice Guidelines in order to insure an evidence-based standardized process of care to military beneficiaries.

21. Finance - Knowledge of the healthcare financial environment and the fiscal dimension of population health in order to ensure optimal stewardship of resources.

22. Research - Skill in use of research tools in order to critically evaluate existing practices, opportunities, and outcomes.

23. Research/Informatics - Skill in management of information systems and technology in order to manage individual or population health, continuously improve practice, and effectively communicate practice outcomes to involved stakeholders.

24. Informatics - Knowledge of computers and software applications in order to conduct data collection, tracking, trending, and analysis.

25. Informatics - Ability to design and present computer-generated outcome analysis information in order to provide timely, effective peer and higher level educational programs or project briefings.

**APPENDIX C
MASTER TRAINING PLAN MATRIX FOR NURSE CASE MANAGER**

COURSE / SEMINAR / OJT TITLE	TYPE OF TRAINING	LENGTH HOURS	ENTRY	INTERMEDIATE			ADVANCED		SOURCE	COMPETENCIES (APPENDIX B)	COURSE NUMBER (APPENDIX D)
			GS-09	GS-10	GS-11	GS-12	GS-13	GS-14			
Inferential Statistics	FC	Varies			U2	U2			CEU, University-Based	19, 20, 21, 22	1
Healthcare Outcomes Measurement	FC	Varies			U2	U2	U1	U1	CEU, University-Based	4, 6, 8, 9, 13, 17, 18, 19, 20, 21, 22, 23, 24, 25	2
Case Management Concepts	FC	Varies	U1	U1	U1	U1			CEU, University-Based	4, 5, 6, 7, 8, 9, 10, 11, 12	3
Case Management Tools, Processes, and Methods	FC	Varies	U1	U1	U1	U1			CEU, University-Based	4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20	4
Resource and Reimbursement Management	FC	Varies			U2	U2			CEU, University-Based	6, 8, 9, 10, 11, 18	5
Quality Improvement in Health Care	FC	Varies	U2	U2	U2	U2	U1	U1	CEU, University-Based	6, 17, 19, 20, 21, 22	6
Advanced Health Assessment	FC	Varies			U3	U3			CEU, University-Based	1, 2, 3, 4, 5, 6	7
Hazard Communication Course (HAZCOM)	FC	Varies	U1	U1	U1	U1	U1**	U1**	OSHA/ Installation	1	8
Bloodborne Pathogens	FC	Varies	U2	U2	U1	U1	U1**	U1**	OSHA	1	9
Case Management Certification	CC	Varies	U2	U1	U1	U1	U1**	U1**	Professional Organization	13, 16	10
Critical Reading of Research Publications	CC/OL	12				U1	U1	U1	RMC / NESDS	19, 20, 22, 23	11
MEDCOM Case Management, Safety, JCAHO, CPG, and other related Websites	OJT	10	U1	U1	U1	U1	U1	U1	MEDCOM	-----	12
Basics of Managed Care	FC	Varies	U1	U1	U1	U1			Private Industry/ Professional Organization	1, 2, 6, 7, 8, 9, 10, 11, 15, 18, 19, 21	13
Overview of Utilization Review / Coding	FC	Varies	U1	U1	U1	U1			Professional Organization	10, 15, 16, 19	14
Health Benefits/Eligibility (TRICARE, Medicare)	OJT	Varies	U1	U1	U1	U1			Professional Organization/ Local	6, 7, 8, 9, 10, 13, 15, 17, 18, 21	15

LEGEND: FC = FORMAL COURSE U1 = UNIVERSAL PRIORITY I C = COMPETITIVE * = ACCORDING TO INDIVIDUAL JOB REQUIREMENT
 CC/OL = CORRESPONDENCE COURSE/ON-LINE U2 = UNIVERSAL PRIORITY II SUP = SUPERVISOR ONLY ** = RECURRING REQUIREMENT
 OJT = ON-THE-JOB TRAINING U3 = UNIVERSAL PRIORITY III DVP = DEVELOPMENT ASSIGNMENT *** = BY EXCEPTION
 CEU = CONTINUING EDUCATION EQUIVALENT COURSE

**APPENDIX C
MASTER TRAINING PLAN MATRIX FOR NURSE CASE MANAGER**

COURSE / SEMINAR / OJT TITLE	TYPE OF TRAINING	LENGTH HOURS	ENTRY	INTERMEDIATE			ADVANCED		SOURCE	COMPETENCIES (APPENDIX B)	COURSE NUMBER (APPENDIX D)
			GS-09	GS-10	GS-11	GS-12	GS-13	GS-14			
Facilitator Training Course	FC	16	U3	U3	U3	U3			Professional Organization/ Local	11, 14, 15, 16, 17	16
Contract Negotiation	FC	Varies			U2	U2	U1	U1	Professional Organization/ Local	8, 9, 11, 13, 15, 16, 17, 18, 21	17
Orientation to AMEDD Training Process (OATP)	FC	16			U2	U3*	U3*	U3*	AMEDDC&S	1, 4, 8, 9, 18, 19, 21	18
Health Services Human Resources Manager (HRM)	FC	4 weeks / Varies			U3	U2*	U2*	U2*	AMEDDC&S/ CEU/ University-Based	16, 17, 18	19
Discharge Planning	FC	Varies	U1	U1	U1	U3*			CEU/ University-Based/ Professional Organization	1, 4, 6, 7, 8, 9, 10, 12, 13, 15, 16, 18, 19, 21	20
Health Educator Certification	FC	Varies			U3	U3*			Professional Organization	12, 13, 17, 20, 22	21
Health Promotion Director Course	FC	32			U3	U3*	U3*	U3	Private Industry/ Professional Organization	12, 13, 17, 29, 22	22
Ethics in Health Care	FC	Varies	U3	U3	U3	U3	U3	U3	CEU/ University-Based/ Professional Organization	1, 5, 6, 7, 8, 9, 11, 13, 18, 19, 21, 22	23
Developing Program Documents	FC	Varies			U2	U2	U2	U2	Local	7, 9, 13, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25	24
Automated Management Systems Course	FC	Varies				U1	U1	U1	CEU/ University-Based	19, 20, 21, 22, 23, 24, 25	25
Quantitative Methods Course	FC	Varies					U2	U2	CEU/ University-Based	19, 20, 21, 22, 23, 24, 25	26
Managerial Accounting Course	FC	Varies				U2	U3	U3	CEU/ University-Based	19, 20, 21	27
Principles of Finance Course	FC	Varies					U3	U3	CEU/ University-Based	19, 20, 21	28
Marketing Management Course	FC	Varies				U3*	U3*	U3*	CEU/ University-Based	16, 17, 21, 25	29
Adult Learning Course	FC	Varies	U2	U2	U2	U2			CEU/ University-Based	12	30

LEGEND: FC = FORMAL COURSE U1 = UNIVERSAL PRIORITY I C = COMPETITIVE * = ACCORDING TO INDIVIDUAL JOB REQUIREMENT
 CC/OL = CORRESPONDENCE COURSE/ON-LINE U2 = UNIVERSAL PRIORITY II SUP = SUPERVISOR ONLY ** = RECURRING REQUIREMENT
 OJT = ON-THE-JOB TRAINING U3 = UNIVERSAL PRIORITY III DVP = DEVELOPMENT ASSIGNMENT *** = BY EXCEPTION
 CEU = CONTINUING EDUCATION EQUIVALENT COURSE

APPENDIX D

COURSE DESCRIPTIONS

1. **Inferential Statistics.** Examines statistical analysis as an aid in business decision-making. The course includes hypothesis testing, chi square, analysis of variance, regression and correlation analysis, descriptives, and time series analysis. (Source: University-Based) (Length varies)
2. **Healthcare Outcomes Measurement.** This course explores the development and evaluation of health standards and outcome measures currently in use. Current efforts to measure outcomes in the managed care industry and by various accrediting bodies are addressed in detail. Analysis of process and outcome variance for specific patient types and classifications is also included. (Source: University-Based) (Length varies)
3. **Case Management Concepts.** This course presents the core concepts, knowledge, skills, and interventions for the practice of case management. An historical overview of case management is presented, followed by a discussion of current case management models, roles, and practice settings. Distinctions between managed care and case management are examined as they relate to the current healthcare environment, trends, consumers, providers, care settings, and payment mechanisms. Communication and negotiation strategies necessary to perform case management are explored. An overview of case management tools, processes, and methods are provided. (Source: University-Based) (Length varies)
4. **Case Management Tools, Processes, and Methods.** This course evaluates the tools, processes, and methods required to effectively implement case management practice across the healthcare continuum. Legal and ethical aspects of case management will be examined. Problem solving, negotiation, collaboration, goal setting, and decision-making techniques will be addressed. Disease management, including health and wellness concepts, will be discussed. (Source: University-Based) (Length varies)
5. **Resource and Reimbursement Management.** This course explores current models of reimbursement, including claims and benefit administration, and their impact on case management as strategies to control costs through effective utilization of resources while maintaining quality outcomes. Quantitative and qualitative approaches to decision-making in the complex relationships among provider payer, employer, and client are provided. (Source: University-Based) (Length varies)

6. **Quality Improvement in Health Care.** This workshop focuses on quality improvement as a strategy to manage costs, boost productivity, and enhance quality outcomes in various healthcare settings. Core content includes an exploration of a conceptual framework for quality improvement, inclusive of technical, strategic, cultural, and structural dimensions. (Source: University-Based) (Length varies)

7. **Advanced Health Assessment.** Presents a comprehensive systems approach to develop the knowledge and skills in the latest techniques for physical assessment. (Source: University-Based) (Length varies)

8. **Hazard Communication Course (HAZCOM).** This course provides information to employers and employees on work hazards and how to protect them in order to reduce the incidence of chemical source illness and injuries. (Source: OSHA/Installation) (Length varies)

9. **Bloodborne Pathogens Training.** Instructs the student in managing a program in accordance with Occupational Health and Safety Administration (OSHA) mandated requirements in 29 CFR 1910.1030. Course content includes identifying the scope of the act, developing exposure control plans, identifying infectious materials, methods of compliance, and hepatitis B vaccinations. (Source: OSHA/Installation) (Length varies)

10. **Case Management Certification.** Documented validation of the professional achievement of identified standards of practice by an individual registered nurse providing clinical case management care for patients. (Source: Professional Organization) (Length varies)

11. **Critical Reading of Research Publications (CRRP).** This course is designed as an Independent Study for use by Clinical Interest Groups, Journal Clubs, or small groups who want to become more comfortable in reading and evaluating research. The primary characteristic of this program is that it must be carried out by at least two or more people in order to obtain continuing education credit. The course is available on-line at:
<http://armynursecorps.amedd.army.mil/crrp.htm> (Source: RMC NESDS) (12 hours)

12. **MEDCOM Case Management, Safety, JCAHO, CPG, and Other Related Websites.** The MEDCOM website offers the case manager, from entry to advanced level, a wide selection of tools and resources to assist with day-to-day practice, program implementation, and related areas of practice. (Source: MEDCOM) (10 Hours)

13. **Basics of Managed Care.** This course examines historical and current basics of health care systems and financing, tools of managed care (Utilization Review, Clinical Practice Guidelines, Case Management, etc.), disability systems, insurance fundamentals, and terminology. (Source: Professional Organization/Local) (Length varies)

14. **Overview of Utilization Review/Coding.** This course reviews current methods of reviewing/coding records for appropriate admission, length of stay, and timely/appropriate discharge. (Source: Professional Organization/Local) (Length varies)

15. **Health Benefits/Eligibility (TRICARE, Medicare, other Third Party Insurers).** This course introduces the reader to the health benefit systems most commonly seen in the MHS setting. Intent is to enable appropriate sequencing and utilization of benefit coverage, and avoidance of unnecessary cost to the patient/population, MTF, or health care system in general. (Source: Professional Organization/Local) (Length varies)

16. **Facilitator Training Course.** This course identifies the role, skills, and knowledge needed for a facilitator to include: team process (formation, partnering), conducting training/education sessions, coaching, consensus building, conflict prevention and resolution. Focuses also on tools to accomplish mission of teams (graphs, control and flow charts, histogram, pareto, etc.) (Source: Professional Organization/Local) (16 Hours)

17. **Contract Negotiation.** This course reviews in detail the techniques necessary in the contract process to include contract law, standards of conduct, roles and authority of the contracting officer's representative, forms, records, invoice processing, surveillance plan, procurement integrity, liquidated damages, options, changes in contract requirements, and other relevant information. (Source: Professional Organization/Local) (Length varies)

18. **Orientation to AMEDD Training Process (OATP) (5K-F5/520-F5 (PILOT)).** This course provides information on the organization of the departments, branches, and services of the AMEDDC&S; the processes involved in accessing services and support within the AMEDDC&S; the procedures for course registration, completion, and accreditation; and day-to-day operating procedures. The course is expressly designed for key personnel who have responsibilities for management of training development activities. (Source: AMEDDC&S) (16 Hours)

19. **Health Services Human Resources Manager (HRM)**. Facilitates knowledge and skill to function as Health Services personnel managers (in any AMEDD unit - AMEDD course). Provides the necessary training, skill progression, familiarization, and proficiency in the concepts (EEO, performance appraisal, position description, etc.), procedures, and application of personnel management in wartime (AMEDD course) and peacetime environments. (Source: University-based/AMEDDC&S) (Length varies/4 weeks, respectively)

20. **Discharge Planning**. Addresses the planning, implementation, and collaboration required to achieve individualized expected outcomes for safe and efficient transition through levels of healthcare. (Source: University-Based) (Length varies)

21. **Health Educator Certification**. Certification as a Certified Health Education Specialist (CHES) indicates professional competency and commitment to continued professional development. Additional information is available at: <http://www.nchec.org/index.html> (Source: Professional Organization-Based) (Length varies)

22. **Health Promotion Director Course**. Provides advanced knowledge and information for developing, directing, and managing health promotion programs. (Source: Private Industry and Professional Organization-Based) (32 Hours)

23. **Ethics in Health Care**. Provides advanced knowledge of ethical principles for application to practice setting. (Source: University-Based) (Length varies)

24. **Developing Program Documents**. This course gives participants information on how to develop program documents to include: written plans, program services, present level goals, evaluation criteria, and priority levels. (Source: Local) (Length varies)

25. **Automated Management Systems Course**. Reviews automated systems and application to optimize data management and program efficiency. (Source: University-Based) (Length varies)

26. **Quantitative Methods Course**. This course examines complex statistical analysis in health care and business decision-making. Includes hypothesis testing, Chi Square, variance/regression/correlation/time series analyses, and descriptives. (Source: CEU/University-Based) (Length Varies)

27. **Managerial Accounting Course**. Focuses on knowledge and skills to prepare balance sheets, cash flow, etc. (Source: University-Based) (Length varies)

28. **Principles of Finance Course.** Introduces learner to principles of finance, short and long-term debt, vehicles, etc. (Source: University-Based) (Length varies)

29. **Marketing Management Course.** Introduces marketing theory, methods, and techniques. (Source: University-Based) (Length varies)

30. **Adult Learning Course.** Imparts fundamentals of learning theory, instruction methods, etc. (Source: University-Based) (Length varies)

31. **Health Plan Employer Data and Information Set (HEDIS).** This course identifies the core set of performance measures to assist employers and other health purchasers in understanding the value of health care purchases and evaluating health plan performance. HEDIS was developed to measure quality in managed health care plans. (Source: Local) (Length varies)

APPENDIX E

GLOSSARY

<u>ACRONYM</u>	<u>DEFINITION</u>
AACM	American Academy of Case Management
ACTEDS	Army Civilian Training, Education, and Development System
AMEDDC&S	Army Medical Department Center & School
ANCC	American Nurses Credentialing Center
CM	Case Management
CCM	Certified Case Manager
CHES	Certified Health Education Specialist
CMSA	Case Management Society of America
CPG	Clinical Practice Guidelines
CRRP	Critical Reading of Research Publications
DA	Department of the Army
DOD	Department of Defense
FC	Functional Chief
FCR	Functional Chief Representative
HAZCOM	Hazard Communication Course
HEDIS	Health Plan Employer Data and Information Set
HRM	Human Resource Management
JCAHO	Joint Commission on Accreditation of Health Care Organizations
KSAs	Knowledge, Skills, and Abilities
LAs	Lead Agents
MACOMs	Major Commands
MEDCENs	Medical Centers
MEDCOM	Medical Command
MHS	Military Health System
MSCs	Major Subordinate Commands
MTF	Medical Treatment Facility
MTP	Master Training Plan
NCM	Nurse Case Manager
NESDS	Nursing Education and Staff Development Service
OATP	Orientation to AMEDD Training Process
OJT	On-the-Job Training
OSHA	Occupational Safety and Health Administration
RMC	Regional Medical Command
RN	Registered Nurse
TSG	The Surgeon General
SMEs	Subject-Matter-Experts
TMA	TRICARE Management Activity
URAC	American Accreditation HealthCare Commission (Utilization Review Accreditation Commission)
VA	Veterans' Administration