

Guidelines for the construction of tests for the evaluation of learning outcomes of the training paths for Head of Unit professionals in nursing homes

These guidelines are targeted at those involved in the evaluation process within the framework of training courses for “Head of Unit” professionals in nursing homes, from professional evaluators to trainers to teachers. Evaluation, in our theoretical and practical approach, is a systematic process to assess competences, abilities, efficiency and effectiveness of professionals, not just their knowledge. This is the reason why we decided not to produce a “simple” multiple choice test, but some suggestions about the items to be proposed within the evaluation processes, to be used ex-ante, ongoing or ex-post, to be used to define open or closed questions or practical tests.

Competence areas	Learning Outcome	Tasks	Questions/items
Case Management	Knows how to support the individual patients according to their needs	Differentiate between standard and individual care and needs	Describe how do you (or would you) evaluate patients' individual preferences and specify which dimensions do you (would you) take care of.
Nursing planning and documentation	Knows how to plan appropriate activities and ensure their documentation	Assessment of needs and transfer into appropriate activities	What are objective and subjective needs of patients; which measures will address these needs properly; how can they be ensured and documented?
Communication models	Know about differences between articulation, hearing, understanding and evaluation	Communicate with patients and employees efficiently	<p>Explain how would you understand the patients' needs when they are not able to communicate.</p> <p>Explain how would you involve relatives in patients' life inside of the nursing home.</p> <p>What does it mean to communicate effectively with co-workers?</p>

Conflict management	Is able to use tools of conflict management to identify and resolve conflicts	Resolve conflicts within team as well as with patients or relatives	Explain how are different attitudes, values and experience of professionals, patients, relatives and other stakeholders evaluated (is there a system of resolving contradictory positions? Are there common visions and goals? How is the acceptance of differences supported?)
Student tutelage	Is able to set up learning outcomes for students, develop didactical instruments to teach them and to counsel students in the learning process	Teach students and supervise team members in the cooperation with students	How do you evaluate trainees' learning outcomes?; how would you plan the achievement of learning outcomes?
Practice counseling	Being able to apply different models of leadership and counseling	support and communicate with team and stakeholders care plans and performance	How are individual flaws detected and what are reactions? How can the team support the development?
National and regional regulations in the care field	Is able to reflect regulations with respect to performed tasks	Ensures planning and implementation of care according to national and regional regulations	Which are the major regulations/laws that you need to know for your job? How do you apply them in your work?
Fundamentals leadership	Knows about different leadership models	Is able to decide and reflect the use of a specific leadership model	What are fundamental requirements of leadership? How can employees be guided and motivated?

Leadership role and tasks	Is able to differentiate between operative and leadership tasks	Is able to decide about and implement the own leadership role	How do you (would you) assign tasks to your colleagues?
Leadership styles	Knowledge about advantages and disadvantages of different leadership styles	Implement leadership style and explain expectations to employees	
Leadership and goals	Knowledge of concepts of leadership by goals	Definition and operationalization of realistic goals	How do you (would you) assign tasks to your colleagues? What are requirements of communication of goals? What are the conditions for the acceptance of goals?
Motivation	Knows different kind of incentives and their advantages and disadvantages	Provides and evaluates incentives for employees	What are different kinds of incentives; how do they motivate; is their impact lasting; how do they fit with leadership style?
Delegation	Being able to differentiate between responsibility and delegation	Define the division of labor and the degree of autonomy of employees	Which tasks can be delegated; who is caring responsibility; which are requirements for cooperation?
Nursing systems	Knowledge of different nursing models	Supervision of nursing assessment, planning and documentation	
Working time regulations, working time models and duty roster design	Knowledge of legal and capacity based shift and working time systems	Planning and implementation of duty roster	How do you evaluate your colleagues' skills and capabilities? How can employees be supported by team work?

Complaint management	Understanding customer orientation	Implementation of a complaint management	What are differences of complaint management between industrial and personal service industries? How would you collect and take care of customer expectations/satisfaction? How can employees be made sensitive for complaints? How will complaints be evaluated?
Risk management	Understanding different kinds of risks	Prevention of different kind of risks	How can measures be designed to reduce different kind of risks? How to react appropriately in case of risk realization?
Project management	Being able to plan and lead projects	Define goals, instruments, capacities for projects	What are critical success factors for projects; which degree of planning vs. creativity is expected; how are goals balanced with instruments?
Fundamentals accounting	Understanding of accounting principles	Explaining financial criteria to employees	What are differences between costs and investments?
Introduction to double entry book-keeping	Understanding of book-keeping principles	Explaining the need for documentation	
Balance sheet	Understanding of economic profitability	Explaining economic success or failure	
Collective bargaining law	Understanding labour relations	agreements with labour representatives	

Employee assessment	Knowing assessment tools	Implementing assesment tools	How do assessment criteria support corporate goals? How can employees influence achievements? What are inter-subjective requirements?
Team meetings	Competence for efficient organisation	Invitation, topics and scheduling, protocol, moderation	How are results of meetings ensured? How's efficiency of meetings ensured? How is consensus reached?
Stress	Recognising and dealing with stress symptoms	Prevention of unnecessary stress	How can stress symptoms be recognised? Which are major causes of stress? Which methodologies may reduce stress?
Burn-out	Recognizing and dealing with burn-out symptoms	Prevention of burnout	How is burn-out differentiated from stress; which are causes and symptoms for burn-out; when is professional support required?
Different kind of care facilities/ services (nursing system)	Knowledge of facilities, advantages and preferences	Consulting of patients and relatives	What are the different interests of patients and relatives?
The development of a work plan for a team of care workers, according to different organizational models	Ability to organize work efficiently	Organization of the unit	Explain how would you develop a work plan for your unit
Basic ICT skills (Word and spreadsheets)	Efficient use of tools	Protocols, schedules	Use Word or Excel to build a work plan / protocol
Researching information on the internet	Knowledge of search engines	Analyzing non standard problems and solutions	Using a search engine to solve a practical problem

The main forms used in the social care field	Knowledge of standard procedures	Application of standard procedures	
The main social care protocols according to different pathologies	knowledge of influence of pathologies on social behavior/needs	Support of social well being of patients	Describe the main social care protocols according to different pathologies
The integration between social and health care protocols according to the different pathologies: roles of the different professionals	Knowledge of physical and mental support systems according to ICF	Coordination of measures according to ICF	<p>What are priorities of patient needs?</p> <p>How can needs be met?</p> <p>Which tools can be used</p> <p>How are they coordinated within interdisciplinary team?</p>