



HEAD OF UNIT IN RESIDENTIAL CARE FACILITIES

COMPARISON AMONG PROFESSIONAL PROFILES FROM GERMANY - ITALY – ROMANIA – FRANCE AND PORTUGAL



INTRODUCTION

This document aims to compare the Italian professional profile with those with similar characteristics identified in Germany, Romania, Portugal and France by the transnational partners of the IDECO project.

THE PROFESSIONAL PROFILES IDENTIFIED

FRANCE

The most similar profile, in the framework of all those employed in a French nursing home, seems to be that of the **coordinating nurse**: “She is in charge of the successful implementation of care to each resident, maintaining relationships with physicians or pharmacists, good maintenance of medical records, connecting with other team members, the monitoring plans, coaching caregivers etc. Anything that relates to the coordination of care is their responsibility.”

Unfortunately, we do not have further information about the needed qualification and her tasks and responsibilities.

PORTUGAL

According to the available information, in Portugal does not exist a middle-management profile who can be considered a link between the overall facility coordinator and the care staff. On the other hand, the National Profession Classification includes that of **Coordinator of services for the elderly** who has, among the others, some of the duties of the HoU such as “Development, implementation and monitoring of procedures, policies and performance



standards for nurses, personal care staff, administrative and other staff for the care of the elderly”.

ROMANIA:

In Romania too, there is no middle-management profile between the coordinator and the care staff. Indeed, the only professional profile foreseen is that of **residential facility coordinator**.

This profile includes some of the tasks of the HoU, for instance: “He/she establishes with and through the professionals he/she coordinates the social and medical services offered to the beneficiaries” and “The residential facility coordinator organizes and supervises all the activities in the centre, coordinates the employees and establishes the attributions that they know from the job description. He/she establishes the members of the multidisciplinary team and the case manager. The multidisciplinary team establishes the individual care plan.”

The specific activities carried out are indeed quite similar to those of the HoU – the main differences can be identified in: the fact the coordinator supervises the whole staff (and not only care workers) and the fact that the coordinator has also the responsibility of assure the compliance with laws and regulations.

On the other hand, the qualification is much higher (usually, a University degree).

GERMANY:

The German profile is the basis and the starting point of the transferring foreseen in the IDECO project.

In Germany in order to become a department coordinator in geriatric care you have to be a nurse which requires 3 years of a vocational training. In addition 2 years of work as a nurse is required and a further training which requires a minimum of 460 hours.



The activities performed by the department coordinator are mostly similar to those performed in Italy but with relevant differences: first of all, the German profile is based on that of nurses – and not of care workers. It means that he/she has skills and responsibilities related with health practices too (such as assessment of patients, the development of nursing plans, the supervision on medications and prescriptions) that do not belong to the Italian profile, which is mostly social.

Moreover, the German profile has - generally speaking – a higher qualification compared to that of Italian workers. Therefore it seems to have higher autonomy in his/her performances.

ANALYSIS

Even if the available information are partial, it seems possible to conclude that in the other countries involved, there is no exact correspondence with the profile of HoU, except Germany.

The profiles in Romania, Portugal and France are indeed higher and broader. On the other hand, the profile of HoU seems to have **part** of the responsibilities (and of the skills) of the coordinator, therefore part of the competences needed are probably similar.



ATTACHMENTS

VOCATIONAL PROFILE – GERMANY

Job Identification: NURSING MANAGER FOR THE LIVING GROUPS

Job description:

The professional aim of the nursing manager is the following:

- Management of nursing services (in outpatient assisted living communities) in line with the needs of patients, employees and the management
- Ensure optimal nursing and psychosocial care of patients
- Design an organizational structure with which the employees can identify
- organizational development, improvement and implementation of concepts, standards and methods of care
- Ensuring the correct procurement and use of the maintenance resources
- Assurance of business management
- Control and monitoring of care
- Modern and appropriate personnel management
- Ensuring and promote the satisfaction of nurses
- Ensuring the continuous training of the nursing staff
- Implement an adequate and appropriate staff development
- Compliance with all labor laws and regulations of the-specific features of the organization
- Implementation of and compliance of the quality related to structures, processes and outcomes in accordance with German law



- Ensuring an activating primary care
- Assistance and participation in the development and implementation of corporate philosophy and general care orientation

General terms of job practicing:

The coordinator is skilled to:

- Assess patients needs in terms of primary nursing
- To design nursing plans in cooperation with care givers
- To allocate personal and material resources within the given budget
- To prepare and agree the budget together with the top management
- To participate in the quality management of the unit
- To participate in providing nurses vocational training

Education and experiences:

- Completion of training as a nurse, as a pediatric nurse or geriatric nurse
- Practical experience in the nursing profession for two years within the last five years.
- Further training of at least 460 hours according to German law or the degree in nursing management at a university for applied sciences
- Additional training for outpatient care
- Extensive knowledge in the field of quality management
- Successful work during the probationary period of six months

International Qualification Level: EQF and/or ISCED:

The EQF level of the coordinator would be level 4 (three year vocational training plus further training). However there are some tendencies to upgrade the coordinators at least in bigger institutions. Here it could be an academic education with a bachelor degree which would correspond to EQF level 5. The difference between both approaches would be the level 4 being more practical and level 5 being more theoretical and conceptual.



Specific activities carried out:

The specific tasks carried out are the following

Responsibilities for quality management:

- Continuous quality improvement in cooperation with the QM – supervisor
- Support of the implementation of instruments for quality management, e.g. quality circles, case discussions.
- Enforcement of the applicable standards in nursing
- Information about the latest innovations in the quality manual
- Smooth collaboration with the QM-supervisor

Patient-related tasks:

- Recommendation on the admission or rejection of a patient as a customer
- Performing of the first meetings with patients, in particular:
- Determination of needs
- Creating a care plan and develop a cost plan
- Forwarding of all relevant information to the nursing staff and the management
- Coordination of services
- Ensuring the quality of care by an appropriate nursing documentation and implementation of nursing assessments
- Implementation and development of a philosophy of care with the nursing team
- Implementation of a nursing organization according to the philosophy (activating care, primary nursing etc)
- Implementation of nursing standards
- Developing working methods and uniform nursing techniques
- Written specification and implementation of a nursing concept according to agreed process standards
- Testing new nursing methods and tools and their integration into the nursing proces.
Organization of necessary training needs.



- Supervision, guidance and execution of medical prescriptions
- Introduction and control of legal actions such as installation of supervisors for patients or measures restricting patients independence
- Accept and processing of complaints and wishes of patients and their relatives.
- Ensuring provision of necessary medical aids for patients
- Periodic review of the need for care of the patient. If its necessary measures to adjusting the levels of care, in agreement with the patient and relatives. Supplying administration with necessary information for the application care level adjustments
- Provide written expertise to determine the level of care according to public regulations
- Assurance of specialized care for seriously ill and dying patients. Die with dignity guarantee.

Personnel-related tasks:

- Development, checking and signing of service schedules as well as the calculation of hours of services during the accounting period
- Placement and coordination of nurses according to competencies, qualifications and matching
- Monitoring the activities of responsible nurses including substitutes
- Provision of substitutes
- Determine the current and future staff resources needed with respect to the available budget. Development of a staff plan for the nursing sector
- Implementation and documentation of meetings with nurses. Especially in the context of service handovers/ personnel change
- Implementation of replacements within the institution



- Regulation of the type and scope of activities to be performed by the staff according to qualification (nurses, nursing assistants, apprentices, interns etc.)
- Advice and support of the nursing staff in difficult situations
- Processing and evaluation of job applications by nurses
- Monitoring and conducting of application interviews
- Acceptance of dismissal of nurses
- Labor regulatory affairs
- Involvement in the hiring and dismissing process of nurses
- Issuing references for nurses
- Assistance in training and instruction of new nurses
- Assistance with the support and mentorship of all nurses trainees
- Monitoring of compliance with the principles of hygiene, as well as the working and fire regulations
- Encourage harmonious relations between the employees as well as employees to patients

Education and training of the nursing staff:

- Provision of an adequate number of internships
- cooperation with the apprenticeship training institutions
- Planning, organization and implementation of internal training in coordination with the responsible head of training
- Collection and sharing of current literature for nurses
- Receiving and evaluating of further education wishes
- Submitting proposals for the qualification of employees
- Passing on information about interesting training programs and training events
- Selection and procurement of literature (books and journals)

Administrative tasks:



- Information of management and administration about important events like deaths, hospitalizations, etc.
- Coordination of the management of schedules for consultation of physicians and patient supervisors, classifications by the medical service of health insurance
- Request for prescriptions by physicians
- Review of performance measurement
- Communication of changes of patient records to physicians and hospitals
- Preparation of annual sourcing lists and communication to the management
- Responsibility for procurement and storage of nursing material. In particular ordering and proper storing of bandages, hygiene products, medical aids
- Checking incoming deliveries
- Verification of inventories
- Participation in the management
- Control of the budget planning of the nursing service
- Controlling of labor, services, vacation and substitution plans for the nursing staff
- Processing of payroll sheets and overtime reimbursement for nursing staff with respect to the respective rules
- Invoicing for service schedules
- Create and update lists of overtime
- Ensuring the inspection and maintenance of the company cars. Control of vehicle log books
- Detection of defects and damage. Control of a timely and proper repair
- Cooperation in (re-)construction and renovation planning, procurement

Work place:



The workplace would be the department of the nursing home or in case of outpatient care the office of the out patient service as well as the home of patients for example to agree nursing plans, support nurses education and the like.

Organizational context:

- Substituted by head nurse
- Substitutes head nurse
- Reports to head nurse
- Responsible for all nursing staff in the living groups
- Instructor to all nurses

VOCATIONAL PROFILE - ROMANIA

Job Identification: RESIDENTIAL FACILITY COORDINATOR

Job description:

- In the public residential facilities he/she ensures the connection with the managers of the General Departments of Social Assistance and Child Welfare when the facility doesn't have legal personality, or the Regional Council and Local Council for those with legal personality, and ensures also the connection with the centre's employees.

- The residential facility coordinator is directly subordinated to the director or to the president of the Regional Council, writes the payment commitment together with the beneficiaries and their legal representatives. He/she keeps the contact with the families and knows the beneficiaries. He/she establishes with and through the professionals he/she coordinates the social and medical services offered to the beneficiaries.

- The residential facility coordinator organizes and supervises all the activities in the centre, coordinates the employees and establishes the attributions that they know from the job



description. He/she establishes the members of the multidisciplinary team and the case manager. The multidisciplinary team establishes the individual care plan.

The competences of the residential facility coordinator aim the capabilities and skills of coordination, organization, operational management, control, assessment and monitoring of the centre activity, human resources, financial, material, of time and relationships – communication.

General terms of job practicing:

The coordinator is skilled on:

- the structure of services offered in the center and the organization of these services. Establishes efficiently the use of the human resources, organizing the work program, the shifts, the number of staff members on shift, and the type of staff working on a shift. Defines the way in which the services are provided through work procedures and internal control.
- the communication with the management, the employees, the beneficiaries, similar institutions and other services and institutions in the field, in order to provide the services according to the beneficiaries' needs (the needs are identified through assessments) in the situation when the centre is not able to provide it. Ensures a quality management within the team facilitating the communication and the cohesion in the facility.
- networking and integrating with other similar facilities, exchanging practices and having good connections at informal level.
- the characteristics of main type of users: older persons, children, disabled persons. Knows the specific legislation. Knows the services, financial benefits and facilities the beneficiaries are entitled to and the institutions that could provide all these services.

Education and experiences:

At the present time the residential facility coordinator has a university degree, suitable in the humanities field (social assistance, psychology, sociology, law, medicine etc.), but it is possible to hire also a person with technical studies in this position.



The experience is not established by law. In general, when a person is hired, each employer establishes the experience the candidates should have in order to obtain the job.

A dedicated training is not required. A master degree is eventually required.

The beneficiaries in the residential facilities are: children, older persons, disabled people.

International Qualification Level: EQF and/or ISCED1

There is no established EQF level for this profile. This qualification is not included in the Romanian Occupations Classification. The EQF level might be 5-6 (according to the annexe).

Specific activities carried out:

1. Organizes the work in the unit that is in his/her responsibility:

- a. Guides, coordinates and controls the activity in the institution;
- b. Knows the legal regulations in this field;
- c. Effectuates the demarches to fulfill the standards in the field, informs the staff about it and respects it ;
- d. Elaborates with the employees and informs them about the methodology regarding the services offer, the specific instruments and any modification occurred;
- e. Verifies its implementation;
- f. Identifies solutions for the problems occurred in the centre's activity;
- g. Ensures the relation with the NGOs, and other institutions in order to satisfy the social assistance needs of the centre's beneficiaries ;
- h. Applies the attributions delegation to the subordinated staff;
- i. Proves to be impartial in accomplishing his/her work tasks;
- j. Acts promptly in solving new situations, proving analysis, synthesis and creativity skills;

2. Provides training for the team:

- a. Takes measures for the staff to know and to respect the legal regulations;
- b. Communicates to the staff the Functioning and Organization Regulations and the Internal Regulations of the Centre;



- c. Identifies the training need of the staff;
 - d. Proposes training programs and refresher courses for the staff;
 - e. Organizes meetings with the staff;
 - f. Puts in practice the periodical training regarding the health and protection at work and the protection and procedures in case of fire;
- 3. Ensures the rational and effective use of human resources:**
- a. Elaborates the job description charts according to the laws;
 - b. Monitors the staff for correctly accomplishing of the assigned job description tasks;
 - c. Elaborates the time sheets for the subordinated staff;
 - d. Plans the holidays, the shifts and the supplementary hours for the subordinated staff;
- 4. Monitors the activity of the new employees and assesses their activity:**
- a. Establishes the persons who coordinate the new employees and the volunteers and students in practice;
 - b. Establishes the tasks of the new employees;
 - c. Elaborates, verifies and approves the assessment charts for the employees' outcomes.
- 5. Ensures the application of the work procedures adopted and proposes improvements:**
- a. Elaborates specific work procedures;
 - b. Informs the staff about the work procedures;
 - c. Monitors the implementation and the following of the approved procedures;
 - d. Proposes objective and motivated modifications of the work procedures;
 - e. Monitors the application of the internal control procedures and the standards following;
- 6. Makes sure that the health directives which have an impact on the care activity are respected:**
- a. Does not intervene in the health directives;
 - b. On request of the doctor, he/she applies measures for epidemics, infectious diseases etc.;



c. Initiates the quarantine measure when this is requested.

7. Informs the manager about the claims and requests of the beneficiaries and of their families that he/she cannot solve by his/her unique contribution :

- a. Informs and councils the beneficiaries/their families in order to obtain their legal rights;
- b. Writes the activity reports and the activity plan regarding the functioning of the facility;
- c. Is responsible in front of the manager for the correct and efficient accomplishment of the activities in the centre;
- d. Each trimester sends the situation of the claims received and the modality to solve them;

8. Takes care of the correct use of the tools and equipments in the unit:

- a. Has the responsibility of the tools and equipment in the unit together with the staff who uses it;
- b. Is responsible with the realization in time of the revisions and reparations if it is necessary;
- c. Establishes through specific procedures who uses it and in what conditions ;
- d. Makes sure that the whole staff receives the protection equipment and uses it in an appropriate way;

9. Takes part to the development and implementation of the care plan (in the residential facilities for elderly) or the rehabilitation plan (in the residential facilities for the disabled persons):

- a. Exchanges permanently data and information with other services and institutions with the aim of offering adequate services;
- b. Elaborates proposals for the services development;
- c. Establishes the members of the multidisciplinary teams who apply the care plan;
- d. He/she appoints the case managers.

Work place:



The residential facility coordinator works in the residential centres for the elderly and for the disabled persons. In the centres the services offered are: care services, accommodation, meals, rehabilitation or maintaining the functional status. The number of beneficiaries varies from 25 to 300. The residential facility coordinator has to manage the administrative issues and the human resources, financial resources and the services offered. It is a job that puts a lot of pressure on the coordinator, because the beneficiaries and their families depend on the organization of the activity.

The residential facilities can be with legal personality and without legal personality. Those with legal personality are subordinated to the General Departments of Social Assistance and Child Welfare (specialized services subordinated to the Local Council in the districts of Bucharest and to the Regional Councils). Those with legal personality are subordinated to the Regional Councils.

The centre is subordinated to the General Department of Social Assistance and Child Welfare, so the centre coordinator is directly subordinated to the general manager.

The whole staff of the centre depends on the coordinator (the professionals – social workers, psychologists, physiotherapists, doctors, nurses, economists, cashiers, administrators, storekeepers; care staff – nurses, care workers, health care assistants; auxiliary staff – qualified and unqualified workers).

Organizational context:

Has the responsibility of the entire centre.

Works on daytime shifts (8 hours per day – from morning until afternoon).

For his/her activities normally uses a PC.

The residential facilities can be with legal personality and without legal personality. Those with legal personality are subordinated to the General Departments of Social Assistance and Child Welfare (specialized services subordinated to the Local Council in the districts of Bucharest and to the Regional Councils). Those with legal personality are subordinated to the Regional Councils.



VOCATIONAL PROFILE – FRANCE

Job Identification: Coordinating nurse

Job description:

It coordinates the activities of the health care team (nurse's aide, medical and psychological assistance), and liaises with external stakeholders (physiotherapist, podiatrists, nurses ...), he leads the team and optimizes the work, he oversees the medication by the beneficiaries (control and following orders, verifies the proper distribution ...), supervises and maintains the record of care, such as GMP (weighted average IRM) provides information registers disorders behavior, falls, incontinence, bedsores, death, hospitalization. It can also change the care plan if necessary. He participated in all meetings and promotes the transmission of useful information.

Social bond: he knows every beneficiary in case of medico-psychological, works with him, at first glance, and then prevents the person best suited to the situation. It also ensures continuity of care, especially at night, on weekends and holidays.

Education and experiences:

Holds a Diploma of state nursing which is prepared in one of the 346 training institutes in Nursing (IFSI).

The training lasts three years and internships in hospital and non-hospital accounts for about 50% of the training. Namely: the apprentice training centers can prepare DE nursing by learning.

To perform the function of nurse / coordinator it is best to also be a graduate of nursing. Experience of several years in a hospital is desirable and experience of community nurse or nurse SSIAD (Department of Nursing at Home), HAD (Hospital to Home) or health center.

International Qualification Level: EQF and/or ISCED1



There is no established EQF level for this profile.. The EQF level might be 5-6 .

Specific activities carried out:

- Plan service activities (distribution of staff, use of equipment, bed management, ...) according to the proposed organization of care
- Develop or develop treatment protocols, procedures, hygiene, safety, health surveillance, monitoring its implementation by staff and provide technical support him
- Perform administrative staff and participate in management actions (recruitment, mentoring, ...)
- Monitor the progress of catering, cleaning and services, and implement corrective actions if necessary
- Inform the patient, the entourage on the operation of the service or in conflict, death, ...
- Information media monitoring activity, identify gaps and suggest areas for development

Work place

The coordinating nurse works in

Private nursing homes

These institutions are mostly working with the Departmental of Health and Social Affairs (DDAS), which supports the additional daily rates that the resident can not bear and which is fixed by the General Council. Commercial establishments and associations (nonprofit) are owned and managed by pension funds, insurance companies, hotel groups, specialized private groups or foundations.



Or

Public nursing homes

They are owned and managed by the municipality or the department. The price of these institutions is set by the General Council of the region. Residents whose resources are insufficient can benefit from social assistance.

Organizational context:

The activity of this job / profession is exercised within care facilities (hospital, clinic, ...) or facilities (rehabilitation center, ...) in relation to different stakeholders (staff medical, paramedical, suppliers, senior management, general services, ...). It can perform staggered hours, weekends, holidays, night and be subject to penalties or guards

ADDITIONAL INFORMATION ON VOCATIONAL PROFILE – Portugal

The most similar profiles existing in Portugal are the following :

Nursing Home Coordinator (Despacho Normativo n.o 12/98 – Norma XI)

1 – Facility coordination should be ensured by someone with technical and academic qualification, preferably in social and human sciences.

2 –The coordinator is responsible for managing the facility, programming activities, coordinate and supervise the staff according to the management model suitable to the good functioning of the facility and, particularly:

- a) Promote technical meetings with the staff;
- b) Promote meetings with the residents, namely, to prepare activities to develop;
- c) Make staff aware dealing with the problems of the elderly;
- d) Plan and coordinate social, cultural, recreational and occupational activities for the elderly.



- 3 – The coordinator can work part-time, if the facility capacity is less than 30 residents.
- 4 – When the facility capacity is less than 15 residents, the coordinator can have a variable weekly schedule, if ensuring, at least, three daily hours.

Home Care Service Coordinator (Despacho Normativo (Normative Order nº 62/99 – Norma X)

- 1 – The coordination of the Home Care Service should be ensured by someone with technical and academic qualification, preferably in social and human sciences.
- 2 – Is responsibility of the coordinator to:
 - a) Direct the service, taking responsibility for the organization, planning, implementation, monitoring and evaluation;
 - b) Ensure the recruitment of professional with training and qualification valid for the offered services;
 - c) Ensure the coordination of the staff team;
 - d) Ensure the technical quality of the diagnosis in each situation and the development of each care plan;
 - e) Supervising the staff;
 - f) Provides technical framework to the evaluation of the evolution of each situation, depending on the plan of care that was defined;
 - g) Make staff aware dealing with the problems of the elderly.

Day Center Coordinator (Guião técnico/technical Guidelines)

- a) The Day Center is directed by a coordinator responsible for the organization and development of the services;
- b) The coordinator should be someone with technical and academic qualification in social and human sciences.

Night Center Coordinator (Guião técnico/ technical Guidelines)

- a) evaluates the situation of each elderly regarding his/her admission and monitors the evolution



b) is responsible for the management of the Night Center and supervises the staff.

Coordinator of services for the elderly (Classificação Nacional de Profissões/National Profession Classification)

Includes the tasks and duties of the director of care services for the elderly comprising in:

- 1 – Provide general guidance and management for a service facility, organization or center;
- 2 – Directs, supervise and evaluate activities of doctors, nurses, technical staff, administrative and other services;
- 3 – Establishes goals and evaluate the facility;
- 4 – Directs, the selection and training of the human resources;
- 5 – Develops, implement and monitor procedures, policies and performance standards for nurses, personal care staff, administrative and other staff for the care of the elderly;
- 6 – Establish contact with health and wellbeing suppliers, management and funding agencies to coordinate the provision of services;
- 7 – Gives advice to the government about measures to improve health and wellbeing services to the elderly;
- 8 – Represents the facility in negotiations, conventions, seminars and public consultations on care to the elderly.