	HOSPICE
	MEDICAL
	DIRECTOR
CERT	IFICATION BOARD

Approximate Percent² of Examination³

1. Patient and Family Care

17%

- A. Oversee and manage:
 - 1. family meetings
 - 2. goals of care
 - 3. do not resuscitate (DNR) orders/orders for life-sustaining treatment
 - 4. conflict resolution
 - 5. withdrawal of life-sustaining therapies
 - 6. palliative sedation
 - 7. medication review
- B. Assess patient and family with regards to cultural and personal diversities
- C. Educate the patient and family (e.g., disease trajectory, prognosis, symptom management, impending death, and complication anticipation)
- D. Assess and document the patient's decision-making capacity
- E. Serve as a patient advocate
- F. Facilitate legal surrogate's role in decision making
- G. Support the family through the moment of death
- H. Ensure provision of primary care to Hospice patients (e.g., when primary physician is not available)
- I. Recognize social problems experienced by hospice patients and their families and collaborate with the interdisciplinary team to assess and manage them
- J. Assess and resolve issues with family dynamics (e.g., coping styles, psychological defenses, and developmental stages)

2. Medical Knowledge

26%

- A. Assess and differentiate types of pain including total pain
- B. Assess and manage:
 - 1. acute and chronic pain
 - 2. medications for pain
 - 3. non-opioid medications for pain
 - 4. non-pain symptoms*
 - 5. non-pharmacologic measures for pain and non-pain symptoms (complementary and alternative therapies)
 - 6. disorders* (e.g., delirium, dementia, depression, and anxiety)
- C. Demonstrate knowledge of:
 - 1. the physical, emotional, spiritual, and psychosocial dimensions of care
 - 2. settings where hospice and palliative care are provided
 - 3. patient assessment and management across hospice care settings
 - 4. addiction, pseudo-addiction, opioid toxicity, and dependence and tolerance
 - 5. brain death, persistent vegetative state, and minimally conscious state
 - 6. normal and complex grief
 - 7. pediatric life-threatening conditions
 - 8. signs and symptoms of impending death
 - 9. various routes of medication delivery
 - 10. palliative sedation

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- D. Manage medical conditions commonly encountered in hospice care
- E. Assess and manage of risk associated with drug abuse, addiction and diversion
- F. Identify indications for interventional symptom management, including radiation therapy*
- G. Formulate and certify prognosis for hospice patients by:
 - 1. Reviewing available clinical data* (e.g., comorbid and secondary conditions, medical findings, disease progression, medications and treatment orders)
 - 2. Understanding the patient's and family's expectations and goals for care
- H. Demonstrate knowledge of, and recognize limitations of, evidence-based medicine in hospice care

3. Medical Leadership and Communication

21%

- A. Demonstrate interpersonal communication skills*
- B. Model empathic communication (e.g., expression of compassion)
- C. Communicate with referring and consultant clinicians about the care plan
- D. Facilitate conflict resolution and 'service recovery'*
- E. Explain physician culture and behaviors to hospice staff
- F. Educate Hospice staff about communication with physicians
- G. Provide ongoing education for Hospice staff
- H. Provide education of the community at large
- I. Provide emotional support to staff around difficult decisions and care scenarios
- J. Communicate the mission of hospice to hospital administrators, clinicians, and community at large
- K. Facilitate the interdisciplinary team process
- L. Demonstrate the ability to reflect on his/her personal leadership style and use different styles to suit the situation and goals
- M. Demonstrate skill as a supervisor and mentor
- N. Supervise team providers (e.g., physician and nurse practitioner) related to:
 - 1. certification and recertification*
 - 2. development of a plan of care
 - 3. symptom management
 - 4. clinical assessments and face-to-face encounters
 - 5. pharmacy and formulary management
 - 6. performance improvement
 - 7. fatigue and burnout
 - 8. documentation of care
 - 9. billing and coding
- O. Provide oversight of skills management for Hospice staff

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4. Professionalism

10%

- A. Recognize and manage fatigue and burnout
- B. Practice active self-care
- C. Demonstrate boundaries with colleagues, patients, and families and help interdisciplinary team members do the same
- D. Recognize and accept responsibility for errors when appropriate
- E. Disclose medical errors in accord with institutional policies and professional ethics
- F. Make recommendations to attending and consulting physicians(s) and coordinate medical care
- G. Collaborate with other health professionals to coordinate the plan of care
- H. Demonstrate commitment to continuing professional development and life-long learning
- I. Seek feedback and engage in the self-assessment process

5. Systems-Based Practice

25%

- A. Apply knowledge of ethics and law related to:
 - 1. informed consent
 - 2. confidentiality
 - 3. decision-making capacity for patient and surrogate
 - 4. limits of surrogate decision-making
 - 5. truth-telling
 - 6. foregoing life-sustaining treatment and withdrawing care*
 - 7. medical futility
 - 8. use of artificial hydration and nutrition*
 - 9. physician-aided dying (assisted suicide)
 - 10. euthanasia
 - 11. principle of double effect
 - 12. organ donation
 - 13. nurse-physician collaboration
 - 14. indications for referring to an ethics consultant
 - 15. conflicts of interest
- B. Demonstrate knowledge of hospice regulation and reimbursement
- C. Utilize local coverage determinations and understand limitations*
- D. Participate in the process of:
 - 1. additional development requests (ADR)
 - 2. redetermination or reconsideration
 - 3. testifying to the Administrative Law Judge
 - 4. differentiate and respond to technical and medical denials
- E. Participate in the following aspects of the survey process:
 - 1. the role of clinical documentation
 - 2. focused or targeted medical review
 - 3. of a Corrective Action Plan
- F. Ensure patient access to allied health professionals (e.g., speech therapist, nutritionist)

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- G. Comply with legal and regulatory issues surrounding opioid prescribing
- H. Comply with Medicare/Medicaid Hospice Benefit* (e.g., Conditions of Participation, requirements for certification, related/unrelated to terminal diagnosis, and levels of hospice care)
- I. Perform pre-hospice consultation
- J. Ensure compliance with accreditation policies (e.g., The Joint Commission, CHAP)
- K. Understand these elements of quality improvement (QI) in the hospice setting:
 - 1. differentiate quality assurance and performance improvement*
 - 2. role of clinical indicators
 - 3. approach to data collection for quality review
 - 4. role of focused QI studies
- L. Assist in the design of clinically relevant quality-of-care outcome measures
- M. Use data to demonstrate clinical, utilization, and financial outcomes of hospice care
- N. Demonstrate awareness of and adherence to patient safety standards
- O. Observe hospice policy (e.g., related to infection control, employee safety, emergency preparedness, harassment)
- P. Promote the role of the medical director as a member of the leadership team
- Q. Develop strategies to manage barriers to utilization of medications (including controlled drugs) in different clinical care settings

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^{*} Indicates content that should be represented on every exam.

¹ Each test form will include 15 unscored pretest items in addition to the 135 scored items.

² The total percentage does not equal 100 due to rounding.

³ Cognitive Levels: Approximately 12 percent of items will require Recall on the part of the candidate, 60 percent will require Application of knowledge, and 28 percent will require Analysis.