9. Human Resource Management

CODE	STANDARDS	CRITERIA	HOSPITAL	PHIC
9.1.a	Planning ensures that appropriately trained and qualified (and where relevant, credentialed) staff are available to undertake the type and level of activity performed by the organization. These include those who are consulted when suitable expertise is not available within the organization.	a. The numbers of staff with specific clinical skills are planned according to organizational needs.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check staffing plan should support achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score (based on document review).

The proof of performance score will serve as the criterion score.

CODE	STANDARDS	CRITERIA	HOSPITAL	PHIC
9.1.b	Planning ensures that appropriately trained and qualified (and where relevant, credentialed) staff are available to undertake the type and level of activity performed by the organization. These include those who are consulted when suitable expertise is not available within the organization.	b. The numbers of staff with specific managerial and supervisory skills are planned according to organizational needs.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check staffing plan should support achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score (based on document review).

The proof of performance score will serve as the criterion score.

CODE	STANDARDS	CRITERIA	HOSPITAL	PHIC
9.1.c	Planning ensures that appropriately trained and qualified (and where relevant, credentialed) staff are available to undertake the type and level of activity performed by the organization. These include those who are consulted when suitable expertise is not available within the organization.	c. These plans are implemented.	_ DOCUMENT REVIEW _ MANAGEMENT TEAM INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW _ MANAGEMENT TEAM INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check documentation of activities supporting achievement of the criterion. Put a v mark if at least one is presented and X mark if none at all. Evidence score is either **0** or **3**.

For leadership/management interview, select at least ONE hospital leader. Put a v mark if the views and practices of the management team confirm achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

Combine the scores for the 2 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

9.1.d	Planning ensures that appropriately trained and qualified (and where relevant, credentialed) staff are available to undertake the type and level of activity performed by the organization. These include those who are consulted when suitable expertise is not available within the organization.	d. These plans are evaluated and revised at least once a year.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check staffing plans are evaluated and revised at least once a year. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score (based on document review).

The proof of performance score will serve as the criterion score.

9.2.a	Workload is monitored and appropriate guidelines consulted to ensure that appropriate staff numbers and skill mix are available to achieve desired patient and organizational outcomes.	a. Staff workload is monitored	_ DOCUMENT REVIEW _ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW _ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check documentation of activities supporting achievement of the criterion. Put a v mark if at least one is presented and X mark if none at all. Evidence score is either **0** or **3**.

For leadership/management interview, select at least ONE hospital leader. Put a v mark if the views and practices of the management team confirm achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a v if staff's explanation supports achievement of the criterion and X mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. Get evidence score:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **2**
• If 1 out of 3, the evidence score will be **1**
• If 0 out of 3, the evidence score will be **0**

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

9.2.b	Workload is monitored and appropriate guidelines consulted to ensure that appropriate staff numbers and skill mix are available to achieve desired patient and organizational outcomes.	b. Staff attendance and punctuality are monitored.	_ DOCUMENT REVIEW _ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW	_ DOCUMENT REVIEW _ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check documentation of activities supporting achievement of the criterion. Put a v mark if at least one is presented and X mark if none at all. Evidence score is either **0** or **3**.

For leadership/management interview, select at least ONE hospital leader. Put a v mark if the views and practices of the management team confirm achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a v if staff's explanation supports achievement of the criterion and X mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. Get evidence score:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **2**
• If 1 out of 3, the evidence score will be **1**
• If 0 out of 3, the evidence score will be **0**

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

9.2.c	Workload is monitored and appropriate guidelines consulted to ensure that appropriate staff numbers and skill mix are available to achieve desired patient and organizational outcomes.	c. The numbers of qualified staff members are adequate to service actual clinical needs. <mark>core</mark>	_ DOCUMENT REVIEW _ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW	_ DOCUMENT REVIEW _ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check presence of written policy, licenses, reports, and other documentation of activities supporting achievement of the criterion. Put a v mark if compliant and X mark if otherwise. As this is core, the evidence score is either **0** or **3**.

For leadership/management interview, select at least ONE hospital leader. Put a v mark if the views and practices of the management team confirm achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a v if staff's explanation supports achievement of the criterion and X mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. As this is core:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **0**
• If 1 out of 3, the evidence score will be **0**
• If 0 out of 3, the evidence score will be **0**

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

9.2.d	Workload is monitored and appropriate guidelines consulted to ensure that appropriate staff numbers and skill mix are available to achieve desired patient and organizational outcomes.	d. There are policies and procedures to address temporary and long term inadequacies in staff numbers or expertise.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check presence of written policy and procedures supporting achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

Evidence score will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.2.e	Workload is monitored and appropriate guidelines consulted to ensure that appropriate staff numbers and skill mix are available to achieve desired patient and organizational outcomes.	e. These policies and procedures are implemented and evaluated for effectiveness.	_ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For staff interview, select at least THREE hospital staff. Put a v if staff's explanation supports achievement of the criterion and X mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. Get evidence score:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **2**
• If 1 out of 3, the evidence score will be **1**
• If 0 out of 3, the evidence score will be **0**

The evidence score shall serve as the proof of performance score.

The track record is n/a.

The proof of performance score will serve as the criterion score.

9.3.a	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees.	a. The organization defines and disseminates the process for recruiting, selecting, appointing and reappointing staff members and managers.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check presence of written policy and procedures supporting achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.3.b	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees.	b. The organization defines the qualifications and competencies of its clinical and managerial staff.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____

For document review, check documentation of activities supporting achievement of the criterion. Put a v mark if compliant and X mark if none at all. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.3.c	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees.	c. Independently or affiliated practicing physicians provide care according to clinical privileges based on evidence-based evaluation of education, training, licensure and experience.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____

For document review, check credentials file and other pertinent documents supporting achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.3.d	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees.	d. Nurses and other healthcare professionals provide care based on evidence of the required education, training and licensure when appropriate.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check credentials file and other pertinent documents supporting achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.3.e	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all	e. External clinical professionals contracted by the organization provide care based evidence of the required education, training and licensure.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

	appointees.			

For document review, check contracts (or any equivalents, as applicable) supporting achievement of the criterion. Put a v̲ mark if compliant and X̲ mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.4.a	The recruitment and selection process is open & transparent, is consistent with legal and ethical requirements, and allows a fair and unbiased evaluation of the qualifications and competencies of all applicants.	a. Evidence of staff compliance with selection or appointment standards is documented.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check credentials file and other pertinent documentation of activities supporting achievement of the criterion. Put a v̲ mark if compliant and X̲ mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.4.b	The recruitment and selection process is open & transparent, is consistent with legal and ethical requirements, and allows a fair and unbiased evaluation of the qualifications and competencies of all applicants.	b. Recruitment, selection and appointment are based on objective evaluation of qualifications and competences of all applicants.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check documentation of activities supporting achievement of the criterion. Put a v̲ mark if compliant and X̲ mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.4.c	The recruitment and selection process is open & transparent, is consistent with legal and ethical requirements, and allows a fair and unbiased evaluation of the qualifications and competencies of all applicants.	c. Recruitment, selection and appointment comply with laws and meet ethical requirements.	_ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For leadership/management interview, select at least ONE hospital leader. Put a v̲ mark if the views and practices of the management team confirm achievement of the criterion. Put a v̲ mark if compliant and X̲ mark if otherwise. Evidence score is either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a v̱ if staff's explanation supports achievement of the criterion and X̱ mark if otherwise. Repeat the process for the 2ⁿᵈ and 3ʳᵈ staff. Count the number of staff with check marks over the total number of staff interviewed. As this is core:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **0**
• If 1 out of 3, the evidence score will be **0**
• If 0 out of 3, the evidence score will be **0**

Combine the scores for the 2 evidences to get the proof of performance score.

Track record is **n/a**.

The proof of performance score will serve as the criterion score.

9.4.d	The recruitment and selection process is open & transparent, is consistent with legal and ethical requirements, and allows a fair and unbiased evaluation of the qualifications and competencies of all applicants.	d. Relevant staff members participate in the development and implementation of personnel recruitment, selection and appointment.	_ LEADERSHIP AND MANAGEMENT INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ LEADERSHIP AND MANAGEMENT INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For leadership/management interview, select at least ONE hospital leader. Put a v̱ mark if the views and practices of the management team include citing of examples to confirm achievement of the criterion. Put a v̱ mark if compliant and X̱ mark if otherwise. Evidence score is either **0** or **3**.

Evidence score will serve as the proof of performance score.

Track record is **n/a**.

The proof of performance score will serve as the criterion score.

9.5.a	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees.	a. Relevant licenses of all clinical and managerial staff members are routinely monitored for renewal.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check credentials file (Note: May do random check for large hospitals). Put a v̱ mark if all is compliant and X̱ mark if at least one is found non-compliant. Evidence score is either **0** or **3**.

Evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.5.b	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees.	b. Reappointment of the medical staff is based on an evaluation of staffs: • Continued and up-to-date clinical expertise • Adherence to evidence-based medical practice	_ LEADERSHIP AND MANAGEMENT INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ LEADERSHIP AND MANAGEMENT INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

		• Professionalism and ethics • Collegial relationship and teamwork with the hospital staff • Contribution to and participation in key hospital activities and programs.		

For leadership/management interview, select at least ONE hospital leader. Put a v̲ mark if the views and practices of the management team include citing of examples to confirm achievement of the criterion. Put a v̲ mark if compliant and X̲ mark if otherwise. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

The track record is n̲/̲a̲.

The proof of performance score will serve as the criterion score.

| 9.5.c | Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees. | c. The organization evaluates its physician staff based on these criteria at least annually. | _ DOCUMENT REVIEW

PROOF OF PERFORMANCE: _____

TRACK RECORD: _____ | _ DOCUMENT REVIEW

PROOF OF PERFORMANCE: _____

TRACK RECORD: _____ |

For document review, check presence of Performance Appraisal (or any equivalent) of physician staff supporting achievement of the criterion. Put a v̲ mark if compliant and X̲ mark if at least one is non-compliant. Evidence score is either **0** or **3**.

The score of the evidence will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

| 9.5.d | Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees. | d. Reappointment of nurses and other healthcare professionals is based on:
• Safe and high quality clinical practice
• Continuing staff education and training
• Professionalism and ethics
• Communication and teamwork
• Contribution to and participation in key hospital activities and programs | _ MANAGEMENT INTERVIEW
PROOF OF PERFORMANCE: _____
TRACK RECORD: _____ | _ MANAGEMENT INTERVIEW
PROOF OF PERFORMANCE: _____
TRACK RECORD: _____ |

For leadership/management interview, select at least ONE hospital leader. Put a v̲ mark if the views and practices of the management team include citing of examples to confirm achievement of the criterion. Put a v̲ mark if compliant and X̲ mark if otherwise. Evidence score is either **0** or **3**.

The evidence score will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.5.e	Recruitment, selection, appointment and reappointment procedures ensure appropriate competence, training, experience, licensing and credentialing of all appointees.	e. The organization evaluates nurses and other health care professionals based on these criteria at least annually.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check documentation of activities confirming achievement of the criterion. Put a v mark for compliance and X mark if none at all. Evidence score is either **0** or **3**.

The evidence score shall serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.6.a	Upon appointment, staff members receive a written statement of their accountabilities and responsibilities that specifies their role and how it contributes to the attainment of the goals and maintaining quality of care. The statements are reviewed when necessary.	a. Written job descriptions are given to and discussed with all newly-appointed staff.	_ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For staff interview, select at least THREE hospital staff. Put a v if staff's explanation supports achievement of the criterion and X mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. Get evidence score:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **2**
• If 1 out of 3, the evidence score will be **1**
• If 0 out of 3, the evidence score will be **0**

The evidence score will serve as the proof of performance score.

Track record score is **n/a**.

Combine proof of performance + track record to get criterion score.

9.6.b	Upon appointment, staff members receive a written statement of their accountabilities and responsibilities that specifies their role and how it contributes to the attainment of the goals and maintaining quality of care. The statements are reviewed when necessary.	b. Job descriptions includes: • Job title • Who is staff accountable to • Who is staff accountable for • Key duties and responsibilities • Key results areas	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check job descriptions supporting achievement of the criterion. Put a v mark for compliance and X mark if otherwise. Evidence score is either **0** or **3**.

The evidence score shall serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.6.c	Upon appointment, staff members receive a written statement of their accountabilities and responsibilities that specifies their role and how it contributes to the attainment of the goals and maintaining quality of care. The statements are reviewed when necessary.	c. Job descriptions are current and reflect the staff member's actual work.	_ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For staff interview, select at least THREE hospital staff. Put a $\underline{v}$ if staff's explanation supports achievement of the criterion and $\underline{X}$ mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. Get evidence score:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **2**
• If 1 out of 3, the evidence score will be **1**
• If 0 out of 3, the evidence score will be **0**

The evidence score shall serve as the proof of performance score.

The track record is <u>n/a</u>.

The proof of performance score will serve as the criterion score.

9.7.a	Staff members are accountable for the care and services they give and for the discharge of their delineated responsibilities.	a. Annual performance appraisals based on key results areas of the job description are conducted.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check presence of Annual Performance Appraisal Report of at least THREE staff (MD, nurse, med. Tech, etc.) supporting achievement of the criterion. Put a $\underline{v}$ mark if there is compliance to all staff members and $\underline{X}$ mark if at least one found non-compliant. Evidence score is either **0** or **3**.

The evidence score shall serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.7.b	Staff members are accountable for the care and services they give and for the discharge of their delineated responsibilities.	b. Annual appraisal results are used to determine staff retention and promotion.	_ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For leadership interview, select at least ONE hospital leader. Put a $\underline{v}$ mark if the views and practices confirm achievement of the criterion and $\underline{X}$ mark if otherwise. Determine evidence score as either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a $\underline{v}$ if staff's explanation supports achievement of the criterion and $\underline{X}$ mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. Get evidence score:

- If 3 out of 3, the evidence score will be **3**
- If 2 out of 3, the evidence score will be **2**
- If 1 out of 3, the evidence score will be **1**
- If 0 out of 3, the evidence score will be **0**

Combine the scores for the 2 evidences to get the proof of performance score.

Track record is **n/a.**

Proof of performance score will serve as the criterion score.

9.8.a	All services are provided by staff members with appropriate qualifications, experience or training.	a. All doctors have current licenses, education and professional training certificates, and specialty certificates (if needed) as verified from the source.	_ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check pertinent documentation supporting achievement of the criterion. Put a <u>v</u> mark for compliance and <u>X</u> mark if none at all. Evidence score is either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a <u>v</u> if staff's explanation supports achievement of the criterion and <u>X</u> mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. Get evidence score:
- If 3 out of 3, the evidence score will be **3**
- If 2 out of 3, the evidence score will be **2**
- If 1 out of 3, the evidence score will be **1**
- If 0 out of 3, the evidence score will be **0**

Combine the scores for the 2 evidences to get the proof of performance score.

Track record is **n/a.**

Proof of performance score will serve as the criterion score.

9.8.b	All services are provided by staff members with appropriate qualifications, experience or training.	b. All nurses, midwives and other licensed healthcare professionals have current licenses, education and professional training certificates as verified from the source.	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check pertinent documentation supporting achievement of the criterion. Put a <u>v</u> mark for compliance and <u>X</u> mark if none at all. Evidence score is either **0** or **3**.

The evidence score shall serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.8.c	All services are provided by staff members with appropriate qualifications, experience or training.	c. All administrative, business and technical services staff have current licenses and documented evidence of appropriate training and experience	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____

		whenever relevant.	TRACK RECORD: _____	TRACK RECORD: _____

For document review, check pertinent documentation supporting achievement of the criterion. Put a <u>v</u> mark for compliance and <u>X</u> mark if none at all. Evidence score is either <u>**0**</u> or <u>**3**</u>.

The evidence score shall serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.9.a	There are relevant orientation, training and development programs to meet the educational needs of management and staff.	a. The organization regularly assesses the educational needs of managers and staff.	_ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check pertinent documentation supporting achievement of the criterion. Put a <u>v</u> mark for compliance and <u>X</u> mark if none at all. Evidence score is either <u>**0**</u> or <u>**3**</u>.

For staff interview, select ONE hospital staff. Put a <u>v</u> if staff's explanation supports achievement of the criterion and <u>X</u> mark if otherwise. Evidence score is either <u>**0**</u> or <u>**3**</u>.

Combine the scores for the 2 evidences to get the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.9.b	There are relevant orientation, training and development programs to meet the educational needs of management and staff.	b. The organization provides continuing training to managers and staff to meet identified needs.	_ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check pertinent documentation supporting achievement of the criterion. Put a <u>v</u> mark for compliance and <u>X</u> mark if none at all. Evidence score is either <u>**0**</u> or <u>**3**</u>.

For staff interview, select at least THREE hospital staff. Put a <u>v</u> mark for the staff who can confirm the achievement of this criterion and <u>X</u> mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. As this is core, the evidence score should be:
• If 3 out of 3, the evidence score will be <u>**3**</u>
• If 2 out of 3, the evidence score will be <u>**0**</u>
• If 1 out of 3, the evidence score will be <u>**0**</u>
• If 0 out of 3, the evidence score will be <u>**0**</u>

Combine the scores for the 2 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

9.9.c	There are relevant orientation, training and development programs to meet the educational needs of management and staff.	c. Policies and procedures define how new hires e.g. managers and staff are oriented with their tasks and	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

		responsibilities.		

For document review, check presence of written policy and procedures supporting achievement of the criterion. Put a v mark if compliant and X mark if otherwise. Evidence score is either **0** or **3**.

The evidence score shall serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

9.9.d	There are relevant orientation, training and development programs to meet the educational needs of management and staff.	d. The organization evaluates the effectiveness of training and development programs to ensure that they meet organizational, community and individual needs.	__ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	__ DOCUMENT REVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For document review, check for presence of at least one of the cited examples. Put a v mark if at least one is present and X mark if none at all. Evidence score is either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a v mark for the staff who can confirm the achievement of this criterion and X mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. As this is core, the evidence score should be:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **0**
• If 1 out of 3, the evidence score will be **0**
• If 0 out of 3, the evidence score will be **0**

Combine the scores for the 2 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

9.9.e	There are relevant orientation, training and development programs to meet the educational needs of management and staff.	e. Training and development programs build on managers/staff capacity to meet their professional, organizational and community needs.	_ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	_ LEADERSHIP AND MANAGEMENT INTERVIEW _ STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____

For leadership/management interview, select at least ONE hospital leader. The leader or manager of the hospital is able to discuss how this criterion is achieved. Put a v mark if able to define the organizational development priorities and X mark if otherwise. As this is core, the evidence score is either **0** or **3**.

For staff interview, select at least THREE hospital staff. Put a v mark for the staff who can confirm the achievement of this criterion and X mark if otherwise. Repeat the process for the 2nd and 3rd staff. Count the number of staff with check marks over the total number of staff interviewed. As this is core, the evidence score should be:
• If 3 out of 3, the evidence score will be **3**
• If 2 out of 3, the evidence score will be **0**
• If 1 out of 3, the evidence score will be **0**
• If 0 out of 3, the evidence score will be **0**

Combine the scores for the 2 evidences to get the proof of performance score.

Track record is **n/a.**

Proof of performance will serve as criterion score.