9. Human Resource Management

CODE	STANDARDS	CRITERIA	HOSPITAL	PHIC
9.1.a	Planning ensures that	a. The numbers of staff	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	appropriately trained and	with specific clinical		
	qualified (and where relevant, credentialed)	skills are planned according to	DDOOF OF DEDEODMANCE	DDOOF OF DEDEODMANICE
	staff are available to	organizational needs.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	undertake the type and	organizational freedoi		
	level of activity		TRACK RECORD:	TRACK RECORD:
	performed by the		TRACK RECORD.	TRACK RECORD.
	organization. These			
	include those who are consulted when suitable			
	expertise is not available			
	within the organization.			
		lan should support achiever	ment of the criterion. Put a \underline{v} mark if co	mpliant and <u>X</u> mark if otherwise.
Evidence	score is either <u>0</u> or <u>3</u> .			
The score	e of the evidence will serve as	the proof of performance of	coro	
THE SCORE	e of the evidence will serve as	the proof of performance s	icore.	
Determin	ne track record score (based o	n document review).		
	,	,		
The proo	f of performance score will se	erve as the criterion score.		
0.1 h	Diamaina anaumaa that	h The words are of staff	DOCUMENT DEVIEW	DOCUMENT DEVIEW
9.1.b	Planning ensures that appropriately trained and	b. The numbers of staff with specific managerial	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	qualified (and where	and supervisory skills		
	relevant, credentialed)	are planned according	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	staff are available to	to organizational needs.		
	undertake the type and			
	level of activity		TRACK RECORD:	TRACK RECORD:
	performed by the organization. These			
	include those who are			
	consulted when suitable			
	expertise is not available			
	within the organization.			
For docu	mont rovious shock staffing n	lan chauld cunnort achiever	 nent of the criterion. Put a <u>√</u> mark if co	maliant and V mark if otherwise
	score is either 0 or 3 .	ian should support achiever	ment of the chterion. Put a <u>v</u> mark ii co	mphant and <u>A</u> mark it otherwise.
27.0000	<u> </u>			
The score	e of the evidence will serve as	the proof of performance s	core.	
Determin	ne track record score (based o	n document review).		
The proof	f of performance score will se	arve as the criterion score		
The proo	i oi perioriliance score win se	erve as the criterion score.		
9.1.c	Planning ensures that	c. These plans are	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	appropriately trained and	implemented.	_	_
	qualified (and where		_ MANAGEMENT TEAM INTERVIEW	_ MANAGEMENT TEAM INTERVIEW
	relevant, credentialed)		PROOF OF PERFORMANCE	PROOF OF PERFORMANCE
	staff are available to undertake the type and		PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	level of activity		TRACK RECORD:	TRACK RECORD:
	performed by the		THE CONTROL OF THE CO	THE CONTROL OF THE CO
	organization. These			
	include those who are			
	consulted when suitable			
	expertise is not available within the organization.			

For document review, check documentation of activities supporting achievement of the criterion. Put a <u>v</u> 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 \underline{V} mark if the views and practices of the management team confirm achievement of the criterion. Put a \underline{V} mark if compliant and \underline{X} mark if otherwise. Evidence score is either $\underline{0}$ or $\underline{3}$.

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

For document review, check staffing plans are evaluated and revised at least once a year. Put a \underline{V} mark if compliant and \underline{X} mark if otherwise. Evidence score is either $\mathbf{0}$ or $\mathbf{3}$.

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

For document review, check documentation of activities supporting achievement of the criterion. Put a \underline{V} mark if at least one is presented and \underline{X} mark if none at all. Evidence score is either $\underline{\mathbf{0}}$ or $\underline{\mathbf{3}}$.

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

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 2^{nd} and 3^{rd} 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 <u>0</u>

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

For document review, check documentation of activities supporting achievement of the criterion. Put a \underline{V} mark if at least one is presented and \underline{X} mark if none at all. Evidence score is either $\underline{\mathbf{0}}$ or $\underline{\mathbf{3}}$.

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

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 2^{nd} and 3^{rd} 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	c. The numbers of gualified staff members	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	guidelines consulted to ensure that appropriate	are adequate to service actual clinical needs.	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
	staff numbers and skill mix are available to achieve desired patient	core	_ STAFF INTERVIEW	_ STAFF INTERVIEW
	and organizational outcomes.		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 \underline{V} mark if compliant and \underline{X} mark if otherwise. As this is core, the evidence score is either $\underline{0}$ or $\underline{3}$.

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

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 2^{nd} and 3^{rd} 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
- ullet If 2 out of 3, the evidence score will be ${\color{red} \underline{0}}$
- If 1 out of 3, the evidence score will be $\overline{\mathbf{0}}$
- If 0 out of 3, the evidence score will be $\overline{\underline{\mathbf{0}}}$

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

Determine track record score (based on document review).

 $\label{lem:combine} \textbf{Combine proof of performance} + \textbf{track record to get criterion score}.$

9.2.d	Workload is monitored	d. There are policies	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	and appropriate	and procedures to		
	guidelines consulted to	address temporary and		
	ensure that appropriate	long term inadequacies	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	staff numbers and skill	in staff numbers or		
	mix are available to	expertise.		
	achieve desired patient		TRACK RECORD:	TRACK RECORD:
	and organizational			
	outcomes.			
		6 111 1	lurge cumporting achievement of the cr	

For document review, check presence of written policy and procedures supporting achievement of the criterion. Put a \underline{V} mark if compliant and \underline{X} mark if otherwise. Evidence score is either $\underline{\mathbf{0}}$ or $\underline{\mathbf{3}}$.

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	e. These policies and procedures are implemented and	_ STAFF INTERVIEW	_ STAFF INTERVIEW
	ensure that appropriate staff numbers and skill mix are available to	evaluated for effectiveness.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	achieve desired patient and organizational outcomes.		TRACK RECORD:	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 2^{nd} and 3^{rd} 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 $\underline{\mathbf{3}}$
- 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	a. The organization defines and disseminates the	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	procedures ensure appropriate competence, training, experience, licensing and	and reappointing staff members and	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	credentialing of all appointees.	managers.	TRACK RECORD:	TRACK RECORD:

For document review, check presence of written policy and procedures supporting achievement of the criterion. Put a \underline{V} mark if compliant and \underline{X} mark if otherwise. Evidence score is either $\underline{\mathbf{0}}$ or $\underline{\mathbf{3}}$.

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	b. The organization defines the qualifications and	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW PROOF OF PERFORMANCE: he criterion. Put a ½ mark if _ DOCUMENT REVIEW PROOF OF PERFORMANCE: TRACK RECORD: he criterion. Put a ½ mark if
	procedures ensure appropriate competence, training, experience, licensing and	competencies of its clinical and managerial staff.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	credentialing of all appointees.			
	ment review, check documen Ill. Evidence score is either <u>0</u>		ng achievement of the criterion. Put a <u>v</u>	mark if compliant and <u>X</u> mark if
The score	e of the evidence will serve as	the proof of performance	score.	
	ne track record score.			
Combine	proof of performance + track	record to get criterion sco	re.	
9.3.c	Recruitment, selection, appointment and	c. Independently or affiliated practicing	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	reappointment procedures ensure	physicians provide care according to clinical	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	appropriate competence, training, experience,	privileges based on evidence-based		
	licensing and credentialing of all	evaluation of education, training, licensure and		
	appointees.	experience.		
	ment review, check credentia t and <u>X</u> mark if otherwise. Ev		locuments supporting achievement of the state of the stat	he criterion. Put a <u>v</u> mark if
The score	e of the evidence will serve as	the proof of performance s	score.	
Determin	ne track record score.			
Combine	proof of performance + track	record to get criterion sco	re.	
9.3.d	Recruitment, selection, appointment and reappointment	d. Nurses and other healthcare professionals provide	_ DOCUMENT REVIEW	
	procedures ensure appropriate competence, training, experience,	care based on evidence of the required education, training and	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	licensing and credentialing of all	licensure when appropriate.	TRACK RECORD:	TRACK RECORD:
	appointees.			
	ment review, check credentia t and <u>X</u> mark if otherwise. Ev		locuments supporting achievement of the state of the stat	he criterion. Put a <u>v</u> mark if
The score	e of the evidence will serve as	the proof of performance s	score.	
Determin	ne track record score.			
Combine	proof of performance + track	record to get criterion sco	re.	
9.3.e	Recruitment, selection, appointment and	e. External clinical professionals	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	reappointment procedures ensure	contracted by the organization provide	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	appropriate competence, training, experience,	care based evidence of the required	TRACK RECORD:	TRACK RECORD:
	licensing and credentialing of all	education, training and licensure.		

	appointees.			
	ment review, check contracts rk if otherwise. Evidence sco		plicable) supporting achievement of the	criterion. Put a <u>v</u> mark if compliant
The score	of the evidence will serve as	the proof of performance	score.	
Determin	e track record score.			
Combine	proof of performance + track	record to get criterion sco	ore.	
9.4.a	The recruitment and selection process is open & transparent, is	a. Evidence of staff compliance with selection or	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	consistent with legal and ethical requirements, and allows a fair and	appointment standards is documented.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	unbiased evaluation of the qualifications and competencies of all applicants.		TRACK RECORD:	TRACK RECORD:
	l ment review, check credentia ompliant and <u>X</u> mark if otherv		I documentation of activities supporting a ner $\underline{0}$ or $\underline{3}$.	ichievement of the criterion. Put a <u>V</u>
The score	e of the evidence will serve as	the proof of performance	score.	
Determin	e track record score.			
Combine	proof of performance + track	record to get criterion sco	ore.	
9.4.b	The recruitment and selection process is open & transparent, is	b. Recruitment, selection and appointment are	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	consistent with legal and ethical requirements, and allows a fair and	based on objective evaluation of qualifications and	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	unbiased evaluation of the qualifications and competencies of all	competences of all applicants.	TRACK RECORD:	TRACK RECORD:
	applicants.			
	ment review, check documen e. Evidence score is either <u>0</u> c	• •	ing achievement of the criterion. Put a <u>v</u>	mark if compliant and <u>X</u> mark if
The score	of the evidence will serve as	the proof of performance	score.	
Determin	e track record score.			
Combine	proof of performance + track	record to get criterion sco	ore.	
selection proces: & transparent, is consistent with I ethical requirem and allows a fair unbiased evaluat	The recruitment and selection process is open	c. Recruitment, selection and appointment comply	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
	consistent with legal and ethical requirements,	with laws and meet ethical requirements.	_ STAFF INTERVIEW	_ STAFF INTERVIEW
	and allows a fair and unbiased evaluation of the qualifications and	, , , , ,	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	competencies of all applicants.		TRACK RECORD:	TRACK RECORD:
			I sital leader. Put a √ mark if the views and and X mark if otherwise. Evidence score	

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 2^{nd} and 3^{rd} 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	d. Relevant staff members participate in the development and implementation	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
	ethical requirements, and allows a fair and unbiased evaluation of	of personnel recruitment, selection and appointment.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	the qualifications and competencies of all applicants.		TRACK RECORD:	TRACK RECORD:

For leadership/management interview, select at least ONE hospital leader. Put a \underline{v} mark if the views and practices of the management team include citing of examples to confirm achievement of the criterion. Put a \underline{v} mark if compliant and \underline{x} mark if otherwise. Evidence score is either \underline{o} or \underline{a} .

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	a. Relevant licenses of all clinical and managerial staff members are routinely	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	I .	monitored for renewal.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	appointees.		TRACK RECORD:	TRACK RECORD:

For document review, check credentials file (Note: May do random check for large hospitals). Put a \underline{V} mark if all is compliant and \underline{X} mark if at least one is found non-compliant. Evidence score is either $\underline{0}$ or $\underline{3}$.

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	b. Reappointment of the medical staff is	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
	reappointment procedures ensure	based on an evaluation of staffs:		
	appropriate competence, training, experience,	Continued and up- to-date clinical	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	licensing and credentialing of all appointees.	expertise • Adherence to evidence-based medical practice	TRACK RECORD:	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 \underline{v} mark if the views and practices of the management team include citing of examples to confirm achievement of the criterion. Put a \underline{v} mark if compliant and \underline{x} mark if otherwise. Evidence score is either \underline{o} or \underline{a} .

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

The track record is n/a.

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

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

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

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

Determine track record score.

 $\label{lem:combine} \textbf{Combine proof of performance + track record to get criterion score}.$

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

For leadership/management interview, select at least ONE hospital leader. Put a \underline{V} mark if the views and practices of the management team include citing of examples to confirm achievement of the criterion. Put a \underline{V} mark if compliant and \underline{X} mark if otherwise. Evidence score is either $\underline{\mathbf{0}}$ or $\underline{\mathbf{3}}$.

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

Determine track record score.

9.5.e	Recruitment, selection, appointment and	e. The organization evaluates nurses and	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	reappointment procedures ensure	other health care professionals based on	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	appropriate competence, training, experience, licensing and credentialing of all appointees.	these criteria at least annually.	TRACK RECORD:	TRACK RECORD:
	ument review, check documen all. Evidence score is either <u>0</u>		ing achievement of the criterion. Put a	a <u>V</u> mark for compliance and <u>X</u> mark if
The evid	lence score shall serve as the p	proof of performance score	2.	
Determi	ne track record score.			
Combine	e proof of performance + track	record to get criterion sco	ore.	
9.6.a	Upon appointment, staff members receive a written statement of	a. Written job descriptions are given to and discussed with	_ STAFF INTERVIEW	_ STAFF INTERVIEW
res sp ho att an of are	their accountabilities and responsibilities that	all newly-appointed staff.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	specifies their role and how it contributes to the attainment of the goals and maintaining quality of care. The statements are reviewed when necessary.		TRACK RECORD:	TRACK RECORD:
otherwisi interview • If 3 out • If 2 out • If 1 out	se. Repeat the process for the wed. Get evidence score: tof 3, the evidence score will the score will serve as the processor of the processor will serve as th	ne 2 nd and 3 rd staff. Cou be <u>3</u> be <u>2</u> be <u>1</u> be <u>0</u>	unt the number of staff with check	evement of the criterion and \underline{X} mark is marks over the total number of staf
Track red	cord score is <u>n/a</u> .			
Track red	e proof of performance + track		ore.	
Track red	Upon appointment, staff members receive a written statement of their accountabilities and responsibilities that	b. Job descriptions includes: • Job title • Who is staff accountable to	DOCUMENT REVIEW	_ DOCUMENT REVIEW
Track red	Upon appointment, staff members receive a written statement of their accountabilities and	b. Job descriptions includes: • Job title • Who is staff		_ DOCUMENT REVIEW PROOF OF PERFORMANCE:

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	c. Job descriptions are current and reflect the staff member's actual	_ STAFF INTERVIEW	_ STAFF INTERVIEW
	their accountabilities and responsibilities that	work.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	specifies their role and how it contributes to the attainment of the goals and maintaining quality of care. The statements are reviewed when necessary.		TRACK RECORD:	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 2^{nd} and 3^{rd} 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 $\underline{\mathbf{1}}$
- ullet If 0 out of 3, the evidence score will be $\underline{\mathbf{0}}$

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.

9.7.a	Staff members are	a. Annual performance	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	accountable for the care	appraisals based on		
	and services they give and for the discharge of their delineated	key results areas of the job description are conducted.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	responsibilities.	conducted.	TRACK RECORD:	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 $\underline{0}$ or $\underline{3}$.

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	b. Annual appraisal results are used to determine staff	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
	and for the discharge of their delineated	retention and promotion.	_ STAFF INTERVIEW	_ STAFF INTERVIEW
	responsibilities.		PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
			TRACK RECORD:	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 \underline{o} or \underline{a} .

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 2^{nd} and 3^{rd} 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. DOCUMENT REVIEW 9.8.a All services are provided a. All doctors have **DOCUMENT REVIEW** by staff members with current licenses, appropriate education and STAFF INTERVIEW STAFF INTERVIEW qualifications, experience professional training or training. certificates, and specialty certificates PROOF OF PERFORMANCE: ___ PROOF OF PERFORMANCE: _ (if needed) as verified from the source. TRACK RECORD: TRACK RECORD: For document review, check pertinent documentation supporting achievement of the criterion. Put a \underline{V} mark for compliance and \underline{X} mark if none at all. Evidence score is 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.b All services are provided b. All nurses, midwives DOCUMENT REVIEW DOCUMENT REVIEW by staff members with and other licensed appropriate healthcare qualifications, experience professionals have PROOF OF PERFORMANCE: PROOF OF PERFORMANCE: current licenses, or training. education and professional training certificates as verified TRACK RECORD: TRACK RECORD: from the source. For document review, check pertinent documentation supporting achievement of the criterion. Put a \underline{V} mark for compliance and \underline{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. DOCUMENT REVIEW 9.8.c All services are provided c. All administrative, **DOCUMENT REVIEW** by staff members with business and technical appropriate services staff have qualifications, experience current licenses and PROOF OF PERFORMANCE: PROOF OF PERFORMANCE: or training. documented evidence of appropriate training

and experience

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		whenever relevant.	TRACK RECORD:	TRACK RECORD:
For docu	ment review, check partinent	t documentation currentin	g achievement of the criterion. Put a <u>v</u>	mark for compliance and V mark if
	all. Evidence score is either 0		g achievement of the criterion. Fut a v	mark for compliance and <u>x</u> mark ii
	_	_		
The evide	ence score shall serve as the p	proof of performance score	2.	
Determin	ne track record score.			
Combine	proof of performance + track	k record to get criterion sco	ore.	
9.9.a	There are relevant	a. The organization	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	orientation, training and	regularly assesses the		
	development programs to meet the educational	educational needs of managers and staff.	_ STAFF INTERVIEW	_ STAFF INTERVIEW
	needs of management	managers and starr.		
	and staff.		PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
			TRACK RECORD:	TRACK RECORD:
			g achievement of the criterion. Put a \underline{V}	mark for compliance and <u>X</u> mark if
none at a	all. Evidence score is either <u>0</u>	or <u>3</u> .		
		al staff. Put a <u>√</u> if staff's ex	planation supports achievement of the c	riterion and <u>X</u> mark if otherwise.
Evidence	score is either <u>0</u> or <u>3</u> .			
Combine	the scores for the 2 evidence	es to get the proof of perfo	rmance score.	
Determin	ne track record score.			
Combine	proof of performance + track	k record to get criterion sco	ore.	
	T =	T. =	I	1
9.9.b	There are relevant orientation, training and	b. The organization provides continuing	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	development programs	training to managers	_ STAFF INTERVIEW	_ STAFF INTERVIEW
	to meet the educational	and staff to meet		22222222222222
	needs of management and staff.	identified needs.	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
			TRACK RECORD:	TRACK RECORD:
		<u> </u>		
	ment review, check pertinent all. Evidence score is either 0		g achievement of the criterion. Put a \underline{v}	mark for compliance and <u>X</u> mark if
none at a	an. Evidence score is either <u>u</u>	or <u>s</u> .		
For staff	interview, select at least TH	REE hospital staff. Put a <u>v</u>	$\underline{\prime}$ mark for the staff who can confirm th	e achievement of this criterion and \underline{X}
	therwise. Repeat the procest yed. As this is core, the evide		Count the number of staff with check	marks over the total number of staff
	of 3, the evidence score will			
• If 2 out	of 3, the evidence score will	be <u>0</u>		
	of 3, the evidence score will	_		
• If 0 out	of 3, the evidence score will	bе <u>u</u>		
Combine	the scores for the 2 evidence	es to get the proof of perfo	rmance score.	
Determin	ne track record score (based o	on document review).		
Combine	proof of performance + track	k record to get criterion sco	ore.	
9.9.c	There are relevant	c. Policies and	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
	orientation, training and	procedures define		
	development programs to meet the educational	how new hires e.g. managers and staff	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
	needs of management	are oriented with their	TRACK RECORD:	TRACK RECORD:
	and staff.	tasks and		
	-		·	

		responsibilities.		
	Lanent review, check presence ark if otherwise. Evidence sco		 edures supporting achievement of the ci	riterion. Put a <u>√</u> mark if compliant
The evide	ence score shall serve as the p	proof of performance score	2.	
Determin	ne track record score.			
Combine	e proof of performance + track	k record to get criterion scc	ore.	
9.9.d	There are relevant	d. The organization	DOCUMENT REVIEW	DOCUMENT REVIEW
	orientation, training and development programs to meet the educational	evaluates the effectiveness of training and	_STAFF INTERVIEW	_STAFF INTERVIEW
	needs of management and staff.	development programs to ensure that they meet	PROOF OF PERFORMANCE:	PROOF OF PERFORMANCE:
		organizational, community and		
İ		individual needs.	TRACK RECORD:	TRACK RECORD:
	ment review, check for prese score is either 0 or 3 .	nce of at least one of the c	ited examples. Put a <u>v</u> mark if at least or	ne is present and <u>X</u> mark if none at all.
For staff mark if o interview If 3 out If 2 out	interview, select at least THI	ss for the 2^{nd} and 3^{rd} staff. nce score should be: be $\underline{3}$ be $\underline{0}$	<u>/</u> mark for the staff who can confirm th Count the number of staff with check	e achievement of this criterion and <u>y</u> marks over the total number of staf
Combine	the scores for the 2 evidence	es to get the proof of perfo	rmance score.	
Determin	ne track record score (based c	on document review).		
Combine	e proof of performance + track	k record to get criterion scc	ore.	
9.9.e	There are relevant orientation, training and development programs	e. Training and development programs build on	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
	to meet the educational needs of management and staff.	managers/staff capacity to meet their professional.	_ STAFF INTERVIEW	_ STAFF INTERVIEW

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 \underline{v} mark if able to define the organizational development priorities and \underline{X} mark if otherwise. As this is core, the evidence score is either $\underline{0}$ or $\underline{3}$.

TRACK RECORD: _

PROOF OF PERFORMANCE: _

PROOF OF PERFORMANCE:

TRACK RECORD:

For staff interview, select at least THREE hospital staff. Put a \underline{v} mark for the staff who can confirm the achievement of this criterion and \underline{X} mark if otherwise. Repeat the process for the 2^{nd} and 3^{rd} 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 $\overline{\mathbf{0}}$
- If 1 out of 3, the evidence score will be <u>0</u>
- 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.

organizational and

community needs.

Track	record	ıs	n	ıa.

Proof of performance will serve as criterion score.