TRAINING PLAN FOR USERS OF (HOSPITAL) ACCREDITATION STANDARDS

I. Purpose

To set out a framework concept for planning and management of training activities for all categories of users of (hospital) accreditation standards.

II. Objectives

1. Set out categories of users and the type and proper level of information, guidance and training.

2. Define from the conceptual perspective the types of information, guidance and training that are applicable to categories of users of (hospital) accreditation standards and also to describe the methods through these can be passed on.

3. Establish a methodology and workflows for:

   - ensuring continuity, effectiveness and traceability:

     ✓ transfer of information from ANMCS to all user categories, referring to the accreditation standards and methodology, as well as of

     ✓ assimilation and inclusion of such information in the process of making more efficient the flows for the accreditation process.
III. Methodology for transfer of information and skills (information, guidance, training) towards the users

A. Categories of users

The main categories of users for the accreditation standards and methodology are the following:

- **the end user** (the hospital), that is the beneficiary of the accreditation as an institution/body whose compliance to the accreditation standards is assessed.

  It is represented by the manager or the person empowered by the manager in front of ANMCS, respectively the hospital officer responsible for quality management;

- **external evaluators**, these are the specialized persons verifying (inspecting) the manner in which quality management and compliance with ANMCS accreditation standards are applied, on the premises of the end user (the hospital).

  The activities that they perform are undertaken as representatives of ANMCS which contracts them out, during the stage of evaluating users, as a first component in applying the accreditation methodology;

- **training service providers (bodies)** for the specialized staff in the field of quality management for health services; for the moment this category is represented by the National School for Public Health, Management and Training in the Health Sector in Bucharest.

  They are using the accreditation standards and methodology for designing their own plan for training and improvement of staff in the field of quality management for health services, as evaluators, as well as officers responsible for quality management and, together with ANMCS and based on its approval, they ensure compliance of the training curriculum and of the course materials to the conditions for recognition by ANMCS of persons who achieved, according to the law, the graduation certificate for the training and improvement program for evaluators of health services or hospital evaluators, as applicable.
B. Types of proper information, guidance or training required for each category of users:

**End user** (the hospital):

Two levels of access for transfer of information and skills have to be covered: information and guidance

a) *Information level:*

- **initial** information on the purpose of accreditation, the concept of quality management in health, the benefits of accreditation;

- **general** information on quality standards and the accreditation methodology, concepts of quality in health and performance of health services, respectively the responsibilities that they have during the monitoring period following the accreditation.

This level is covered through:

 ✓ Conferences, lectures, seminars, work sessions and other types of organized meetings through which the users' representatives gain access to understanding the concept of quality in health and the system which stimulates and measures such quality

 ✓ Written presentation documents which are made available publicly through brochures and articles in specialised publications, respectively in the on-line environment, on own web-site or on the partners' websites

b) *Guidance level:*

Guidance on:

- **registration** in the accreditation process by going through the necessary steps, that is understanding the Quality Standards and their requirements, self-assessment of requirements included in the standards;

- **going through** the evaluation process, that is submitting the information required for evaluation through the CAPESARO software application, maintaining correspondence with the evaluators’ team,
through the CAPESARO software, in order to submit the clarifications they required during the pre-visit, the rules that must be observed during the evaluation visit and how they should comply with the requirements of the evaluation board, the method of cooperation with the Evaluation Board, as well as rights and duties throughout the evaluation visit;

- fulfilment of requirements included in the compliance plan, if applicable, as well as those related to post-visit based monitoring, until the moment when the hospital enters the re-accreditation procedure. 
  During this stage, the end user (the hospital) is trained as regards the specific methodologies, duties in relationship to compliance to the requirements of standards in order to receive/maintain the accredited level, which is the level of compliance with the accreditation standards according to a minimum required level.

This level is covered through:

✔ public conferences on the accreditation topic, where ANMCS acts as an organizer or a co-organizer, on a regular basis (quarterly or every six months), regional or national ones, with the participation of ANMCS in order to introduce general, as well as specific, practical issues for the accreditation and compliance process to the quality standards in health;

✔ training session at ANMCS headquarters, face-to-face meetings between the ANMCS representatives and those of users (hospitals) who could clarify themselves potential unclear issues through questions addressed to the ANMCS representatives.

Also, during these meetings, full and specific information is provided in order to understand the entire accreditation process, rights and duties of stakeholders, and to collect the feed-back from monitoring the accreditation standards and methodology.

✔ Regulations and work methodologies are made publicly available through brochures and articles for the users, respectively through the on-line environment, on own web-site or on that of the partners

**External evaluators:**

Three levels of access to transfer of information and skills must be covered:
- initial training;
- continuing training and improvement;
- training in order to participate as member in the evaluation board.

a) *Initial training level:*

This is fulfilled by covering a training program as evaluator for health services or hospital evaluator, by obtaining the graduation certificate for this training and improvement programme for evaluators of health services or hospital evaluators, as applicable, issued by the recognized service providers (bodies) for the specialized staff in the field of quality management for health services, according to the methodology approved through order of the ANMCS president.

By the end of this initial training programme as hospital or health services evaluator, those who have acquired this certification shall ask for ANMCS to recognize the graduation certificate of the training and improvement programme for hospital evaluators or health services evaluators, as applicable, thus joining the ranks of ANMCS evaluators, following the fulfilment of conditions for recognition approved through an order of ANMCS President.

This level is deemed to be covered by:

✔ participation and graduation from a course for evaluators of health services, according to the law, delivered by one of the training bodies recognized by ANMCS, finalized through a certificate as evaluator;

✔ recognition by ANMCS of the graduation certificate for the training and improvement program for evaluators and registration in the registry of ANMCS evaluators.

b) *Continuing training and improvement level:*

This is covered through the fulfilment of minimal requirements from ANMCS regarding the improvement of evaluators, as established through an order of the ANMCS president:

- covering a course for vocational improvement of evaluators as part of a program delivered by ANMCS in partnership with the training body
recognized and agreed by ANMCS. The evaluator has a maximum period of time within which he/she must register, participate and graduate with a minimum number of points, as graduation of the programme is a mandatory condition in order to be kept among the ranks of active evaluators;

- participation, with or without their own presentation, to conferences, workshops, seminars, lectures on quality in health, agreed upon by ANMCS as useful in acquiring information which should contribute to an increased level of competence;

- drafting as main author or co-author some materials on topics related to quality management in health and publishing such materials in publications endorsed by ANMCS, as well as presenting such materials in conferences, workshops, seminars, lectures agreed upon by ANMCS;

- participation as member of the evaluation boards, a situation in which the evaluator gains access to the most updated models for work instruments and the most recent information related to the evaluation process, while increasing the level of competence through the practical application of knowledge during the evaluation period (pre-visit, visit, post-visit).

This level is deemed as covered through:

✔ obtaining annually a minimum number of points during the evaluator's assessment performed by ANMCS based on a methodology set down through order of the ANMCS president

✔ maintaining the registration in the evaluators' registry as active ANMCS evaluator and maintaining his/her right to participate as member in the evaluation boards

a) Level of training required in order to participate as a member of the evaluation board:

This is delivered in 2 stages, in a plenary session and in a committee meeting:

The plenary session training stage consists from work meetings between ANMCS and the evaluators who have been designated as members of the evaluation board for the round with those end users (hospitals) which
have fulfilled the conditions in order to trigger the evaluation visit. During these meetings, the ANMCS management, represented through the President and the leaders of the involved departments, presents and explains the key elements of the evaluation process (pre-visit, visit and post-visit), the work instruments, the updated procedure and templates, issues which are related to the interpretation of the contents of standards or of the accreditation methodology. Special situations are subjected to debate, specific examples might be presented, in order to determine the best actions taken by the evaluators, as well as best practice examples.

Also, feed-back is collected from evaluators as regards the situations encountered in applying the accreditation standards and methodology.

The training stage, performed by the president of the evaluation board, is organized only together with the members assigned in the evaluation board for an end user (hospital) who has achieved all the conditions in order to trigger the evaluation visit. This is a mandatory working phase, which is achieved through participation to the training sessions by the evaluators who are preparing the evaluation visit, together with the president of the board, after have been assigned as members in the Evaluation Board:

- the evaluator is informed in detail as regards changes brought in terms of criteria, requirements or achievement indicators;
- the evaluator is informed as regards the meanings and purposes of some of the methods for verifying the achievement of quality standards requirements, going into details in terms of indicators and validation methods;
- the evaluator is trained as regards the content and the method for applying the standards’ evaluation scale or as regards interpretations or clarifications deemed necessary, based on prior experience;
- the evaluator receives the working instruments, the procedure and the templates to be used as a member of the evaluation team and explanations for their proper usage, including as regards some potential last minute changes brought to the accreditation methodology;
- the evaluator is informed as regards the peculiarities of the evaluation process as regards the specific case of the institution/organization subjected to the evaluation process.

This transfer of information and skills is a peculiar one, as it is strictly mandatory in order to be able to participate as a member in the Evaluation Board, however it is not mandatory for the evaluator to preserve his/her position, and it is not taken into consideration as an actual training level for the evaluators.

Training providers (bodies) for specialised staff in the field of quality management in health care services:

Currently, this category is populated only by the National School for Public Health, Management and Improvement in the Health Sector Bucharest (SNSPMPDSB), as this is the only body able to provide initial and continuing training, benefiting from a curriculum as well as from trainers who are agreed with ANMCS, based on a signed protocol in this respect.

SNSPMPDSB uses the accreditation standards and methodology in order to develop their own training and improvement plan for staff in the field of quality management in the health sector, for the training courses targeting evaluators, as well as for the courses targeting the training of quality management officers.

**Initial training:**

The curriculum and support documents for the training course targeting the health services evaluators or the hospital evaluators were drafted together with ANMCS and with its approval. Thus, by graduating the training course and by receiving the evaluator’s certificate, the evaluators are able to fulfil the legal conditions in order to be recognized by ANMCS, as “persons who have acquired, according to the law, the graduation certificate for the training and improvement program for evaluators of health services or hospital evaluators, as applicable.”

**Improvement of evaluators (continuing training):**

Together with ANMCS and based on its approval, also, the continuing training programme for hospital evaluators was designed, for those evaluators already registered in the evaluators’ registry, active or inactive.
ones, which updates and deepens the level of knowledge acquired through the training course for evaluators, together with the most recent changes brought to the standards or to the accreditation methodology, which are better understood and deepened through the use of practical exercises.

The training plan for the continuing training of evaluators is approved by ANMCS and it includes two stages, a theoretical stage, provided by SNSPMPDSB through their own lecturers, and the other one, with a practical and applied nature, provided by lecturers on behalf of ANMCS. A mixed exam is organized by the end of the course, with an examination board from SNSPMPDSB and from ANMCS, as the graduation and the final grade received provides the evaluator with the right to operate, according to the law, as active evaluator registered in the ANMCS registry and, implicitly, with the possibility to participate to evaluation boards, as a member.

**Training of officers responsible for quality management with the end users (hospitals):**

SNSPMPDSB is implementing, with an endorsement from ANMCS provided for the curriculum, a training programme for the officers responsible for quality management with the end users (hospitals).

These are trained in order to deepen their knowledge in terms of the quality management in health services, in order to understand the usefulness of applying such concepts and to know the quality requirements that they should relate to during the own activity of the end user, in order to increase the quality for the services provided, as well as the level of compliance with the requirements of the accreditation standards formulated by the quality certification body, ANMCS.

The training sessions and certificates issued by SNSPMPDSB are recognized internally by the national accreditation bodies for initial and continuing training of trainers, while at the same time, from the perspective of the quality management, due to the cooperation with ANMCS, stated in the signed protocol, they are providing the required knowledge to the end users, in order to increase the quality of health services.
C. **Minimum methodological conditions for fulfilling the terms of the information and skills (educational) transfer**

✔ **ensuring continuity:**

a) of transfer of information and skills towards the end users

1. Providing the possibility of initial information at any given moment, through:

   - unlimited and updated access to written presentation documents which are made available to the public through brochures and articles published in specialised publications, respectively through the on-line environment, on their own web-site, or on the partners' web-site;

   - unlimited and updated access to lists of references as regards the purpose of accreditation, the concept of quality management in health, the benefits of accreditation;

   - the possibility for unrestricted participation to conferences, lectures, seminars, work meetings and other types of organized meetings, through which the representatives of users have access to a better understanding of the concept of quality management in health and of the system which stimulates and measures this level of quality;

   - regular and accessible organization of such conferences, lectures, seminars, work meetings and other types of meetings organized for the purpose of providing initial information

2. Providing the possibility to train in view of accreditation, at any given moment, through:

   - unlimited and updated access to regulations and work methodologies which are made available to the users through brochures and articles, respectively through the on-line environment, on their own web-site, or on the partners' web-site;

   - the possibility for unrestricted participation to public conferences on the subject of accreditation, where ANMCS is an organizer or a co-organizer, on a regular basis (quarterly or every six months), at regional or national level, with the participation of ANMCS management in order to introduce
general, as well as specific, practical aspects of the accreditation process and compliance to quality standards in health;

- regular and accessible organization of such conferences, lectures, seminars, work meetings and other types of meetings organized for the purpose of providing specific information for the accreditation process;

- the possibility for the representatives of end-users to participate to training sessions at ANMCS headquarters, in order to train users for the accreditation process, on a regular basis, through face-to-face meetings between the ANMCS representatives and those of users (hospitals), who could clarify potential uncertainties through questions addressed to ANMCS representatives.

- the possibility for the users to have permanent and unlimited access to full and specific information in order to acquire knowledge about the entire accreditation process, the rights and duties of stakeholders, as well as in order to collect the feedback resulted from monitoring the standards and the accreditation methodology.

b) of transfer of information and skills towards the evaluators

1. Providing the possibility of initial information, through:

- ensuring the fulfilment of methodological conditions in order to undertake a training programme as hospital or health services evaluator, to acquire the graduation certificate for the training and improvement programme targeting the health services evaluators or the hospital evaluators, as applicable, issued by the recognized providers (bodies) of training services for the specialised staff in the field of quality management for health services;

- ensuring awareness on the terms for recognition by ANMCS of the graduation certificate issued for the training and improvement programme targeting the health services evaluators or the hospital evaluators, as applicable, which allows access into the ANMCS evaluators' list;

- ensuring, within the limits set by the demand for external evaluators, the organization of the training course for health services evaluators,
according to the law, with one of the training bodies recognized by ANMCS, which must be graduated with a certificate;

- ensuring awareness on the terms for recognition by ANMCS of the graduation certificate issued for the training and improvement programme targeting the evaluators, and on the terms of registration into the ANMCS registry of evaluators.

2. Providing the possibility for continuing training and improvement, through:

- organization by the agreed training bodies, on a regular and planned basis, of improvement courses for evaluators, to which these are invited to take part in order to acquire updated and practical information that should contribute to an increased level of professional competence among the evaluators;

- providing the possibility that, within a maximum of 6-8 months, each evaluator already registered in the evaluator’s registry to participate as members of evaluation boards; in such a situation, the evaluator would gain access to the most updated versions of the work instruments and the most recent information regarding the evaluation process, while also improving his/her level of competence through the practical implementation of knowledge acquired during the evaluation period (pre-visit, evaluation visit, post-visit);

- submitting to evaluators any information on conferences, lectures, seminars, round tables on the subject of quality in the health sector, agreed by ANMCS as useful for acquiring information that might contribute to an increased level of competence.

3. Providing the possibility to put to practice the knowledge acquired as evaluators, through:

- participation to the plenary training sessions for the members of the evaluation boards;

- participation to the training sessions organized within the evaluation boards;

- participation as a member of the evaluation boards.
✔ effectiveness

a) of transfer of information and skills towards the end users

This requirement is deemed fulfilled through the rigorous and proper choice of information targeting the end users in each stage, so that:

- they (the end users) should be aware of the responsibilities that they have during the accreditation process that they are going to join or they have already joined,

- the least number of unclear issues should be recorded through the system for monitoring the implementation of standards,

- the least number of clarification questions should be addressed by the presidents of the boards,

- a steady increase of quality in the health system should be recorded, as a result of accreditation;

- the patient's satisfaction degree should increase, as a result of the end user's (hospital's) participation to the accreditation process.

b) of transfer of information and skills towards the evaluators

This requirement is fulfilled through an updated archiving of all materials/documents for information/training purposes and of the curricula for the training, improvement courses, as well as for the guidance sessions for the members of the evaluation boards, so that:

- the level of understanding for the evaluation-accreditation process should increase, and this should be underlined by the least number of complaints registered during the evaluation process,

- the least number of clarification questions should be addressed by the presidents of the boards,

- the annual rating awarded to evaluators should increase, according to the methodology for evaluation of evaluators drafted by ANMCS in order to monitor their level of professional performance,

- the end users' satisfaction degree should increase, as a result of their participation to the evaluation-accreditation process.
✓ traceability

a) of transfer of information and skills towards the end users

- records shall be kept for all initial and interim versions of presentation documents, regulations and work methodologies and these shall be made available to the public through brochures and articles published in specialised publications, respectively through the on-line environment, on their own web-site, or on the partners’ web-site, together with the list of references used on the purpose of accreditation, the concept of quality management in the health sector, the benefits of accreditation;

- reports from conferences, lectures, seminars, work meetings and other types of organized meetings, through which the representatives of users have access to a better understanding of the concept of quality management in health and of the system which stimulates and measures this level of quality, respectively reports from those events organized with the purpose of providing specific information for the accreditation process shall be also kept;

- minutes for the training sessions organized at ANMCS headquarters, on a regular basis, through face-to-face meetings between the ANMCS representatives and those of the users (hospitals), who could clarify potential uncertainties through questions addressed to ANMCS representatives, shall also be kept;

- feed-back from the end users shall be collected after each of the interactions organized, in order to increase their satisfaction degree regarding the information and training received for initial information purposes, in order to register themselves in the accreditation process and then in order to maintain their accreditation.

b) of transfer of information and skills towards the evaluators

- certificates or participation diplomas to the training programmes for evaluators and to the improvement programmes for evaluators shall be issued, and the grades awarded during the graduation exams shall also be recorded;

- the minutes of all work meetings or guidance sessions, organized in plenary sessions or within boards shall be drafted and kept accordingly,
while potential problems raised during the evaluation - accreditation process shall be underlined;

- the documents and the databases related to the evaluators’ registry shall record the annual rating and the components based on which this was calculated.

D. Monitoring of training:

→ Collection of feed-back on transfer of information and skills towards end users is aimed at measuring the degree of understanding the system for standardization of quality and its measurement, together with the degree of satisfaction among end users as regards the information received.

→ Collection of feed-back on transfer of information and skills towards evaluators is aimed at measuring the level of awareness on updates brought to standards and the accreditation methodology, together with the degree of satisfaction among evaluators as regards the training and improvement system and as regards the information provided during the training sessions organized in order for them to participate as members of the evaluation boards.

The analysis, processing and assessment of proposals resulted from feed-back are performed, according to the system for monitoring the accreditation standards and methodology, based on the feed-back accumulated on a monthly or quarterly basis, as monitoring reports for the standards are being drafted. These reports shall include, as applicable, recommendations for the update/redraft for the purpose of clarity of information transferred towards the end users or towards the evaluators.
IV. Appendixes:

Training plan for SNS evaluators
Continuing improvement plan for SNS evaluators
Curriculum for training of evaluators included in the evaluation boards
Example of a conference event
Minutes of a meeting among managers, RMC, at ANMCS headquarters
Minutes of a meeting among evaluators at ANMCS headquarters