



## **What's New in 2010!**

### **Multiple Activities and the Agenda Templates:**

- The phrase "field staff" has been replaced throughout the guide with "clinical staff" to align with the terminology used in the standards manual

Please refer to the Certification Review Process Guide for additional changes that will impact the Health Care Staffing Services Corporate Review Process.

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## Health Care Staffing Services Certification

# Corporate Review Overview

Many health care staffing firms operate multiple offices in order to meet the demands of their customers and to have a physical presence in health care markets across a particular geographic area (e.g., city, county, state, region, country). It is the multi-office staffing firm for which the corporate review model was created.

### Corporate Review Process Description

#### Step one:

- The staffing firm corporate office will receive a 30-day notice, of the impending corporate office onsite review.
- A Joint Commission Health Care Staffing Services (HCSS) reviewer visits the corporate offices of the staffing firm for one day.
- The review focuses on leadership, corporate structure, and multi-office management and operations.
- Additional emphasis will be placed on:
  - Corporate systems in place to support branch offices
  - Corporate and branch office responsibilities and accountabilities
  - Corporate monitoring and oversight of branch office operations
  - Centralized and decentralized operations
  - Communication between corporate and branch office management and operations
  - Reporting of data between corporate and branch offices
  - Corporate and branch office performance improvement

#### Step two:

An HCSS reviewer conducts unannounced reviews of sampled branch offices. Branch offices are selected by Joint Commission central office staff. Branch offices selected for review are not revealed until the reviewer needs to interact with or requires information from the branch, or when the reviewer arrives at the branch office.

Branch office reviews are accomplished in two different formats:

- **Off-Site**– Reviewers conduct the branch office review from the corporate office location. A sample of clinical staff will be identified by the reviewer and the branch office will need to provide personnel and health records for each of these individuals. Staff at the branch office will also need to be available for a 45-60 minute phone call with the reviewer at a pre-scheduled time.
- **Onsite** – Reviewers will arrive unannounced to a branch office and conduct a one-day certification review of the operations at the location. The Certification Review Process Guide, which includes an agenda, will be followed by reviewers when performing the review of a branch office.

**Step three:**

The Final Exit Conference takes place at the conclusion of the last branch office onsite review. The reviewer will conduct the branch office Exit Conference, and will then ask the branch office staff to call the corporate office to have them participate in the Corporate Exit Conference. The reviewer verbally presents the findings, a culmination of the corporate office review and all off-site and on-site branch office reviews, contained in the Summary of Certification Review Findings report.

The final certification report is processed in the Joint Commission central office and is posted to the organization's secure extranet site.

## Health Care Staffing Services Certification

# Corporate Review Preparation

Staffing firms selecting the corporate review option will follow the Organization Review Preparation section of the Health Care Staffing Services Certification Review Process Guide. Additional preparation guidance for the unique activities associated with the corporate visit is provided here.

### Information Needed During Corporate Office Visit

If the following exist and are currently in use by the firm please have these available for the reviewer.

- Branch office-level, day-to-day operations materials that describe branch office expectations and responsibilities
- Policies, procedures, operations manuals, etc. that the firm uses in monitoring the performance of branch offices
- Data being collected and analyzed at the branch office-level, related to any aspect of performance

In addition, to support any branch office reviews being conducted in the off-site format the following information will need to be available at the start of the corporate office visit:

- For each branch office, a roster of clinical staff, including independent contractors when applicable, currently placed or available for placement, sorted by discipline is required
- List of customers where clinical staff are currently working or have worked in the past six months, with volume of placement indicated. NOTE: If each branch office works with a separate and unique group of customers, the firm is asked to have a customer list available for each of its branch offices. A contact person and phone number will also be required.

## **Corporate Opening Conference and Planning**

Staffing firms selecting the corporate review option will follow the Opening Conference and Orientation to Program section of the Health Care Staffing Services Certification Review Process Guide. Additional preparation guidance for the unique aspects associated with the corporate visit is provided here.

### **Opening Conference (15 minutes)**

Approximately 15 minutes in duration that includes:

- Introduction of reviewer
- Introductions of staffing firm review coordinator and leaders (Please note: Other staff can be introduced as the reviewer encounters them throughout the onsite visit);
- Overview of The Joint Commission and Certification
- Agenda review with discussion of any needed changes, and
- Questions & Answers about the onsite review process.

### **Orientation to the Organization (15 minutes)**

This 15 minute session allows the reviewer to obtain some basic information about the staffing firm's structure and scope of operations. The reviewer will facilitate the discussion and use the information obtained to plan for the remainder of review activities. The reviewer will want to confirm information reported by the staffing firm in their application for certification such as:

- Number of branch offices performing placement activity
- Types of disciplines
- Number of per diem and travel clinical staff, as applicable
- Number of states in which clinical staff are currently placed, if applicable
- Types of customers the firm is currently providing with staffing services (e.g., hospitals, home care, school systems, ambulatory clinics)
- Number of contracts/formal agreements the firm currently has in place

### **Office Tour (10-15 minutes)**

This 10-15 minute session is a brief guided walk-through to orient the reviewer to the firm's operations and office layout. The tour and the orientation can be combined if appropriate for the staffing firm. Additional touring with lengthier introductions to staff and discussion can be accommodated during other sessions as applicable.

### **Materials Needed for Planning Activity**

In support of the following Planning activity, the firm is requested to have available:

- For each branch office, a roster of clinical staff currently placed or available for placement, sorted by discipline
- List of current customers where clinical staff is currently working or has worked in the past six months, with volume of placement indicated. NOTE: If each branch office works with a separate and unique group of customers, the firm is asked to have a customer list available for each of its branch offices.

### **Identification of Branch Offices Being Reviewed in the Off-Site Format and Selection of Clinical staff for Personnel File and Health Record Review (20 minutes)**

The reviewer, with the assistance of internal staff, will spend approximately 20 minutes identifying the sample of clinical staff whose personnel files they would like to examine.

Fifteen (15) clinical staff will be selected for the personnel file and health record review. Branch-level clinical staff rosters will be used to guide and facilitate this selection.

### **Selection of Customers for Contract/Formal Agreement Review and Phone Calls (10 minutes)**

- From the list of customers at which clinical staff is currently placed, identification of the contracts/formal agreements the reviewer would like to see. Approximately 15 contracts/agreements will be identified for review. The number selected will vary based on the number and types of customers. Reviewers will look at these contracts/agreements during the negotiated time.
- Identifying customers to contact by phone. Approximately six customers will be identified to participate in a brief phone call with the reviewer. The reviewer will identify the timeframe during which he or she would like to place or take these phone calls to facilitate the firm's appointment scheduling with customers. Calls will be taken in private by the reviewer. Reviewers will be flexible within reason in order to accommodate a customer's schedule.

**Please Note:** This activity needs to conclude at the designated time, unless otherwise negotiated. The Staffing Firm Overview immediately follows and internal staff has been scheduled to participate in this activity and will be awaiting the reviewer.

## Health Care Staffing Services Certification

# Corporate Staffing Firm Overview

Staffing firms selecting the corporate review option will follow the Staffing Firm Overview section of the Health Care Staffing Services Certification Review Process Guide. Additional preparation guidance for the unique aspects associated with the corporate visit is provided here.

### Overview

All discussion topics will be explored from the perspective of the corporate-to-branch office relationship. It will be important for the reviewer to understand the relationship and expectations before he or she begins the review of branch offices. For example, when talking about the following subjects, the firm should be prepared to discuss such details as:

#### Organization Structure

- Identify who branch offices report to at corporate
- Identify who directs and oversees performance

#### Management and Operations

- Operations performed at corporate for the branch offices
- Operations delegated to the branch offices
- Operations with shared responsibilities

#### Marketing Activity

- Identify who directs, controls, approves, and conducts, corporate or branch offices

#### Emergency Management

- Corporate-wide, branch-level, combination
- Consideration given to branch offices in multiple states

#### Clinical Staff Recruitment and Management Activity

- Recruitment, retention and competency
- Performance evaluation

#### Information Management

- Centralized/decentralized process
- System design
- Training and support

#### Communication between corporate office and branch offices

- Responsibilities and accountabilities
- Contracting
- Conflict of interest

- Day-to-day and periodic
- Performance monitoring and improvement

If a topic is better explained through demonstration (e.g., information system walk-through) or a review of documentation (e.g. branch office monitoring reports), indicate this to the reviewer and coordinate a time and place for the demonstration or review of documentation.

## **Branch Office Monitoring and Oversight System Tracer**

Staffing firms selecting the corporate review option will need to demonstrate that their operations include an ongoing, rigorous process for monitoring branch office performance.

### **Organization Participants**

Individuals responsible for oversight of branch office performance

Individuals responsible for monitoring branch office performance

Individuals responsible for day-to-day interactions with branch offices

### **Materials Needed for this Session**

The staffing firm may bring materials to illustrate/demonstrate and further explain their processes, such as:

- Data gathered on branch office performance
- Tools used in monitoring activity
- Performance reports or other feedback presented to branch offices

### **Overview**

The staffing firm should be prepared to provide reviewers with details of their process to identify branch offices that may exceed or may not be performing according to the quality expectations established by the corporation. Specifically, the reviewers will want to understand the:

- Frequency of monitoring and oversight
- Criteria and performance expectations for branch offices
- Aspects of branch office performance (e.g., financial, number of placements, completeness of clinical staff data collected and analyzed) that are monitored
- Individuals responsible for ongoing monitoring and oversight
- Data gathered and used to monitor branch office performance
- Corporate procedures and tools for overseeing branch offices
- Procedures for providing performance feedback to branch offices
- Requirements and time frames for branch office corrective action

## **Competence Assessment and Credentialing Session**

Staffing firms selecting the corporate review option will follow the Competence Assessment Process and Credentialing System Tracer section of the Health Care Staffing Services Certification Review Process Guide. Additional preparation guidance for the unique aspects associated with the corporate visit is provided here.

### **Materials Needed for this Session**

The staffing firm may bring materials to illustrate/demonstrate and further explain a topic, but The Joint Commission does not require any documentation for this meeting.

### **Overview**

All discussion topics will be explored from the perspective of the corporate to branch office relationship. Reviewers will want to understand the competency, credentialing, health screening or any other clinical staff evaluation processes that are preformed. Specifically, the staffing firm should be prepared to discuss the details of:

- Corporate processes
- Branch office processes
- Location of data and information
- Customer-specific (agreement or contract defined) requirements
- State law and regulatory requirements
- Training of staff responsible for any aspects of the credentialing and competency processes

## **Contract/Formal Agreement Process System Tracer and Customer Phone Calls**

(for Branch Office Reviews being conducted in the Off-Site Format)

Staffing firms selecting the corporate review option will follow the Contract/Formal Agreement Review and Customer Phone Call sections of the Health Care Staffing Services Certification Review Process Guide. Additional preparation guidance for the unique aspects associated with the corporate visit is provided here.

### **Materials Needed for this Session**

- The selected sample of contracts identified during the Opening Conference and Orientation session will need to be available for review
- A schedule of appointment times that selected customers will be available for phone calls with the reviewer. *Note: In the event the call cannot be scheduled during this session or Issue Resolution, the appointment time must be coordinated with the reviewer.*

### **Overview**

All discussion topics will be explored from the perspective of the corporate-to-branch office relationship. Staffing firms should be prepared to discuss in detail with reviewers all aspects of the contracting process from identifying a customer to the point of signing the contract. Any procedures for contract audits or reviews that are completed by the staffing firm should be shared with the reviewer. It is important that reviewers have an understanding of corporate and branch office responsibilities for this process. Staffing firm representatives are asked to participate in the review of the selected sample of contracts and discuss the process at the same time.

### **Customer Phone Call Logistics**

The staffing firm is asked to contact customers and schedule appointments for the reviewer to have phone contact with their representative. Reviewers will identify the time frame when these calls should be scheduled, and if they can be flexible and take calls at other times. For more information, refer to the Customer Phone Call section of the Health Care Staffing Services Certification Review Process Guide.

## **Corporate Review Interim Exit Conference**

Staffing firms selecting the corporate review option will follow the Organization Exit Conference section of the Health Care Staffing Services Certification Review Process Guide. Additional information about the unique aspects of this activity associated with the corporate visit is provided here.

### **Overview**

Reviewers will present any findings related to standards compliance discovered as a result of the activities conducted during the corporate visit. These findings are preliminary and will not be final until all activities associated with the certification review are completed, that is, until all branch office related activity has been performed.

## **Branch Office Review Conducted in Off-Site Format**

Staffing firms selecting the corporate review option will have a sample of branch offices selected for an offsite review. This process involves a reviewer conducting a branch office review from the corporate office. Evaluation of the branch office's performance will occur through phone calls with the branch office staff and through review of clinical staff personnel files and health records. This will be an unannounced review in that the staffing firm and the branch office will not know in advance of the corporate review day that they have been selected. Approximately three to five of these reviews can be conducted in a day.

### **Organization Participants**

Branch office manager

Staffing coordinator(s)

Supervisory staff

Staff responsible for collecting/verifying application data

Others at the discretion of the branch manager

*Please note: Corporate staff should not participate in the phone call portion of this activity, and should only participate in the personnel file and health record reviews if they are needed to navigate for the reviewer through a computerized record keeping system.*

### **Materials Needed for this Session**

- Phone number for branch office
- List of staff working in the branch office and their positions
- *WHEN THE BRANCH OFFICE IS RESPONSIBLE FOR CONTRACTS/AGREEMENTS* -- List of customers where clinical staff are currently working or have worked.
- Access to the personnel files and health records of 15 clinical staff selected earlier by the reviewer (Note: The format of the files and records can be paper copies (faxed, delivered, etc.) or electronically maintained documents (scanned and accessible on a computer)
- A room equipped with a telephone (long distance capability if applicable)

### **Overview**

Reviewers will first conduct a 45-60 minute phone call with branch office staff. During this call, reviewers will want branch office staff to take them through a *Clinical Staff Tracer* which covers the

- First contact (recruitment)
- Data gathering (application process)
- Discussion related to file review
  - Licensure

- Credentials
- Competency
- Continuing education
- Orientation
- Health status
- Hiring decision
- Orientation/Assignment Availability
- First placement
  - How data is provided to customer
  - Clinical staff to customer matching process
  - Customer reassignment of clinical staff (floating)
  - Registering concerns/complaints
  - Performance evaluation process

During the clinical staff tracer, the reviewer will be exploring the relationship between the branch office and corporate office covering such topics as:

- Branch office structure & place within corporate structure
- Corporate systems to support branch offices
- Corporate/branch office responsibilities and accountabilities
- Centralized and decentralized processes
- Communication between corporate and branch offices
- Data reporting between corporate and branch offices
- Organization-wide performance improvement

At the conclusion of the branch office phone call, the reviewer will advise branch office staff to have someone on stand-by during the issue resolution time frame in the event the reviewer has questions or needs clarification based on the results of the file review.

Following the branch office phone call, the reviewer will turn their attention to the evaluation of the clinical staff personnel files and health records. This activity will take approximately 45-60 minutes. It is important that these files and records be available at the designated time of this session in order to complete the activity within the noted timeframe.

The above noted process will be repeated for each branch office selected to participate in the off-site review. At the conclusion of the off-site branch office reviews for a given day, time is allotted for issue resolution and reviewer report preparation for each of the branch offices. These activities will be followed by either reviewer planning for additional off-site branch office reviews or another Interim Exit Conference to report on any findings from the off-site branch office reviews.

The Interim Exit Conference will be conducted with corporate office staff. Individual branch office staff are invited to participate, however, findings for all sites reviewed that day will be covered in the same session. Reviewers will not be able to conduct separate exit conferences with each branch office.

## **Branch Office Review Conducted in On-Site Format**

Staffing firms selecting the corporate review option will have a sample of branch offices selected for an onsite review. This process involves a reviewer traveling to and visiting a branch office of the staffing firm. This will be an unannounced visit in that the staffing firm and the branch office will not know in advance of the corporate review day that they have been selected.

### **Organization Participants**

Branch office manager

Staffing coordinator(s)

Supervisory staff

Staff responsible for collecting/verifying application data

Others at the discretion of the branch manager

### **Materials Needed for this Session**

- Roster of clinical staff that are currently placed or available for placement, sorted by discipline
- *WHEN THE BRANCH OFFICE IS RESPONSIBLE FOR CONTRACTS/ AGREEMENTS* -- List of customers where clinical staff are currently working or have worked.

### **Overview**

During the Corporate Support System Tracer the reviewer will be exploring the relationship between the branch office and corporate office covering such topics as:

- Branch office structure & branch placement within corporate structure
- Corporate systems to support branch offices
- Corporate/branch office responsibilities and accountabilities
- Centralized and decentralized processes
- Communication between corporate and branch offices
- Data reporting between corporate and branch offices
- Organization-wide performance improvement

The above noted process will be repeated for each branch office selected to participate in the onsite review. At the conclusion of each onsite branch office review time is allotted for issue resolution and reviewer report preparation.

Following these activities the reviewer will either use time to:

- Plan for additional onsite branch office reviews,
- Conduct an Interim Exit Conference, or
- Conduct the concluding Organization Exit Conference to report on any observations from the onsite branch office reviews.

The Interim Exit Conference or the concluding Organization Exit Conference will be conducted with corporate office staff by phone from the branch office where the onsite visit has taken place. The corporate office review coordinator and the branch manager will be asked to facilitate arrangements for these calls and to notify and schedule desired participants.

If this is the last onsite branch office review:

- Upon arrival the reviewer will ask the branch office manager to call the Corporate Office review coordinator.
- The reviewer will announce that this is the last branch office that will receive an onsite visit.
- An approximate time for the Corporate Review Final Exit Conference will be suggested by the reviewer.

The staffing firm leaders will determine if the branch office staff will participate at either the Interim or Organization Exit Conferences. If this is a concluding Organization Exit Conference, findings for the site reviewed that day will be covered prior to the concluding conference.

Health Care Staffing Services Certification  
**Appendix A -- Agenda Templates**

Corporate Review Day One—Corporate Office

Pages 20-21

Agenda for All Corporate Review Days Beyond Day One

- For Branch Office Reviews Conducted Off-Site
- For Branch Office Reviews Conducted On-Site

Pages 22-23

Pages 24-27

Health Care Staffing Services Certification  
**Corporate Review Agenda**  
**Day 1 – Corporate Office**

Time	Activity	Organization Participants
90 minutes starting at approximately 8:00 a.m.	<p>Opening Conference and Planning</p> <ul style="list-style-type: none"> <li>▪ Introductions</li> <li>▪ Joint Commission &amp; Certification overview</li> <li>▪ Review of the agenda</li> <li>▪ Office tour – A <b>brief</b> guided walk-through to orient the reviewer to the firm’s <b>corporate</b> operations and office layout.</li> </ul> <p>For the second half of this session, the firm is asked to have available:</p> <ol style="list-style-type: none"> <li>1. A roster of clinical staff that is currently placed or available for placement, sorted by discipline <b>for each of its branch offices.</b></li> <li>2. A list of customers where clinical staff is currently working or has worked in the past six months. <b>NOTE:</b> If each branch office works with a separate and unique group of customers, the firm is asked to have a customer list available for each of its branch offices.</li> </ol>	<p>Certification review coordinator</p> <p>Leader(s)</p> <p>Others at the discretion of the organization</p> <p>Corporate staff familiar with branch offices and reports that can orient the reviewer to the report(s)</p> <p>Corporate staff familiar with customers and contracts that can orient the reviewer to the report(s)</p>
90 minutes	<p>Staffing Firm Overview</p> <ul style="list-style-type: none"> <li>- Organizational structure</li> <li>- Management and operations</li> <li>- Marketing activities</li> <li>- Customer base (local, regional, national)</li> <li>- Recruitment, retention and competency evaluation processes</li> <li>- Tracking state law &amp; regulation requirements related to staffing</li> <li>- Clinical staff health</li> <li>- Contracting/formal agreement processes</li> <li>- Conflict of Interest, vendor management, subcontracting</li> <li>- Customer reassignment of clinical staff (floating)</li> <li>- On-call structure, if applicable</li> <li>- National Patient Safety Goals</li> <li>- Emergency management</li> <li>- Information management</li> <li>- Performance Improvement</li> <li>- HCSS standardized performance measures</li> <li>- Customer/clinical staff complaint reporting</li> </ul> <p>Additional emphasis will be placed on the review of:</p> <ul style="list-style-type: none"> <li>▪ Corporate systems to support branch offices</li> <li>▪ Corporate/branch office responsibilities/accountabilities</li> <li>▪ Centralized and decentralized processes</li> <li>▪ Communication between corporate and branch offices</li> <li>▪ Data reporting between corporate and branch offices</li> <li>▪ Organization-wide performance improvement</li> </ul>	<p>Leader(s)</p> <p>Corporate staff responsible for these functions</p> <p>Others at the discretion of the organization</p>

Health Care Staffing Services Certification  
**Corporate Review Agenda**  
**Day 1 – Corporate Office**

Time	Activity	Organization Participants
60 minutes	Branch Office Monitoring and Oversight System Tracer Review corporate systems for monitoring and oversight including: <ul style="list-style-type: none"> <li>▪ Frequency of monitoring and oversight</li> <li>▪ Criteria and performance expectations for branch offices</li> <li>▪ Individuals responsible for monitoring and oversight</li> <li>▪ Data gathered and used to monitor branch office performance</li> <li>▪ Corporate procedures and tools for overseeing branch offices</li> <li>▪ Procedures for providing performance feedback to branch offices</li> <li>▪ Requirements and timeframes for branch office corrective action</li> </ul>	Corporate staff responsible for branch office monitoring and oversight  Leader(s) at their discretion  Others at the discretion of the organization
30 minutes	Reviewer Lunch	
60 minutes	Competence Assessment & Credentialing Session <ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Application process</li> <li>- Employment history checks</li> <li>- Credentials verification process</li> <li>- Hiring criteria/decision</li> <li>- Orientation/assignment availability</li> <li>- Health status</li> <li>- Definition of active and inactive clinical staff</li> <li>- Placement criteria</li> <li>- Clinical staff to customer matching process</li> <li>- Clinical staff supervision</li> <li>- Customer reassignment of clinical staff (floating)</li> <li>- Clinical staff performance evaluation, including customer feedback</li> <li>- Tracking customer concerns or complaints about clinical staff</li> <li>- Maintaining competency of clinical staff</li> </ul>	Individuals responsible for designing, managing and overseeing the performance of these processes at branch offices
60 minutes	System Tracer – Contract/Formal Agreement Process <ul style="list-style-type: none"> <li>▪ Review of contracting or formal agreement process</li> <li>▪ Facilitated review of a select sample of contracts and formal agreements</li> <li>▪ Phone contact with customers identified by the reviewer</li> </ul>	Individual(s) who can assist the reviewer in establishing phone contact with clinical staff and customers
60 minutes	Issue Resolution and Reviewer Report Preparation	Individual coordinating review activity
30 minutes	Reviewer Planning for Review Activity	Individual coordinating review activity
30 minutes	Corporate Review Interim Exit Conference	Leader(s) and others at the discretion of the organization

Health Care Staffing Services Certification  
**Corporate Review Agenda**  
**AGENDA FOR ALL CORPORATE REVIEW DAYS BEYOND DAY 1**  
**For Branch Office Reviews Conducted Off-Site**

Time	Activity	Organization Participants
120 minutes (2 hours) starting at approximately 8:00 a.m.	Branch Office Review (times are approximate) <ul style="list-style-type: none"> <li>▪ Phone call with branch office staff (45-60 minutes) includes:               <ul style="list-style-type: none"> <li><i>Clinical staff Tracer</i> <ul style="list-style-type: none"> <li>- First contact (recruitment)</li> <li>- Data gathering (application process)</li> <li>- Discussion related to file review                   <ul style="list-style-type: none"> <li>▪ Licensure</li> <li>▪ Credentials</li> <li>▪ Competency</li> <li>▪ Continuing education</li> <li>▪ Orientation</li> <li>▪ Health status</li> </ul> </li> </ul> </li> <li>- Hiring decision</li> <li>- Orientation/Assignment Availability</li> <li>- First placement                   <ul style="list-style-type: none"> <li>▪ How data is provided to customer</li> <li>▪ Clinical staff to customer matching process</li> <li>▪ Customer reassignment of clinical staff (floating)</li> <li>▪ Registering concerns/complaints</li> <li>▪ Performance evaluation process</li> </ul> </li> <li><i>Corporate Support System Tracer</i> <ul style="list-style-type: none"> <li>▪ Branch office structure &amp; branch placement within corporate structure</li> <li>▪ Corporate systems to support branch offices</li> <li>▪ Corporate/branch office responsibilities and accountabilities</li> <li>▪ Centralized and decentralized processes</li> <li>▪ Communication between corporate and branch office</li> <li>▪ Data reporting between corporate and branch office</li> <li>▪ Organization-wide performance improvement</li> </ul> </li> </ul> </li> <li>▪ Clinical staff personnel file review (45 minutes)</li> </ul>	Branch office staff including: branch manager, staffing coordinator(s), supervisory staff, staff responsible for collecting/verifying application data, others at the discretion of the branch manager
120 minutes (2 hours)	Branch Office Review (times are approximate) <ul style="list-style-type: none"> <li>▪ Phone call with branch office staff (45-60 minutes)</li> <li>▪ Clinical staff personnel file review (45 minutes)</li> </ul>	Branch office staff including: branch office manager, staffing coordinator(s), supervisory staff, staff responsible for collecting/verifying clinical staff application data, others at the discretion of the branch manager
30 minutes	Reviewer Lunch	

Health Care Staffing Services Certification  
**Corporate Review Agenda**  
**AGENDA FOR ALL CORPORATE REVIEW DAYS BEYOND DAY 1**  
**For Branch Office Reviews Conducted Off-Site**

Time	Activity	Organization Participants
120 minutes (2 hours)	Branch Office Review (times are approximate) <ul style="list-style-type: none"> <li>▪ Phone call with branch office staff (45-60 minutes)</li> <li>▪ Clinical staff personnel file review (45 minutes)</li> </ul>	Branch office staff including: branch manager, staffing coordinator(s), supervisory staff, staff responsible for collecting/verifying clinical staff application data, others at the discretion of the branch manager
30 minutes	Issue Resolution	Individual coordinating review activity
60 minutes	Reviewer Report Preparation	Reviewer-Only activity
30 minutes	Reviewer Planning  or  Interim Exit Conference	Individual coordinating review activity  Leader(s)  Others at the discretion of the organization

Health Care Staffing Services Certification  
**Corporate Review Agenda**  
**AGENDA FOR ALL CORPORATE REVIEW DAYS BEYOND DAY 1**  
**For Branch Office Reviews Conducted On-Site**

Time	Activity	Organization Participants
60 minutes starting at approximately 8:00 a.m.	<p>Reviewer Arrival and Planning</p> <ul style="list-style-type: none"> <li>- Introductions</li> <li>- Agenda review</li> <li>- Planning</li> </ul> <p><i>APPLIES ONLY WHEN THE BRANCH OFFICE IS RESPONSIBLE FOR CONTRACTS/AGREEMENTS</i>  <i>Please note: The reviewer needs a list of customers where clinical staff are currently working or have worked.</i></p> <ul style="list-style-type: none"> <li>- Reviewer selection of contracts/agreements for review—A <b>minimum of six contracts/agreements</b> will be identified</li> <li>- These contracts/ agreements need to be available for the Contract/Formal Agreement Review session</li> <li>- Reviewer selection of Customers for contact – A <b>minimum of six customers</b> will be identified to participate in a brief phone call with the reviewer. The reviewer will identify the timeframe during which they would like to place or take these phone calls to facilitate the firm’s scheduling. Calls will be taken in private by the reviewer.</li> </ul> <p><i>Please Note: The reviewer needs a roster of clinical staff that are currently placed or available for placement, sorted by discipline</i></p> <ul style="list-style-type: none"> <li>- Reviewer selection of clinical staff records and tracers--A <b>minimum of 30</b> clinical staff will be identified</li> <li>- Files for these individuals need to be available for the Personnel File Review Session</li> <li>- Reviewer selection of clinical staff for contact – <b>Three to seven</b> clinical staff will be identified to participate in a brief phone call with the reviewer. The reviewer will identify the timeframe to place or take phone calls to facilitate the firm’s scheduling. Calls will be taken in private by the reviewer.</li> </ul> <p>Office tour – A <b>brief</b> guided walk-through to orient the reviewer to the firm’s operations and office layout.</p>	<p>Certification review coordinator, leadership and others at the discretion of the organization</p>

Health Care Staffing Services Certification  
**Corporate Review Agenda**  
**AGENDA FOR ALL CORPORATE REVIEW DAYS BEYOND DAY 1**  
**For Branch Office Reviews Conducted On-Site**

Time	Activity	Organization Participants
60 minutes	<p>Branch Office Overview</p> <ul style="list-style-type: none"> <li>- Organizational structure</li> <li>- Management and operations</li> <li>- Marketing activities</li> <li>- Customer base</li> <li>- Recruitment, retention and competency evaluation processes</li> <li>- Clinical staff health</li> <li>- Contracting/formal agreement processes</li> <li>- Conflict of Interest</li> <li>- Vendor management</li> <li>- Subcontracting</li> <li>- Customer reassignment of clinical staff (floating)</li> <li>- On-call structure, if applicable</li> <li>- National Patient Safety Goals</li> <li>- Emergency management</li> <li>- Information management</li> <li>- Performance Improvement</li> <li>- HCSS standardized performance measures</li> <li>- Customer/clinical staff complaint reporting</li> </ul> <p>Corporate Support System Tracer</p> <ul style="list-style-type: none"> <li>- Branch office structure &amp; branch placement within corporate structure</li> <li>- Corporate systems to support branch offices</li> <li>- Corporate/branch office responsibilities and accountabilities</li> <li>- Centralized and decentralized processes</li> <li>- Communication between corporate and branch office</li> <li>- Data reporting between corporate and branch office</li> <li>- Organization-wide performance improvement</li> </ul>	Leader(s) and individual(s) responsible for these functions
30 minutes	<p><i>APPLIES ONLY WHEN THE BRANCH OFFICE IS RESPONSIBLE FOR CONTRACTS/AGREEMENTS</i></p> <p>Contract/Formal Agreement Review</p> <ul style="list-style-type: none"> <li>- Review of Contracting/Formal Agreement Process</li> <li>- Facilitated review of a select sample of contracts and formal agreements</li> </ul>	Individual(s) familiar with content and responsible for formal agreements/contracts

Health Care Staffing Services Certification  
**Corporate Review Agenda**  
**AGENDA FOR ALL CORPORATE REVIEW DAYS BEYOND DAY 1**  
**For Branch Office Reviews Conducted On-Site**

Time	Activity	Organization Participants
60 minutes	Personnel File Review Facilitated review of the previously selected sample of files begins in this session and continues in the afternoon	Individual(s) with authorized access to files Individual(s) who can facilitate the file review
60 minutes	Competence Assessment & Credentialing Session <ul style="list-style-type: none"> <li>- Application process</li> <li>- Employment history checks</li> <li>- Credentials verification process</li> <li>- Hiring criteria</li> <li>- Orientation</li> <li>- Definition of active and inactive clinical staff</li> <li>- Placement criteria</li> <li>- Clinical staff to customer matching process</li> <li>- Clinical staff supervision</li> <li>- Clinical staff performance evaluation, including customer feedback</li> <li>- Maintaining competency of clinical staff</li> </ul>	Individuals responsible for managing and performing these processes
30 minutes	Reviewer Lunch	
30 minutes	Individual Clinical Staff Tracers <ul style="list-style-type: none"> <li>- First contact (recruitment)</li> <li>- Data gathering (application process)</li> <li>- Discussion related to file review <ul style="list-style-type: none"> <li>o Licensure</li> <li>o Credentials</li> <li>o Competency</li> <li>o Continuing education</li> <li>o Orientation</li> <li>o Health status</li> </ul> </li> <li>- Hiring decision</li> <li>- Orientation/Assignment Availability</li> <li>- First placement <ul style="list-style-type: none"> <li>o How data is provided to customer</li> <li>o Clinical staff to customer matching process</li> <li>o Customer reassignment of clinical staff (floating)</li> <li>o Registering concerns/complaints</li> </ul> </li> <li>- Performance evaluation process</li> </ul>	Individual(s) who can step the reviewer through a clinical staff persons experience with the firm from point of first contact through recruitment, hiring, orientation and first placement, through initial performance evaluation  Should involve individuals responsible for the day-to-day performance of activities  Can take place as an office operations walk-through with stops at various work stations to talk with internal staff as they are available.
90 minutes	Personnel File Review ... <i>continued</i> <ul style="list-style-type: none"> <li>- Phone calls with Clinical staff</li> <li>- Phone calls with Customers</li> </ul>	Individual(s) who can assist the reviewer in establishing phone contact with clinical staff and customers
60 minutes	Issue Resolution & Reviewer Report Preparation	Certification review coordinator

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Time	Activity	Organization Participants
30 minutes	Interim Exit Conference  or  Organization Exit Conference (occurs at the conclusion of the Last Branch Office On-Site Review)	Branch office leaders and others at the discretion of the organization  Corporate office leaders and other at the discretion of the organization