

**IDENTIFYING APPROPRIATE
LEVELS OF EMPLOYEE
COMPETENCY AND DELEGATING
PROOF OF COMPETENCY TO
EMPLOYEES**

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COMPETENCY: WHAT DOES IT MEAN?

- Definition of competency
 - The application of knowledge, skills, and behaviors that are needed to fulfill organizational, departmental, and work setting requirements

Competency Characteristics

- Static

Those essential elements that are minimal requirements for job performance

- Dynamic

Elements that change based on equipment, new programs, new staff, etc

Static Competency

Generally, task oriented and consist of basic entry level skills

- Assessment methodology
 - Long check lists
 - May or may not actually observe staff performing tasks
 - Both employee and supervisor sign-off at end
 - Same process year after year after year after year!

**Required Job Specific Competency Assessment
 Skills/Equipment/Procedure/Policy
 EducationDate/InitCompetency Assessed**

Date/InitSkills/Equipment/Procedure/PolicyEducationDate/InitCompetency Assessed Date/Init*

Biohazardous/terrorism preparedness
 Abuse and Neglect
 * Emergency preparedness
 Confidentiality*
 Equipment Safety
 Linear Accelerator
 Simulator
 Block Cutter
 HDR unit
 Processor
 Treatment Device:WedgeBlock/MLCImmobilization*
 Fall prevention
 Patient Rights/responsibilities* Hazardous MaterialsService Excellence
 * Infant Abduction PreventionUnit QI plan
 * Infection Control
 Corporate Compliance
 * Medication SafetyMicrodosimetry Procedures* RadiationRadiation Safety & Precautions* RestraintsQuality Control &
 machine safety* Risk Management
 BrachytherapyLDR/HDRProstate Seed Implants*
 Unit fire safety
 Simulation SupportRTTDR*
 Unit security safetyTotal Body Irradiation *
 Utilities Management
 Thermoregulation of patients
 Treatment Planning Photon (2D/3D) Electron Superficial
 Initials/Signature_____Initials/Signature_____

Initials/Signature_____Initials/Signature_____

Initials/Signature_____Initials/Signature_____

Dynamic Competency

- Ever changing techniques based on changes in organizational goals
- Process rather than task oriented
- Assessment methodology
 - More difficult to assess
 - Must include numerous behavioral and analytical components

Evolution of Competency Evaluation

- Technologic explosion

Evolution of Competency Evaluation

- Educational programs producing better educated staff

Evolution of Competency Evaluation

- Increased scrutiny by regulatory agencies and media
 - Stricter expectations by JCAHO, ASRT, FACT, ACR, etc
 - Widespread media attention to errors and mistakes

Evolution of Competency Evaluation

- Increased litigation
- Organizations have financial and public relations responsibility to ensure staff competency
- Financial consequences will continue to increase without tort reform and / or governmental interference



NORTHSIDE HOSPITAL

 **CANCER CENTER**



Northside Hospital

- More than 2000 MD's and 6000 employees on staff
- Voted Atlanta's Most Preferred Hospital in Overall Healthcare Services (National Research Corporation) every year since 1997
- JCAHO Accreditation with commendation past 9 years
- Named one of Atlanta's "A+ Employers" by Atlanta Business Chronicle

So, Why Change Methodology?

- Mission for continued excellence in patient care
- Competitive market – desire to be hospital of choice for consumers
- Philosophy that staff are key to long-term organizational success

So, Why Change Methodology?

- Strong relationship between staff performance and merit increases
 - Tendency for some to “over rate” staff to ensure best salary increase
- Implemented various methodologies with little change in outcome

Northside Hospital Approach to Competency Evaluation

- The Ultimate Guide To Competency
Assessment in Health Care 3rd edition
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Northside Hospital Approach to Competency Evaluation

- Per Wright, three domains of skill applicable to any aspect of health care delivery
 - Critical thinking
 - Technical
 - Interpersonal

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Critical thinking skills

- Problem solving
- Time management
- Priority setting
- Planning
- Creativity
- Ethics
- Resource allocating

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Critical thinking skills (cont)

- Fiscal responsibilities
- Clinical reasoning
- Reflective practice
- Learning
- Change management

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Clinical / Technical Skills

- Cognitive Skills
- Knowledge
- Psychomotor skills
- Technical understanding (ability to follow directions and carry out procedures)

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Interpersonal Skills

- Communication
- Customer Service
- Conflict Management
- Delegation
- Facilitation

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Interpersonal Skills (cont)

- Collaboration
- Directing others
- Articulation
- Understanding diversity
- Building and nurturing team skills

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Interpersonal Skills (cont)

- Listening
- Respecting
- Caring

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**NORTHSIDE HOSPITAL CANCER CENTER
ORIENTATION / COMPETENCY ASSESSMENT
RADIATION THERAPIST**

DEPT/UNIT:_____

NAME:_____ TITLE _____ HIRE
DATE:_____

***TO BE COMPLETED AT ORIENTATION/ANNUALLY THEREAFTER**

REQUIRED DEPARTMENT SPECIFIC ORIENTATION COMPETENCY ASSESSMENT

SKILLS/EQUIPMENT/PROCEDURE/POLICY	EDUCATION DATE/INIT	COMPETENCY ASSESSED DATE/INIT	SKILLS/EQUIPMENT/PROCEDURE/POLICY	EDUCAT DATE/INIT
Advance Directives			Biomechanics Safety/Body Mechanics	
Age Specific			Confidentiality/EAP/Security Procedures	
Assessment			CPR: BLS (A or C, infant or face-mask) Fire Response Emergency Preparedness	
Consents			Hazardous Material Safety Management	
Documentation				
Pain Assessment/Management				
Infection Control/ Blood-Borne Pathogens & Biologic Infectious Agents/Infectious Waste/ Employee Exposure Plan				

REQUIRED JOB SPECIFIC COMPETENCY ASSESSMENT

SKILLS/EQUIPMENT/PROCEDURE/POLICY	EDUCATION DATE/INIT	COMPETENCY ASSESSED DATE/INIT	SKILLS/EQUIPMENT/PROCEDURE/POLICY	EDUCAT DATE/INIT
* Biohazardous/terrorisem preparedness			Abuse and Neglect	
* Emergency preparedness			Confidentiality	
* Equipment Safety Linear Accelerator			Treatment Device: Wedge	

Process of Competency Assessment

Competency Assessment occurs in three distinct stages

- Hiring competencies
- Initial competencies
- Ongoing competencies

Ongoing Process of Competency Assessment

Hiring competencies

Completed immediately before hiring

- Verification of licensure, registration, & certification
- One-on-one interview
- Verification of employment history

Ongoing Process of Competency Assessment

Initial competencies

- Completed within 90 days of hire date
- Progresses from observation to proctored to independence
- Assesses knowledge, skills and abilities required for performing job

Ongoing Process of Competency Assessment

- Ongoing competencies
 - Completed on a periodic basis
 - JCAHO standards indicate competency should be assessed a minimum of once in the 3 year accreditation process
 - Each organization must specify how often competencies should be assessed
 - NSH requires annual competency assessment

Ongoing Process of Competency Assessment

- Ongoing competencies
 - Build on hiring and initial competencies
 - Based on changing programs, technology, and equipment
 - Are NOT initial competencies signed off again and again each year

Transitioning to Ongoing Competency

- Include representative from each job class in planning process
- Identify factors that effect job class:
 - New procedures, policies, equipment
 - Changes in procedures, policies, equipment
 - High Risk aspects (may cause harm, death or legal action)
 - Problematic aspects (incident reports, quality reports, etc)

Transitioning to Ongoing Competency

- We installed a Varian Trilogy accelerator and were starting an SRS program
- Some of new graduate staff had difficulty analyzing & adjusting port films
- We recently initiated a patient safety assessment for external beam
- Organizationally, NSH is committed to improving customer service scores

NSH Competency Assessment for RTT's

- Demonstrates the ability and skills required in positioning patients for stereotactic radiosurgery and radiotherapy along with performing necessary QA prior to procedure
- Assesses Technical / interpersonal skills

NSH Competency Assessment for RTT's

- Demonstrates the ability and skills required to perform clinical set-ups for whole brain irradiation and spine irradiation
- Assesses Technical / Critical Thinking skills

NSH Competency Assessment for RTT's

- Demonstrates the knowledge and skills required for complete use of the Trilogy and all of its major components.
- Assesses Technical / Critical Thinking skills

NSH Competency Assessment for RTT's

- Demonstrates the ability to analyze patient's port films and make necessary adjustments on a daily basis
- Assesses Technical / Critical Thinking skills

NSH Competency Assessment for RTT's

- Demonstrates the ability to consistently perform patient safety assessment before delivering external radiation
- Assesses Technical / Critical Thinking skills

Verification Methods for RTT's

- Demonstrates the ability to apply customer service principles to everyday work situations
- Assesses Interpersonal skills

Verification Methods

- Tests/Exams
- Return demonstrations
- Evidence of daily work
- Case studies
- Exemplars
- Peer review

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Verification Methods

- Self assessment
- Discussion / reflection groups
- Presentations
- Mock events
- Quality improvement monitors
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Verification Methods for RTT's

- Demonstrates the ability and skills required in positioning patients for stereotactic radiosurgery and radiotherapy along with performing necessary QA prior to procedure
- Assesses Technical / interpersonal skill

Must complete at least 1 verification method

- Written explanation of procedure
- Approved Winston Lutz QA film signed by physicist

Verification Methods for RTT's

- Demonstrates the ability and skills required to perform clinical set-ups for whole brain irradiation and spine irradiation
- Assesses Technical / Critical Thinking skills

Must complete at least 1 verification method

- Case study explaining step-by-step procedure
- Provide an in-service to students and other co-workers on the simulation of a palliative case

Verification Methods for RTT's

- Demonstrates the knowledge and skills required for complete use of the Trilogy and all of its major components.
- Assesses Technical / Critical Thinking skill
 - Must complete at least 2 verification methods**
 - Provide an in-service to students and other co-workers on the operation of the Trilogy
 - Complete Quiz on the faults that occur on the Trilogy and a method for clearing the fault
 - Complete a case study on treating a patient from beginning to end using all the major components

Verification Methods for RTT's

- Demonstrates the ability to analyze patient's port films and make necessary adjustments on a daily basis
- Assesses Technical / Critical Thinking skills

Must complete at least 1 verification method

- Present film(s) on 5 different patients explaining how and why shifts were done.
- Written exemplar of steps taken in acquiring a portal image.

Verification Methods for RTT's

- Demonstrates the ability to consistently perform patient safety assessment before delivering external radiation
- Assesses Technical / Critical Thinking skill

Must complete at least 1 verification method

- Peer to Peer review
- Completed Assessment Report from MOSAIQ

NSH Competency Assessment for RTT's

- Demonstrates the ability to apply customer service principles to everyday work situations
- Assesses Interpersonal skills

Must complete at least 2 verification methods

- **Submit two service excellence recognition cards completed by two different co-workers.**
- **Submit one customer service Exemplar based on information from a patient or family member. May include cards, letters, or patient satisfaction information that identifies you by name.**
- **Complete one customer service case study.**
- **Other, please provide explanation**

Questions??

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