Engaging Staff in the Annual Competency Process

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Creative Healthcare Management
Objectives

At the completion of this session you will be able to:

• Identify at least 4 methods for competency validation.
• Use a structured process for identification of annual competency.
• Outline strategies to foster staff ownership in individual competency validation.
What does your thoughts on your current competency process?
What does your current competency process look like?
• Annual Skills or Competency Fair/Day
• Assignment of LMS modules
• Completion of tests
• Driven by others outside the discipline
• Little variation year to year
Challenges with Competency Programs

• Used to educate versus validate
• Often based upon ritual or habit
• Data does not drive process
• Based upon interpretation of standards
• Often only address technical skill
Assessing All Domains of Skill

Critical Thinking

Technical

Interpersonal

(del Bueno, 1980)
Biggest Myths...

Regulatory bodies dictate frequency and methodology
Read the primary source!
# Regulatory Standards

<table>
<thead>
<tr>
<th>Topic</th>
<th>Standard</th>
<th>Requirement</th>
<th>When Required</th>
<th>Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restraint and Seclusion</td>
<td>JCPC.03.03.07PC.03.05.17</td>
<td>Recognizing behavior, interventions to minimize use, safe application, physical holding and take-down techniques, monitoring, evaluation, first aid and CPR</td>
<td>Orientation and ongoing</td>
<td>Staff who monitor patients or apply R&amp;S. Physicians who order R&amp;S also must be trained on R&amp;S</td>
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<tr>
<td>End of life</td>
<td>JCPC.02.02.13</td>
<td>Unique needs of dying patients and their families</td>
<td>Ongoing</td>
<td>Patient Care Services</td>
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</table>
Wright’s Competency Assessment Model

Elements of success

- Competencies collaboratively identified
  - Reflective of the dynamic nature of work

- Employee-centered verification
  - Verification method choices are identified and appropriately match the competency categories

- Leaders create a culture of success
  - Focused on the organizational mission & on supporting the employee

- Ownership

- Empowerment

- Accountability
Competencies collaboratively identified
# 1 methodology to foster staff collaboration AND ownership in the competency process
Shared Governance

A leadership model in which positional leaders partner with staff in decision making processes while creating ownership for improvement in practice.

(Guanci & Medeiros, 2019)
Competency Selection Process
Brainstorm staff needs in 4 categories with shared governance group
• What are the **NEW** procedures, policies, equipment, initiatives, etc. that affect this job class?

• What are the **CHANGES** in procedures, policies, equipment, initiative, etc. that affect this job class.
What are the **HIGH RISK** aspects of this job.
- Anything that would cause
  - harm
  - death
  - legal action

What are **PROBLEMATIC** aspects of this job.
- identified through quality data
- incident reports
- patient surveys
- staff surveys
- other forms of evaluation
**Worksheet for Identifying Ongoing Competencies**

**Job Class___________________________________**

**Dept./Area__________________Date_______________**

Step 1: Brainstorm staff needs in each of the categories listed below.
Step 2: Prioritize those needs and choose which ones the organization will focus on.

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<th>Competency Needs:</th>
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What are the **HIGH RISK** aspects of this job. High risk is anything that would cause **harm**, **death**, or **legal action** to an individual or the organization.

What are **PROBLEMATIC** aspects of this job. These can be identified through quality management data, incident reports, patient surveys, staff surveys, and any other form of evaluation (formal or informal).

**Reminder:** Are there any age-specific aspects in any of the priority areas listed above? Add age specific aspects to a competency selected above rather than creating a separate age specific competency.

Try to limit your focus to no more than 10 competencies each year. Trying to focus on more than that can be confusing and overwhelming for both staff and leaders.
Step 2.

Prioritize those needs and choose which ones the organization will focus on.
Ways to prioritize:

• Does the item fall under more than one category?
• What is the outcome for your customer
• For High Risk specifically
  • Is the item time sensitive?
• What is the data telling you?
Worksheet for Identifying Ongoing Competencies

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Dept./Area_________________Date_______________

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Employee-centered verification
Methods of Competency Verification

- Post-tests
- Return Demos
- Observation of daily work
- Case Studies
- Discussion groups
- Exemplars
- Self Assessment
- Presentations
- Mock Events
- QI monitors
- Peer Reviews

Tests/Exams

• Measures cognitive knowledge
• Not good for measuring “actions in the real world.”
• Usually only match about 5% of the ongoing competencies identified
Return Demos

• Great for measuring technical skills
• Checklists fall under this category
• Checklist is not a requirement for this, you do need objective measurements identified
Observation of the work (Evidence-based work)

• Not watching the person do the work, but looking at the finish product
• Evidence-based work
• Most under-captured competency verification.
  • It is available every day.... We just need to capture it.
Case Studies

- Great for critical thinking
- Situation presented with questions to follow
- Can be clinical or non-clinical in nature
Exemplars

• Written or spoken story about a situation.
• Good for critical thinking skills and some interpersonal skills
• Reflective practice
Peer Reviews

• Great for interpersonal skills
• Almost everyone has had one negative experience with peer review - proceed with caution.
• Create a peer review that is safe for reviewer, receiver, and facilitator.
Self Assessment

- Limited use
- Good for competencies that reflect values and beliefs
Discussion groups

• Measures critical thinking
  • Can also help develop critical thinking skills
• Does take some time and effort, but worth it
• Need a strong facilitator
  • Group evaluates self
  • Facilitator may veto decision
Mock Events

• Great for measuring action in the real world
• Includes:
  • mock codes
  • mock disasters
  • mock chemical spills
  • mock surveys
  • mock financial audits.
Presentations

- Most commonly used competency verification by physicians
  - grand rounds
  - case reviews
  - other
Quality Improvement Monitors

• Data speaks to competency or not
• If a QI monitor can reflect one individual’s performance
  • automatic competency verification
• Existing QI monitors may need tweaking
  • reflects the identified individual
Leaders create a culture of success
ACCOUNTABILITY AT EVERY LEVEL IS CRITICAL, AND LEADERSHIP BEGINS AT THE TOP.

Mary Landrieu
Accountability

• The # 1 competency deficit in the world!
Manager and employees develop competencies for the job class.

The manager is accountable for creating an environment that supports competency achievement.

Each employee is accountable to verify their identified competencies.
Competency Issues versus Other Employee Issues
Engaging Staff

- **Use**
  - Use your shared governance structure (if applicable)

- **Develop**
  - Develop a focused task force inclusive of those in the full spectrum of clinical roles

- **Complete**
  - Complete worksheet for competency selection

- **Share**
  - Share supportive data

- **Develop**
  - Develop communication plan.
Competency Cycle

- Competency Assessment
- Quality Improvement Monitoring
Top Priorities

Other important Aspects of work

Assessed by Competency Assessment

Assessed by Quality Improvement Activities
### Competency Options Example

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<tr>
<th>Competency statement</th>
<th>Verification Methods</th>
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| Demonstrates the ability to apply customer service principles to everyday work situations. | - Submit 2 customer services peer reviews completed by 2 different coworkers.  
- Submit 1 customer service exemplar based on information from a patient/family member. May include cards, letters, or patient satisfaction information that identifies you by name.  
- Participate in a case study/discussion group session on customer service.  
- Complete two customer service case studies. |
An owner in the business will not fight against it

~ Chinese Proverb
References


After today...

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