

Toolkit for New Accreditation Professionals



FOURTH EDITION

JOINT COMMISSION RESOURCES MISSION

The mission of Joint Commission Resources (JCR) is to continuously improve the safety and quality of health care in the United States and in the international community through the provision of education, publications, consultation, and evaluation services.

DISCLAIMERS

JCR educational programs and publications support, but are separate from, the accreditation activities of The Joint Commission. Attendees at Joint Commission Resources educational programs and purchasers of JCR publications receive no special consideration or treatment in, or confidential information about, the accreditation process. The inclusion of an organization name, product, or service in a JCR publication should not be construed as an endorsement of such organization, product, or service, nor is failure to include an organization name, product, or service to be construed as disapproval.

This publication is designed to provide accurate and authoritative information regarding the subject matter covered. Every attempt has been made to ensure accuracy at the time of publication; however, please note that laws, regulations, and standards are subject to change. Please also note that some of the examples in this publication are specific to the laws and regulations of the locality of the facility. The information and examples in this publication are provided with the understanding that the publisher is not engaged in providing medical, legal, or other professional advice. If any such assistance is desired, the services of a competent professional person should be sought.

© 2024 The Joint Commission

Joint Commission Resources
Oakbrook Terrace, Illinois 60181
<https://www.jcrinc.com>

Joint Commission Resources, Inc. (JCR), a not-for-profit affiliate of The Joint Commission, has been designated by The Joint Commission to publish publications and multimedia products. JCR reproduces and distributes these materials under license from The Joint Commission.

All rights reserved. No part of this publication may be reproduced in any form or by any means without written permission from the publisher. Requests for permission to make copies of any part of this work should be sent to permissions@jcrinc.com.

ISBN (print): 978-1-63585-384-1
ISBN (e-book): 978-1-63585-385-8

Printed in the USA

For more information about The Joint Commission, please visit <https://www.jointcommission.org>.

DEVELOPMENT TEAM

Senior Editor: Margaret McConnell
Associate Director, Accreditation Content: Mary Beth Curran
Associate Director, Editorial, Books/Digital Subscriptions:
Phyllis Crittenden
Associate Director, Production: Johanna Harris
Executive Director, Global Publishing: Catherine Chopp Hinckley,
MA, PhD

JOINT COMMISSION ENTERPRISE REVIEWERS

Jennifer Anderson, DNP, APRN, CNS
John Berry, RN, MSN
Karen E. Black, RN, BSN, MSHA, CPHQ
Andrea Browne, PhD, DABR
Robert Campbell, PharmD, BCSCP
Caroline Christensen, BS
Jeff Conway, MPH
Christina Cordero, PhD, MPH
Mark A. Crafton, MPA, MT(ASCP)
David Eickemeyer, MBA
Monnette Geronimo, MBA
Jenna Gillette, MHA, PMP
Kenneth J. Hébert Jr., MAOM, CHSP, CHEP
Debbie Holzer, RN, MSN, CRRN
Heather Hurley, BS
James Kendig, MS, CHSP, HEM
Karen Kolendra, RN, MSN, CPHQ
Ryan Kollereb, MBA, MPH
Chad Larson, MBA
Erin Lawler, MS, CPPS
Tim Markijohn, MBA\MHA, CHFM, CHE
Herman A. McKenzie, MBA, CHSP
Angela Murray, MSN, RN
Phavinee Thongkhong-Park, RN, PhD
Stacey Paul, MSN, RN, APN/PMHNP-BC
Kathryn Petrovic, MSN, RN-BC
Patrick Phelan, MBA
Natalya Rosenberg, PhD, RN
Thomas Todro, MBA, CBET
Cherie Ulaskas, MT(ASCP), MA
Kathy Valencia, MSN
Tabitha V. Vieweg, MBA, BSN, RN
John C. Wallin, MS, RN
Tiffany Wiksten, DNP, RN, CIC
Gina Zimmermann, MS

Table of Contents

ACCESS TO THE DIGITAL TOOLS IN THIS BOOK	ix
INTRODUCTION	1
PART 1: UNDERSTANDING THE JOINT COMMISSION	7
Chapter 1: About The Joint Commission	9
The Big Idea	9
Key Concepts.....	9
▶ What Is The Joint Commission Enterprise?.....	10
▶ Your Partner in Safety and Quality.....	11
Test Your Knowledge	14
Chapter 2: Understanding Joint Commission Accreditation, Certification, and Verification	17
The Big Idea	17
Key Concepts.....	17
▶ What Are Joint Commission Accreditation, Certification, and Verification?.....	18
▶ Eligibility Requirements.....	22
Test Your Knowledge	23
PART 2: UNDERSTANDING THE ACCREDITATION PROCESS	25
Chapter 3: Preparing for an Accreditation Survey	27
The Big Idea	27
Key Concepts.....	27
▶ The First Steps	28
▶ Getting Started	29
Tool: E-App Checklist.....	29
▶ Working with Standards	31
▶ Survey Readiness	34
Tool: Comprehensive Organization Assessment Tool	37
Tool: Checklist for Evaluating Policy and Procedure Templates	38
Tool: Daily Compliance Checklist.....	39
Test Your Knowledge	40
Chapter 4: The Survey	43
The Big Idea	43
Key Concepts.....	43
▶ What You Can Expect.....	44
Tool: Procedure Checklist for First-Day-of-Survey Readiness	44
▶ Tracer Methodology	49
Test Your Knowledge	52

Chapter 5: After a Joint Commission Survey	53
The Big Idea	53
Key Concepts.....	53
➤ The Scoring Process	54
Tool: <i>Survey Analysis for Evaluating Risk</i> [®] (<i>SAFER</i> [®]) Matrix.....	55
➤ Follow-Up Activities	57
➤ Accreditation Outcomes	61
Tool: News Release Template.....	63
Test Your Knowledge	65
Chapter 6: Maintaining Your Accreditation Compliance	67
The Big Idea	67
Key Concepts.....	67
➤ Continuous Compliance	68
Tool: Mock Tracer Form.....	70
Tool: Mock Tracer Planning Task List	70
Tool: Mock Tracer Evaluation Checklist.....	70
➤ Sentinel Event Follow-Up	71
➤ Organizational Changes and Accreditation	72
➤ Maintaining Safety by Staying Informed.....	75
Test Your Knowledge	77
PART 3: UNDERSTANDING JOINT COMMISSION–RELATED DATA	79
Chapter 7: Performance Measures and The Joint Commission	81
The Big Idea	81
Key Concepts.....	81
➤ Constructing Measures	82
➤ Accountability Measures	83
Tool: Measurement Evaluation Checklist.....	83
➤ ORYX [®] Measures.....	85
Tool: eCQM Systems and Processes Update Procedure Checklist	86
Test Your Knowledge	87
Chapter 8: Working with Data	89
The Big Idea	89
Key Concepts.....	89
➤ Collecting Data.....	90
➤ Reporting Data.....	91
➤ Displaying Data	93
➤ Putting the Data to Work	95
Tool: Data Analysis Procedure Checklist.....	96
Tool: Proposed Performance Improvement Project Decision Checklist.....	96
Test Your Knowledge	97

PART 4: UNDERSTANDING CHALLENGING STANDARDS	99
Chapter 9: Care, Treatment, and Services	101
The Big Idea	101
Key Concepts.....	101
▶ Planning and Coordinating Care, Treatment, and Services	105
Tool: Interdisciplinary Care Plan Evaluation Checklist	105
Tool: Discharge Summary Evaluation Checklist	105
▶ Assessment and Reassessment.....	107
▶ Restraint and Seclusion	108
▶ Operative or High-Risk Procedures.....	110
Tool: Surgical Safety Procedure Checklist	110
▶ Safety Risks.....	111
▶ Rights and Responsibilities of Care Recipients.....	112
Tool: Required Patient Rights and Responsibilities Checklist.....	112
Critical Challenges.....	114
Tool: Suicide Prevention Assessment Checklist.....	115
Test Your Knowledge	117
Chapter 10: Emergency Management	119
The Big Idea.....	119
Key Concepts.....	119
▶ Framework for Preparedness.....	120
Tool: Emergency Response Staff Training Checklist	121
▶ Emergency Planning in Action.....	122
Tool: Emergency and Disaster Preparedness Evaluation Checklist	125
Critical Challenges.....	126
Tool: Emergency Planning Evaluation Checklist	126
Test Your Knowledge	128
Chapter 11: Environment of Care	129
The Big Idea	129
Key Concepts.....	129
▶ Management Plans.....	131
Tool: Sustainable Healthcare Certification Checklist.....	131
Tool: EC Management Plan Evaluation Checklist	131
Tool: Environmental Tour Checklist	131
▶ Risk Assessments	132
Tool: Environment of Care Rounds Assessment Checklist.....	133
▶ Hazardous Materials and Waste.....	134
▶ Safety and Security.....	136
Tool: Security Risk Analysis Form	137
▶ Medical Equipment and Utilities.....	138
Critical Challenges.....	140
Tool: Environmental Risks for Suicide Assessment Checklist.....	141
Test Your Knowledge	142

Chapter 12: Fire Safety and Life Safety	143
The Big Idea	143
Key Concepts.....	143
➤ Fire Safety and Life Safety Responsibilities.....	144
Tool: Fire Drill Matrix.....	144
➤ Assessing Risks	147
➤ Interim Life Safety Measures	148
Critical Challenges.....	149
Tool: Sprinkler System Compliance Checklist	149
Tool: Testing by Time Frame Checklist	149
Test Your Knowledge	150
Chapter 13: Infection Prevention and Control	151
The Big Idea	151
Key Concepts.....	151
➤ Infection Prevention and Control Program and Plan	152
Tool: Infection Prevention and Control Plan Assessment Checklist.....	154
➤ Transmission of Infections	155
➤ Managing IC in the EC	158
Tool: Staff Immunization Assessment Checklist.....	158
Critical Challenges.....	161
Tool: Physical Environment Hand Hygiene Assessment Checklist.....	162
Test Your Knowledge	164
Chapter 14: Leadership	165
The Big Idea	165
Key Concepts.....	165
➤ Leadership Structure and Responsibilities	166
Tool: Governing Board Responsibilities Checklist	166
Tool: Board Quality and Safety Committee Sample Agenda	166
➤ Role in Performance Improvement.....	168
➤ Safety Culture.....	168
Tool: Proactive Risk Assessment Worksheet.....	168
Tool: Safety Culture Policy Evaluation Checklist.....	169
Tool: Safety Culture Actions Checklist.....	169
➤ Operations and Change Management	171
Critical Challenges.....	172
Test Your Knowledge	174

Chapter 15: Medication Management	175
The Big Idea	175
Key Concepts	175
➤ Relationship to Other Standards	176
➤ Medication Management Processes	177
Tool: Medication Management System Stakeholder Analysis Form	178
➤ Medication Errors	179
Tool: Look-Alike/Sound-Alike Medication Management Policy	
Development Checklist	179
➤ Medication Reconciliation	180
Tool: Medication Error Investigation Procedure Checklist	180
➤ Medication Orders	182
➤ High-Alert and Hazardous Medications	183
Critical Challenges	184
Tool: Medication Storage and Security Assessment Checklist	186
Test Your Knowledge	188
Chapter 16: Performance Improvement	189
The Big Idea	189
Key Concepts	189
➤ Performance Improvement Approaches	190
Tool: Design Failure Mode and Effects Analysis (DFMEA) Template	191
Tool: Root Cause Analysis Evaluation Checklist	191
➤ Improvement Infrastructure	192
➤ Improvement Team	193
➤ Improvement Opportunities	194
Tool: Required Performance Improvement Documents and	
Data Checklist	194
➤ Improvement Recognition	196
Critical Challenges	197
Tool: Performance Improvement Data Sources Checklist	198
Test Your Knowledge	198
Chapter 17: Records and Information Technology	201
The Big Idea	201
Key Concepts	201
➤ All About the Record of Care	202
Tool: Point-of-Care Health Records Checklist	205
➤ Health Information Security	207
Tool: Cybersecurity Risk Assessment Checklist	207
Tool: Health Information Policy Evaluation Checklist	207
➤ Verbal Orders	209
➤ Informed Consent	210
Critical Challenges	212
Test Your Knowledge	214

Chapter 18: Staffing	215
The Big Idea.....	215
Key Concepts.....	215
➤ Sufficient and Well-Trained Staff	216
Tool: Required Staff Education and Training Checklist.....	216
➤ Staff Qualifications and Competencies.....	218
➤ Credentialing and Privileging/Permitting Practitioners	219
➤ Nursing Services.....	221
Tool: Credentials Verification Record	221
Critical Challenges.....	222
Test Your Knowledge	226
Chapter 19: Testing and Transplants	229
The Big Idea.....	229
Key Concepts.....	229
➤ Waived Testing.....	230
➤ Quality Control Checks	231
➤ Transplants.....	232
Tool: Self-Assessment Checklist for Good Waived Testing Practices.....	232
Critical Challenges.....	233
Tool: Tissue Adverse Events Investigation Procedures	233
Test Your Knowledge	237
RECOMMENDED RESOURCES	239
TEST YOUR KNOWLEDGE ANSWERS	247
GLOSSARY	249
INDEX	267

Introduction

Welcome to the *Toolkit for New Accreditation Professionals*, Fourth Edition. The *Toolkit for New Accreditation Professionals* will introduce you to The Joint Commission and will lead **accreditation professionals**, like you, through the Joint Commission accreditation process—from the electronic application for accreditation (E-App) to the survey and accreditation decision and beyond into continuous compliance. This book introduces concepts critical to your position, with activities to get you started applying those concepts in your everyday responsibilities.

WHO SHOULD READ THIS BOOK?

Everyone. Obviously, if you are charged with monitoring and ensuring compliance with Joint Commission **standards** at your organization or department, this book is for you. But compliance is everyone's job. Health care leaders, clinical **staff**, environment of care specialists, building managers, and anyone else who does work to maintain and sustain compliance with Joint Commission requirements can benefit from the **information** and tools contained in this book.

WHY YOU NEED THIS BOOK

Becoming accredited and maintaining accreditation are immensely complex and cross-disciplinary endeavors. Accreditation has lots of moving parts. Each health care organization is different, of course, but this book serves as a primer for anyone who needs an overview of the accreditation process or who is responsible for a substantial part of it.

THE SCOPE OF THIS BOOK

This *Toolkit* is a guide to help you—an accreditation professional—better understand The Joint Commission and the many facets of the accreditation process and its requirements. In addition to offering accreditation, The Joint Commission has standalone and accreditation program-specific certifications for care and services provided for nearly any chronic disease or condition. The Joint Commission also offers other types of certification not connected to diseases or conditions such as healthcare sustainability and health care equity. The Joint Commission also offers one verification program for maternal levels of care. Although there are many similarities among the accreditation, certification, and verification processes, there also are many differences. This book focuses on the accreditation process. Although there is some discussion on Joint Commission certifications and verification, these discussions are included to tie them together with accreditation. We encourage you to visit The Joint Commission's website or contact your account executive for additional information—including eligibility requirements and the review process—on certification and verification programs your organization is interested in pursuing.

WHAT'S NEW IN THIS EDITION

In addition to updated resources and information, changes to the fourth edition of the *Toolkit* include the following new content:

- Top Challenging Standards at the beginning of applicable standards chapters in Part 4
- Test Your Knowledge quiz at the end of each chapter
- New sidebars on Joint Commission priorities (health care equity, sustainable healthcare, and workforce safety and well-being)
- Joint Commission and National Quality Forum strategic affiliation
- New certification and verification programs (Maternal Levels of Care Verification, Advanced Certification in Perinatal Care, Health Care Equity Certification, Sustainable Healthcare Certification, and Memory Care Certification)
- Evidence of Standards Compliance (ESC) tool (filled-out example)
- Patient safety topic portals
- Cybersecurity as it relates to records and information technology

Throughout this new edition, material previously included in the relevant chapters of the third edition has been moved to the appendices to minimize repetition and intrusion. For example, there is a “Recommended Resources” section that directs you to additional Joint Commission–related content, as well as other references to support you as you learn about or refresh your knowledge of these topics. Finally, the dozens of tools included in the *Toolkit* have been meticulously reviewed to ensure their accuracy and updated or replaced as applicable. This edition is accurate as of the publication date.

HOW THIS BOOK IS ORGANIZED

This new edition of the book is broken down into four parts:

- **Part 1: Understanding The Joint Commission.** Chapters 1 and 2. Covers the basics of The Joint Commission, its mission and vision, and the accreditation programs.
- **Part 2: Understanding the Accreditation Process.** Chapters 3–6. Provides an in-depth look at the process of obtaining and maintaining Joint Commission accreditation.
- **Part 3: Understanding Joint Commission–Related Data.** Chapters 7 and 8. Takes you on a deep dive into proven methods for working with performance measures and collecting, analyzing, and using meaningful **data** to drive compliance, improvement, and change.
- **Part 4: Understanding Challenging Standards.** Chapters 9–19. Focuses on and lists the major standards topics and provides a starting point for addressing challenging compliance areas. Each of these chapters includes “Key Concepts,” which are important aspects of the relevant standards areas that will help you focus your thinking about compliance. The “Why Do I Need to Know This Now?” and “Where Do I Start?” features will help you tie concepts presented in each chapter to your real-world experience as an accreditation professional and provide direction for how to begin addressing concerns. Each of the standards-focused chapters includes a section on “Critical Challenges” to help you understand particularly challenging aspects of standards and/or **elements of performance** (EPs). And at the end of each chapter we have included tools we think you will find useful as you get started.

BOOK FEATURES

Each chapter includes the same types of features presented in the same order, so navigation is easy. And in the e-book version, internal links allow you to easily search for terms and navigate across chapters. (For example, terms that appear in the Glossary in the print version are shown in red text.)

Information is presented in clear, concise language in a colorful and easy-to-follow format that includes a variety of valuable features, including the following:

The Manual	→	Relevant <i>Comprehensive Accreditation Manual</i> chapters identified here are applicable to the content of the chapter.
The Big Idea	→	Presents the chapter theme/overview.
Key Concepts	→	Each chapter highlights 2–6 important ideas.
Why Do I Need to Know This Now?	→	Summarizes why each key concept is crucial to the safety of care recipients and accreditation success.
Where Do I Start?	→	Recommends practical activities for learning and applying the key concepts.
Critical Challenges	→	Gives an overview of challenging requirements across programs that have recently been most frequently cited by surveyors.
Picture This	→	Offers a visual presentation of a critical concept.
Just Imagine...	→	Provides a brief scenario that illustrates an important issue.
I Heard That...	→	Shares common standards-related “myths” and their rebuttals.
Priority	→	New sidebars detail Joint Commission priorities
Test Your Knowledge	→	Each chapter closes with a knowledge check.
Tools	→	Delivers downloadable, customizable tools.

TOOLS AND RESOURCES

The majority of the chapters include customizable tools. Near the end of the book is a section titled “Recommended Resources.” The resources include links to further information on Joint Commission enterprise websites and government agency websites to help you address and understand the concepts discussed in the book.

LIST OF ACRONYMS

Throughout this book you will encounter commonly used acronyms pertaining to your job, health care, and the Joint Commission accreditation process. These include the abbreviations used to refer to The Joint Commission’s hard-copy *Comprehensive Accreditation Manual* and manual chapters; the following is a quick reference for these terms:

Manual Title Acronym	Manual Title
CAMAC	<i>Comprehensive Accreditation Manual for Ambulatory Care</i>
CAMALC	<i>Comprehensive Accreditation Manual for Assisted Living Communities</i>
CAMBHC	<i>Comprehensive Accreditation Manual for Behavioral Health Care and Human Services</i>
CAMCAH	<i>Comprehensive Accreditation Manual for Critical Access Hospitals</i>
CAMH	<i>Comprehensive Accreditation Manual for Hospitals</i>
CAMHC	<i>Comprehensive Accreditation Manual for Home Care</i>
CAMLAB	<i>Comprehensive Accreditation Manual for Laboratory and Point-of-Care Testing</i>
CAMNCC	<i>Comprehensive Accreditation Manual for Nursing Care Centers</i>
CAMOBS	<i>Comprehensive Accreditation Manual for Office-Based Surgery Practices</i>

Chapter Title Acronym	Manual Chapter Title
ACC	The Accreditation Process
APR	Accreditation Participation Requirements
DC	Document and Process Control
EC	Environment of Care®
EM	Emergency Management
EQ	Equipment Management
ESP	Early Survey Policy
HR*	Human Resources
IC	Infection Prevention and Control
IM	Information Management
LD	Leadership
LS	Life Safety
MC	Medication Compounding
MM	Medication Management
MS	Medical Staff
NPSG	National Patient Safety Goals®
NR	Nursing
PC†	Provision of Care, Treatment, and Services
PCMH	Primary Care Medical Home Certification Option
PI	Performance Improvement
PM	Performance Measurement and the ORYX® Initiative

* In the *CAMBHC*, this chapter is titled “Human Resources Management” (HRM).

† In the *CAMBHC*, this chapter is titled “Care, Treatment, and Services” (CTS).

Chapter Title Acronym	Manual Chapter Title
PS †	Patient Safety Systems
QR	The Joint Commission Quality Report
QSA	Quality System Assessment for Nonwaived Testing
RC	Record of Care, Treatment, and Services
RI	Rights and Responsibilities of the Individual
RWD	Required Written Documentation
SAG	Standards Applicability Grid
SE	Sentinel Event Policy
TS	Transplant Safety
WT	Waived Testing

JOINT COMMISSION REQUIREMENTS

Accreditation is achieved through compliance with Joint Commission standards, which are available to your organization through two distinct mediums. As an accreditation professional in your organization, you have complimentary access to **E-dition**® through your organization’s secure *Joint Commission Connect*® extranet site. This complimentary access allows for one single user at a time in E-dition. E-dition provides access to the standards your organization is accredited under. Joint Commission Resources (JCR) also publishes a for-sale book or e-book version of the *Comprehensive Accreditation Manual* for most health care settings. JCR also sells software, specifically unlimited user access to E-dition as well as an assessment tool built on top of E-dition called Tracers with AMP. See the JCR website for more information about these for-sale options. Please note that it is not necessary to purchase these products to become or remain accredited. In addition, accreditation process information can be found on E-dition and in the book or e-book version of the manual. The standards and accreditation process information posted on E-dition and published in the book or e-book manuals are identical. Exceptions to this alignment include instances when there are interim releases to E-dition that do not fall into the regularly scheduled biannual (January 1 or July 1) releases or for book or e-book versions of manuals that are published once a year.

A WORD ABOUT TERMINOLOGY

The health care field is vast and provides care, treatment, and services to many individuals who may identify as a patient, an individual served, a resident, or a client. To respect this diverse field, the term *care recipient* has been used—as applicable—throughout the *Toolkit* to describe individuals who receive or have received care, treatment, and/or services.

† In the *CAMBHC*, this chapter is titled “Safety Systems for Individuals Served” (SSIS); in *CAMALC*, this chapter is titled “Resident Safety Systems” (RSS).

ACKNOWLEDGMENTS

JCR gratefully acknowledges the time and insights of the subject matter experts at The Joint Commission (listed on the copyright page). We would also like to thank our reviewer, O. Denise Wilson, DNP, RN, CPPS, CJCP, HACP, System Director, Regulatory Compliance, Accreditation, and Complaints/Grievances, Center for Clinical Excellence (CCE), SSM Health.