

# Model Curriculum

## Healthcare Quality Assurance Manager

**SECTOR: HEALTHCARE**

**SUB-SECTOR: Healthcare Management**

**OCCUPATION: Healthcare Administration**

**REF ID: HSS/Q6106, V2.0**

**NSQF LEVEL: 6**

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<b>Training Outcomes</b>	<p><b>After completing this programme, participants will be able to:</b></p> <ul style="list-style-type: none"> <li>• Discuss the basics of quality concepts, terminology, control, assurance, management, audits, tools and root cause analysis in healthcare delivery system</li> <li>• Discuss the relevant standards related to occupational safety/ hazards, medical device data systems, maintenance management systems, regulatory and statutory rules as per organization and laid down by national and/or international accrediting bodies</li> <li>• Explain the current system and scope of services of healthcare organization</li> <li>• Implement improvement strategy of the quality procedures with healthcare personnel as per gap analysis for compliance and adherence to the standards</li> <li>• Organize training interventions with healthcare personnel as per identified training needs to meet healthcare quality standards</li> <li>• Carry out the internal audits post implementation of improvement strategy based on gaps analysis and review the audit findings with management</li> <li>• Prepare healthcare organization for applying to agreed accreditation/certification body and support for achieving and sustaining the same</li> <li>• Institutionalize and sustain quality beyond achieved accreditation/certification</li> <li>• Apply the NABH standards in healthcare organization till achievement of final NABH accreditation</li> <li>• Maintain interpersonal relationships with co-workers, patients &amp; their family members in response to queries or as part of his/her professional duties</li> <li>• Maintain professional &amp; medico-legal conduct at all times in accordance with legislation, protocols and guidelines set up by the healthcare provider</li> <li>• Maintain a safe, healthy and secure working environment</li> <li>• Apply biomedical waste disposal and infection control policies and procedures in the healthcare organization</li> </ul>
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2	<b>Quality tools</b>  <b>Theory Duration</b> (hh:mm) 06:00  <b>Practical Duration</b> (hh:mm) 02:00	<ul style="list-style-type: none"> <li>• Explain the basic tools of quality in healthcare using case studies.</li> <li>• Describe pareto analysis in detail</li> <li>• Explain the fishbone chart in detail (Ishikawa diagram)</li> <li>• Discuss scattered diagram</li> <li>• Explain the concepts of lean healthcare, value stream</li> </ul>	Case studies portraying Application of quality tools
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Sr. No.	Module	Key Learning Outcomes	Equipment Required
	<b>Corresponding NOS Code</b> Bridge Module	mapping, kaizen, seven QC tools, five S, visual management and six sigma in healthcare.	
3	<b>Functions of Healthcare Quality Assurance Manager</b>  <b>Theory Duration</b> (hh:mm) 06:00  <b>Practical Duration</b> (hh:mm) 01:00  <b>Corresponding NOS Code</b> Bridge Module	<ul style="list-style-type: none"> <li>Describe the functions of quality department in a hospital</li> <li>Assess needs of departments for quality improvement and act accordingly</li> <li>Develop skill in documentation and maintain proper registers related quality</li> <li>Describe employees' responsibilities e.g. punctuality, discipline, integrity, grievance redressal process, etc.</li> <li>Develop understanding of the quality assurance</li> <li>Keep abreast of internal, external, international rules and regulations pertaining to quality</li> </ul>	
4	<b>Quality control and Quality assurance</b>  <b>Theory Duration</b> (hh:mm) 06:00  <b>Practical Duration</b> (hh:mm) 02:00  <b>Corresponding NOS Code</b> Bridge Module	<ul style="list-style-type: none"> <li>Discuss the basics of quality concepts, terminology, control, assurance, management, audits, tools and root cause analysis in healthcare delivery system</li> <li>Explain the principle of Plan Do Check and Act cycle (PDCA)</li> <li>Measure quality by identifying indicators of performance, collecting data and analysing information.</li> <li>Explain the patient care flow process</li> <li>Explain the concept of Continuous Quality Improvement (CQI) and Total Quality Management (TQM)</li> </ul>	Case studies portraying concepts of quality control and assurance
5	<b>Total Quality Management</b>  <b>Theory Duration</b> (hh:mm) 06:00  <b>Practical Duration</b> (hh:mm) 02:00  <b>Corresponding NOS Code</b> Bridge Module	<ul style="list-style-type: none"> <li>Define Total Quality Management (TQM) and its significance specific to healthcare</li> <li>Explain the principles and basic elements of TQM like customer focus organization, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, mutually</li> </ul>	Case studies portraying principles of TQM

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		beneficial supplier relationship, etc.	
6	<b>Promotion of quality standards</b>  <b>Theory Duration</b> (hh:mm) 06:00  <b>Practical Duration</b> (hh:mm) 02:00  <b>Corresponding NOS Code</b> HSS/N6123	<ul style="list-style-type: none"> <li>Develop promotional plan and tools regarding benefits of adherence to quality standards in healthcare organization for its social, economic and clinical growth</li> <li>Organize promotional sessions with staff of healthcare organization</li> <li>Develop self-evaluation mechanisms on quality parameters for healthcare personnel and ensure its proper usage</li> <li>Promote leadership and coordination in the field of technology assessment and quality assurance</li> <li>Promote the development of strategic quality indicators by the individual specialties</li> </ul>	Sample promotional tools
7	<b>Planning and adaptation of quality processes in a healthcare organization</b>  <b>Theory Duration</b> (hh:mm) 06:00  <b>Practical Duration</b> (hh:mm) 02:00  <b>Corresponding NOS Code</b> HSS/N6123	<ul style="list-style-type: none"> <li>Explain the foundation of quality processes in healthcare sector</li> <li>Study the existing quality processes in the hospital</li> <li>Identify the objective elements of the agreed quality standards that will be applicable to units of the healthcare organization</li> <li>Discuss the setting of milestones, targets, resources and timelines in the work sequence as per accreditation/ certification process to meet the identified quality standards</li> <li>Develop and document the processes, procedures and standard operational manuals as per agreed quality standards in collaboration with working groups</li> </ul>	
8	<b>Gap Analysis</b>  <b>Theory Duration</b> (hh:mm) 06:00	<ul style="list-style-type: none"> <li>Define gap analysis</li> <li>Describe the goal to be achieved for performing gap analysis</li> </ul>	Case studies portraying methodology to conduct gap analysis



Sr. No.	Module	Key Learning Outcomes	Equipment Required
	<p><b>Practical Duration</b> (hh:mm) 03:00</p> <p><b>Corresponding NOS Code</b> HSS/N6124</p>	<ul style="list-style-type: none"> <li>Explain the concept and methodology of performing gap and root cause analysis</li> <li>Describe the importance of constitution of steering and departmental committees and its composition depending upon the size of the healthcare organization.</li> <li>Identify the gaps and strengths based on comparative analysis, including zero tolerance gaps to be bridged based on agreed quality standards</li> <li>Demonstrate the methods to devise and implement improvement strategy in each department</li> <li>Develop the work plan set for achievement of the agreed standards and the documents for the various processes, procedures, protocols and standard operating manuals adhering to the standards in collaboration with the respective committees</li> <li>Assess the progress periodically with respect to bridging all identified and agreed gaps, eliminating all root causes and completing the improvement strategy in defined timelines, resources and targets</li> </ul>	
9	<p><b>Training of manpower</b></p> <p><b>Theory Duration</b> (hh:mm) 06:00</p> <p><b>Practical Duration</b> (hh:mm) 03:00</p> <p><b>Corresponding NOS Code</b> HSS/N6125</p>	<ul style="list-style-type: none"> <li>Identify training objectives for employees of healthcare organization</li> <li>Design, create and implement the training program</li> <li>Create training programs for different learning styles</li> <li>Make programs interactive</li> <li>Embrace computer-based training modules</li> <li>Personalize information so it is specific to your hospital or health system</li> <li>Ensure training reflects changing skills</li> <li>Design the training program involving relevant information and/or instructions about</li> </ul>	Sample training modules

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<p>infection control; biomedical equipment routine use, trouble shooting, cleaning, and maintenance; patient centric clinical protocols; feedback and grievance mechanism; professional and interpersonal behaviour etc.</p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of training programs</li> <li>Conduct KAP (Knowledge, Attitude and Practices) study periodically</li> </ul>	
10	<p><b>Internal Audits</b></p> <p><b>Theory Duration</b> (hh:mm) 06:00</p> <p><b>Practical Duration</b> (hh:mm) 03:00</p> <p><b>Corresponding NOS Code</b> HSS/N6126</p>	<ul style="list-style-type: none"> <li>Explain the foundation of internal audits</li> <li>Explain the types of internal audits</li> <li>Discuss the process of carrying out the internal audits</li> <li>Differentiate between internal and external audits</li> <li>Identify the processes, procedures and documents to be audited and define its periodicity as per priority and focus</li> <li>Create an internal audit schedule and share with respective departments and relevant healthcare personnel</li> <li>Develop the process of internal audit in consultation with departmental committees</li> <li>Prepare the checklist for objectivizing the internal audit mapping to external audit process adopted by agreed quality accreditation/certification body</li> <li>Devise mechanism to include internal audit as an accepted policy for the department</li> <li>Encourage adoption of audit checklist by each stakeholder for carrying out their own periodic audits</li> <li>Conduct the internal audit based on the checklist or processes laid down for the respective department</li> <li>Record the audit findings in the prescribed checklist for discussion with the stakeholders</li> </ul>	<p>Charts and diagrams pertaining to internal audit mechanism</p>



Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>Build capacity and develop leadership for QA expansion</li> <li>Share innovation and best national/international practices regarding quality concepts among healthcare personnel</li> <li>Identify missing essential elements or lagging QA activities and take corrective actions regularly</li> <li>Enhance coordination of QA strategy and activities</li> <li>Support establishment of a learning environment towards quality control, monitoring and assurance</li> <li>Motivate the management and team of healthcare organization towards habituation of adopting quality standards based processes, procedures, protocols and standard operating manual in each and every step</li> <li>Organize short-term and long-term training sessions for healthcare personnel</li> <li>Create positive competitive environment and introduce recognition system for personnel who are following quality, regulatory and statutory standards</li> </ul>	
13	<p><b>Sustainability of the quality processes</b></p> <p><b>Theory Duration</b> (hh:mm) 05:00</p> <p><b>Practical Duration</b> (hh:mm) 03:00</p> <p><b>Corresponding NOS Code</b> HSS/N6128</p>	<ul style="list-style-type: none"> <li>Assess the periodic status of compliance with latest version of regulatory, statutory and quality standards</li> <li>Create mechanism of periodic internal audits as a norm</li> <li>Inform the management of changes in the latest version of standards</li> <li>Maintain the technical competence of healthcare personnel regarding quality control and quality assurance by organizing recognized training courses</li> <li>Retain all quality related and technical records throughout the period between periodic assessments</li> </ul>	

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>Support healthcare organization during surveillance and monitoring of the sustainability of accreditation/certification</li> <li>Keep organizing periodic departmental and steering committee meetings for reviewing the current status and plan for improvement</li> </ul>	
14	<b>Reporting and Documentation</b>  <b>Theory Duration</b> (hh:mm) 03:00  <b>Practical Duration</b> (hh:mm) 02:00  <b>Corresponding NOS Code</b> HSS/N6123	<ul style="list-style-type: none"> <li>Define the scope of practice for Healthcare Quality Assurance Manager</li> <li>Define reporting matrix</li> <li>Discuss the methods of reporting matrix</li> <li>Explain the importance of maintaining various records</li> <li>Explain various types of records to be maintained by Healthcare Quality Assurance Manager</li> <li>Demonstrate essential components of various records and method of documentation and their retrieval</li> <li>Discuss the legal implications of electronic medical/ health records</li> <li>Develop skill in documentation and maintain proper registers related to quality function</li> </ul>	Sample quality operational manuals, Sample formats of reports and hospital documents
15	<b>NABH standards</b>  <b>Theory Duration</b> (hh:mm) 10:00  <b>Practical Duration</b> (hh:mm) 07:00  <b>Corresponding NOS Code</b> HSS/N6129	<ul style="list-style-type: none"> <li>Describe procurement procedure of up-to-date NABH standards</li> <li>Explain the various standards of NABH</li> <li>Define Access, Assessment and Continuity of Care (AAC) as a NABH standard</li> <li>Define Care of Patients (COP) as a NABH standard</li> <li>Define Patient Rights and Education (PRE) as a NABH standard</li> <li>Define Infection Control (IC) as a NABH standard</li> <li>Define Continuous Quality Improvement (CQI) as a NABH standard</li> <li>Define Responsibilities of Management (ROM) as a NABH standard</li> </ul>	NABH standards latest edition

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>Define Facilities Management and Safety (FMS) as a NABH standard</li> <li>Define Community Participation and Integration (CPI) as a NABH standard</li> <li>Discuss the process of implementation of the NABH standards in the healthcare organization</li> <li>Devise methodology to follow the assessment criteria and procedure of NABH for preparing healthcare organization to apply for NABH accreditation</li> <li>Apply NABH assessment criteria to ensure that the NABH standards are implemented across the healthcare organization and not just in one specific department</li> <li>Discuss the process of inspecting the readiness of the organization for applying to NABH accreditation</li> </ul>	
16	<p><b>Accreditation of NABH standards</b></p> <p><b>Theory Duration</b> (hh:mm) 10:00</p> <p><b>Practical Duration</b> (hh:mm) 06:00</p> <p><b>Corresponding NOS Code</b> HSS/N6129</p>	<ul style="list-style-type: none"> <li>Explain the process of NABH accreditation</li> <li>Describe the process of application for NABH Pre Accreditation Entry Level</li> <li>Submit the duly-filled application form to NABH along with all supporting documents and requisite fees for further process by NABH</li> <li>Procure further corrective action from NABH secretariat after submission</li> <li>Conduct self-assessment in the healthcare organization at par of NABH assessment procedure as per prescribed time period</li> <li>Create support system for NABH assessment team during pre-assessment and final assessment</li> <li>Analyse the assessment report given by NABH</li> <li>Apply corrective action as per assessment report till</li> </ul>	<p>Policies &amp; Procedures for Assessment, Surveillance and Re Assessment of HCO</p>

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<p>achievement of NABH accreditation</p> <ul style="list-style-type: none"> <li>Prepare follow up plan as per type and validity of accreditation achieved</li> <li>Follow the schedule in order to apply for final NABH accreditation</li> </ul>	
17	<p><b>Introduction to Hospital Policies and Procedures</b></p> <p><b>Theory Duration</b> (hh:mm) 02:00</p> <p><b>Practical Duration</b> (hh:mm) 02:00</p> <p><b>Corresponding NOS Code</b> Bridge Module</p>	<ul style="list-style-type: none"> <li>Employ hospital policies and procedures of healthcare organization</li> <li>Discuss various hospital departments keeping in views the generation of items for sterilization and disinfection</li> <li>Employ the appropriate use of related medical terminology in daily activities with colleagues, and work area</li> <li>Describe discharge policies of patient, including LAMA (Leave Against Medical Advice etc.)</li> </ul>	Sample standard hospital protocols
18	<p><b>Infection Control and Prevention and maintenance of self-hygiene</b></p> <p><b>Theory Duration</b> (hh:mm) 04:00</p> <p><b>Practical Duration</b> (hh:mm) 02:00</p> <p><b>Corresponding NOS Code</b> HSS/N9618</p>	<ul style="list-style-type: none"> <li>Describe the importance of infection control and prevention and guiding others about it in accordance with healthcare team</li> <li>Identify the factors which influence the outcome of an exposure to infection</li> <li>List strategies for preventing transmission of pathogenic organisms</li> <li>Demonstrate the steps of spill management</li> <li>Ensure hand hygiene and infection control and exposure control</li> <li>Describe nosocomial infections</li> <li>Explain the importance of incident reporting</li> <li>Develop techniques of self-grooming and maintenance</li> <li>Explain the concept of immunisation to reduce the health risks for self and patients.</li> <li>Explain the concept of healthy living.</li> <li>Demonstrate the procedures of hand hygiene to prevent cross infection including effective hand</li> </ul>	Hand washing and Hand rub equipment, Spill kit, Infection control protocols, Personal Protective Equipment



Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<p>washing to include; social and clinical techniques</p> <ul style="list-style-type: none"> <li>• Demonstrate the techniques of proper usage of PPE</li> <li>• Explain the importance of PPE</li> <li>• Explain various vaccinations against common infectious diseases</li> </ul>	
19	<p><b>Maintain interpersonal relationship with colleagues and others</b></p> <p><b>Theory Duration</b> (hh:mm) 04:00</p> <p><b>Practical Duration</b> (hh:mm) 02:00</p> <p><b>Corresponding NOS Code</b> HSS/ N9615</p>	<ul style="list-style-type: none"> <li>• Maintain professional behaviour with co-workers and patients and their families.</li> <li>• Network with other departments and maintain professionalism</li> <li>• Establish and manage requirements for planning and organizing work</li> <li>• Accomplish the requirements using case studies and role plays for portraying effective networking amongst the team members.</li> </ul>	Case studies portraying effective networking amongst the team members
20	<p><b>Maintain professional and medico-legal conduct</b></p> <p><b>Theory Duration</b> (hh:mm) 04:00</p> <p><b>Practical Duration</b> (hh:mm) 02:00</p> <p><b>Corresponding NOS Code</b> HSS/N9616</p>	<ul style="list-style-type: none"> <li>• Apply rules and policies of organization</li> <li>• Apply code of conduct and demonstrate best practices</li> <li>• Explain the importance of carrying out one's duties and responsibilities and effects of non-compliance</li> <li>• Maintain relationship with other departments and seek support if required</li> <li>• Reduce risks associated with quality and safety measures</li> </ul>	Sample case studies





Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>Organize and work with files and folders.</li> <li>Use the designated software application to carry out everyday tasks at the hospital.</li> </ul>	
24	<p><b>Soft Skills and Communication</b></p> <p><b>Theory Duration</b> (hh:mm) 04:00</p> <p><b>Practical Duration</b> (hh:mm) 02:00</p> <p><b>Corresponding NOS Code</b> Bridge Module</p>	<ul style="list-style-type: none"> <li>Employ basic reading and writing skills</li> <li>Apply effective communication strategies with peers/ colleagues using medical terminology in communication</li> <li>Develop new strategies to enhance reading comprehension</li> <li>Locate unfamiliar words in a given piece of text and determine their meaning using a variety of strategies</li> <li>Acquire new vocabulary identified from the assigned text</li> <li>Enhance understanding of new vocabulary by making connections to related ideas and other words</li> <li>Aim to use new vocabulary in speaking and writing</li> <li>Explain goal setting, team building, team work, time management, problem solving, thinking, reasoning and communicating with others</li> <li>Discuss the benefits of using proper telephone and email etiquettes</li> <li>Analyse information gathered from observation, experience, reasoning, or communication to act efficiently</li> <li>Discuss planning and organization of work</li> </ul>	Case studies and modules of soft skills, scenario based learning modules

Sr. No.	Module	Key Learning Outcomes	Equipment Required
	<b>Total Duration: 180 Hrs</b>  <b>Theory Duration 120:00</b>  <b>Practical Duration 60:00</b>	<b>Classroom equipped with following arrangements:</b>  Case studies and flowcharts describing classification of the hospitals, case studies, Sample training modules, sample formats of reports and hospital quality documents, sample standard hospital protocols, current Guidelines on handling of biomedical wastes, Hand washing equipment and hand rubs, Spill kit, Case studies and role play videos for portraying effective networking amongst the team members, Different colour coded bins, guidelines of BMW, First aid kit, splints, bandage, antiseptic creams, computer with internet facility and latest MS office, NABH standards latest edition, Policies & Procedures for Assessment, Surveillance and Re Assessment of HCO  <b>Interactive lectures and discussion:</b> <ul style="list-style-type: none"> <li>Brain Storming</li> <li>Charts and Models</li> <li>Activity</li> <li>Video presentation</li> </ul> <b>Skill lab equipped with following arrangements:</b> <ul style="list-style-type: none"> <li>Unique equipment as enlisted at the last</li> <li>Practical Demonstration of various functions</li> <li>Case study</li> <li>Role play</li> </ul>	

- Grand Total Course Duration 480:00 Hours (120:00 Hours duration for Class Room, 60:00 Hours Skill Lab Training and 300:00 Hours of mandatory OJT)
- 300 Hours of mandatory OJT/Internship/Clinical or Laboratory Training

*(This syllabus/ curriculum has been approved by SSC: Healthcare Sector Skill Council)*

