

- Review of policies, procedures, clinical practice guidelines, medical records, staff records, governmental and/or regulatory compliance reports, and other documents requested from the hospital
- Review of quality and patient safety improvement data, performance measures, and outcomes
- Individual *patient tracers* (that is, evaluation of a patient's care experience through the hospital care process)
- *System tracers* of organizationwide processes (for example, medication management, infection prevention and control, hazardous materials, and waste, or other high-risk, high-/low-volume, problem-prone systems, and processes)

Preparing for Survey

JCI assigns each hospital an account manager to serve as the primary contact between the hospital and JCI. This individual assists in the coordination of the presurvey activities and is available to answer questions about the following:

- Application submission and receipt, contracting, and scheduling
- Official Survey Findings Report processing and Strategic Improvement Plans
- Status of accreditation and certification certificates
- Notifying JCI of significant changes in your organization, including how to update information in *JCI Direct Connect* and the E-App
- General JCI policies and practices and the survey process
- Concerns regarding any of JCI's processes

Scheduling the Survey

JCI and the hospital select the survey date and prepare the survey agenda together to meet the hospital's needs and the requirements for an efficient survey. To reduce surveyor travel costs, JCI makes every effort to coordinate the scheduling of surveys of other hospitals in a specific country or region.

Planning the Survey Agenda

JCI assigns each hospital a Team Leader to assist in the coordination of the survey agenda planning. The Team Leader will contact the hospital approximately eight weeks in advance of the survey to coordinate logistics for the survey and prepare a survey agenda based on the size, type, and complexity of the hospital. The agenda specifies the sites JCI surveyors will visit, the types of interviews surveyors will conduct, the staff to be interviewed, and the documents that must be provided to the surveyors.

The Survey Team

Highly qualified and experienced international surveyors perform the survey. JCI conducts surveys in the English language; however, JCI makes every effort to use surveyors fluent in the language(s) used at the organization. If JCI surveyors with the appropriate language capabilities are not available, it is the responsibility of the surveyed organization to provide qualified translators who are free from conflict of interest. A typical hospital survey team consists of a physician, nurse, and hospital administrator.

Cancellation of a Survey

JCI or a hospital may cancel a survey without penalty or damages when events such as wars, terrorism, or other similar emergencies or circumstances make it impossible, illegal, or unreasonable to go forward with a survey. Cancellation due to any of the reasons cited above must be communicated in writing as soon as possible. If the hospital cancels the survey thirty (30) or fewer days prior to the start date of the survey for any reason or reasons other than those stated above, JCI will require payment of all associated direct costs plus a cancellation fee as outlined in the signed contract. If a hospital cancels the survey more than once after the survey dates are confirmed via e-mail by JCI, JCI will also require a rescheduling fee. This rescheduling fee will increase for

each cancellation request. In the event that JCI cancels the survey for any reason or reasons other than those previously stated, JCI does not charge the organization a fee.

Postponement of a Survey

A hospital may postpone a survey that has already been scheduled without penalty or damages when one or more of the following situations occur:

- A natural disaster or another major unforeseen event that substantially disrupts operations
- A major strike that causes the organization to stop accepting patients, cancel surgery and/or other elective procedures, and transfer patients to other hospitals
- Patients, the organization, or both are being moved to another building during the dates of the scheduled survey.

JCI reserves the right to conduct a survey if the organization continues to provide patient care services under any of the above circumstances. Hospital renovation projects do not prevent JCI from conducting the survey.

If a hospital postpones the survey thirty (30) or fewer days prior to the first date of the survey for reasons other than those previously stated, JCI will require payment of all associated direct costs plus a postponement fee as outlined in the signed contract. If a hospital postpones the survey more than once after the survey dates are confirmed via e-mail by JCI, JCI will charge a rescheduling fee. This rescheduling fee will increase for each postponement request. In the event that JCI postpones the survey for any reason or reasons other than those previously stated, JCI does not charge the organization a fee.

Cost of Surveys

Calculation of Costs

JCI bases its accreditation survey fee on several factors, including the volume, type, and complexity of services provided by the hospital; the number of locations or care settings included in the survey; and the number of surveyors and survey days required to conduct the evaluation of compliance with JCI standards. Surveyor time for report preparation is included in the calculated survey days. JCI charges the hospital for any required follow-up surveys and for some hospital-initiated survey postponements or cancellations. Inquiries related to estimates of survey fees should be sent via e-mail to JCIAccreditation@jcrinc.com.

Travel Costs

In addition to survey fees, the hospital is responsible for paying all travel costs for the surveyors. This includes transportation (airfare, train, and car) and reasonable hotel accommodations and meals, including a set daily rate for meals and incidental expenses.

Payment Schedule of Survey Fees

JCI bills organizations for accreditation fees using one of two options, noted below. JCI requests that organizations identify their preferred billing option by selecting and signing for the desired option on the last page of their accreditation contract.

Payment Option I

Upon the hospital's return of the signed contract and within 30 days of receipt of the confirmed survey dates, the hospital will receive an invoice for 100% of the survey fees, not including surveyor expenses and surveyor airfares, unless available. Payment is due upon receipt of the invoice. Within 30 days of the conclusion of the survey, JCI will bill the hospital for the remaining surveyor(s) travel and maintenance expenses.