Alliance for
Continuing Education
in the Health Professions

Educating the Educator: Curriculum Structure

Program Management

Measurement & Evaluation

Research & Scholarship

Technology

Leadership

Core Knowledge: Healthcare/CPD Landscape, Adult Learning, Educational Design, Accreditation

Quality & Performance Improvement
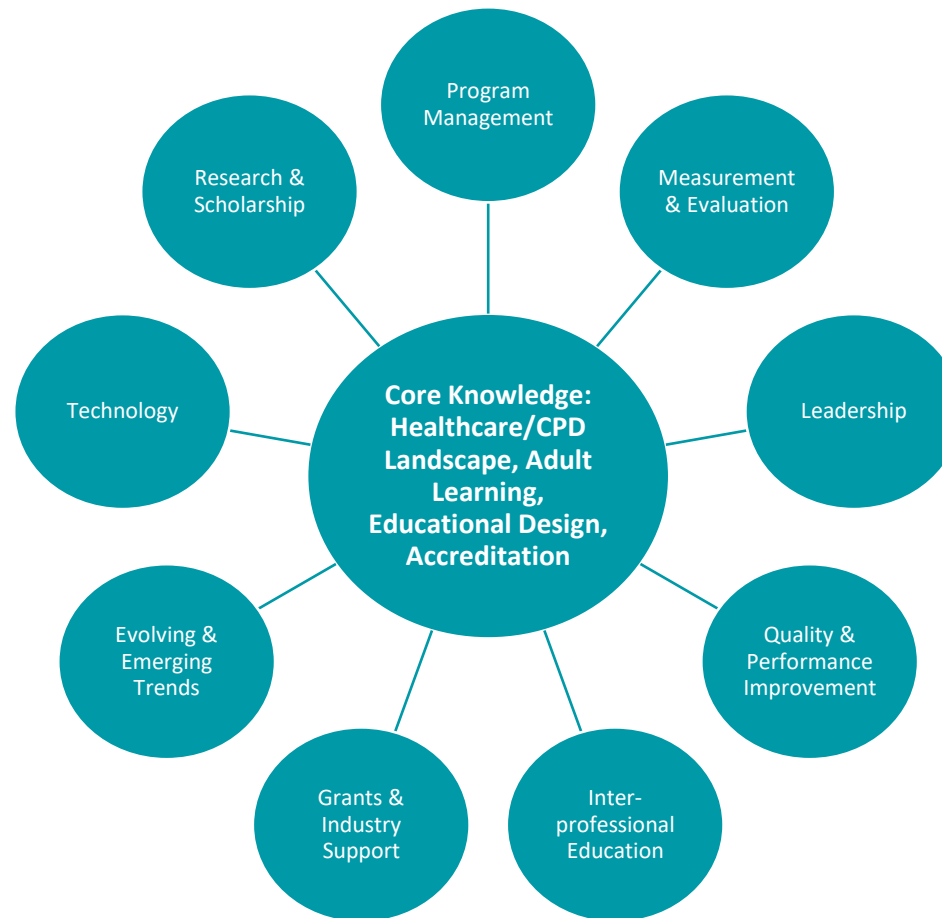
Evolving & Emerging Trends

Grants & Industry Support

Inter-professional Education

Educating the Educator: Curriculum

<u>Goal</u>

To create a curriculum that encompasses the competencies and hence the knowledge, skills and attitudes that a continuing professional development provider should acquire and be proficient in to successfully design, develop, deliver and manage continuing professional development (CPD) activities that address clinician practice gaps in healthcare today. The curriculum enables Alliance for Continuing Education in the Health Professions to do the following:

- Define competencies that completely align with the needs of the healthcare market
- Identify gaps in existing programming offered by Alliance
- Articulate the learning needs of Continuing Professional Development teams in the different member sections and articulate the learning needs of such audiences
- Edit, revise existing learning opportunities and create new ones to address gaps identified in the current programming.

The scope of this curriculum leverages the existing National Learning Competencies (NLCs) and expands further to include new competencies to enable the Alliance membership to be better prepared for the changes (now and in the future) in healthcare and hence the needs of clinicians.

<u>Structure of the Curriculum</u>

The curriculum is divided into core knowledge and specialized knowledge. Specialized knowledge is divided into several domains. Domains contain competencies specific to each specialty area. Competencies are then broken down into knowledge, skills and attitudes (KSAs) that translate into activities and programs.

Table 1 Educating the Educator-Curriculum: Domains, competencies and mapping to National Learning Competencies (NLCs)

Areas of Knowledge	Domains	Competencies	Existing NLC	New
Core	*Healthcare/CPD Landscape*	*Assess the current healthcare landscape and its implications to CPD*		x
	Adult Learning	*Apply adult learning principles in continuing education health professional (CEhp) activities/interventions and overall program planning*	x	
	Program Planning and Design	*Design, develop and implement CEhp activities/interventions to address healthcare professionals' practice gaps and underlying learning needs*	x	
	Accreditation	*Execute CEhp activities and the overall CEhp program in compliance with applicable accreditation and/or regulatory policies and requirements*		x
Specialized				
	Program management - Manage and Administer the continuing education (CE) program	*Execute CEhp activities and the CEhp program following sound and applicable business practices and policies*	x	
		Utilize effective management and communication skills when working with organizational leaders, staff, volunteers, peers and learners	x	
	Measurement and Evaluation - Measure the Performance of CEhp Activities and the Overall CEhp program - Use data to evaluate the effectiveness of CEhp activities/interventions and the impact of the overall CEhp program	*Use evaluation and outcomes data to assess and determine the educational outcomes/results of the CEhp activities/ interventions on participants' attitudes, knowledge levels, skills, performance and/or patient outcomes; unmet learning needs and the quality and effectiveness of the activities.*	x	x
	QI/Performance Improvement	*Design, develop and implement Quality Improvement (QI) /Performance Improvement activities*	x	x
	Technology	*Effectively use technology to implement CPD activities successfully*		x
	Leadership - Provide leadership to the CEhp program	*Conduct all affairs with high standards of professionalism and ethics*	x	
		Model and inspire a vision of present value and future direction for CEhp – externally and internally	x	

		Advocate for the CEhp program, its mission, activities, staff and volunteers	x	
		Develop and model a learning organization.	x	
		Collaborate with internal/external stakeholder groups and key partners that can help maximize the impact of CEhp activities/interventions and meet the CEhp mission	x	
	Research and Scholarship	Advance the field of CPD through research and dissemination of best practices		x
	Grants/Industry Support	Seek, develop and manage grants supporting CPD activities		x
	Evolving and Emerging Trends	Be aware of evolving and emerging trends and their impact on CPD		x

Target Audiences

Those involved in the planning, design, development, and delivery of continuing professional development programs working in hospitals/health systems, medical specialty societies, medical education companies, federal healthcare organizations, medical education organizations and independent consultants and/or contractors. The target audience also include those employed by industry and supporters who are involved in sponsoring and managing CPD projects.

Core Team

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Focus Group

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CORE KNOWLEDGE

CC1: Assess the current healthcare landscape and its implications to CPD			
Description	**K**	**S**	**A**
Healthcare Environment			
Describe the current healthcare environment and its impact on clinician learning	x		
Analyze the learning needs of clinicians in the current healthcare environment	x		
Describe the legal, regulatory and institutional requirements that healthcare providers face, and the impact on their educational needs.		x	
Assess individual, team and system based factors that affect clinicians as learners		x	
Evaluate emerging trends, standards, and environmental forces in CPD, including inter-professional education, maintenance of certification, and quality improvement.		x	x
Recognize the problems, barriers and opportunities that current healthcare trends present in designing and delivering effective CPD programs			x
Recognize the impact of the micro/macro environments and all its associated factors that affect learning and clinician behaviors			x
Examine coordination of care and continuum of care concepts and their implications to clinician behaviors		x	
Continuum of education for healthcare professionals			
Describe the continuum of learning and its implication to CPD of healthcare professionals	x		
Discuss the CPD Landscape and its implications to a CPD provider	x		
Discuss literature resources that relate to continuous professional development in healthcare	x		
Working with Stakeholders within CPD			
List the different stakeholders and audiences involved in CPD today	x		
Create a CPD lexicon	x		
Explain the need for team-based learning in CPD	x	x	
Explain the need for inter-professional learning in CPD	x	x	
Systems Based Thinking			
Investigate terms such as "patient centricity", "systems thinking", "learning organizations" and their relation to CPD	x	x	
Assess the need for CPD and its implications for performance, process and patient outcomes, as these relate to the health care delivery system		x	
Explain the need for workplace learning	x	x	
Data/Outcomes			
Analyze data from CPD outcomes to normative criteria for successful CPD activities		x	
Recognize the importance of clearly defined competencies and outcomes for CPD activities			x

	Social, Cultural Influences on clinician behavior			
	Describe the importance of social and interpersonal dimensions of patient care and its effects on clinician behaviors		x	x
	Recognize the impact of healthcare environments, their culture, leadership interactions and patient engagement on the behaviors in clinicians	x		x
	Debate generational differences in adult learners and their implications to design of education	x	x	

CC2: Apply adult learning principles in CEhp activities/interventions and overall program planning				
	Description	**K**	**S**	**A**
	Adult Learning Theory			
	Describe adult learning theories and their role in CEhp.	x	x	
	Distinguish between education, learning, training and development			
	Recognize the attributes of adults as learners	x		x
	Examine Malcolm Knowles work on adult learning and andragogy	x	x	
	Describe current trends and practices in CEhp	x		
	Discuss the adult learning environments	x		
	Explore the role of self-efficacy and self-assessment in adult learning		x	
	Explain the need for self-regulated learners in medicine and in CPD	x		
	Describe the stages of behavior change in clinicians	x		
	Apply relevant adult learning and instructional design theories to design and develop educational programs		x	
	Investigate the need to motivate adults as learners and strategies to achieve it		x	
	Appreciate the diversity in learners, their needs and goals within a healthcare environment	x		x
	Design education activities that promote experiential learning and workplace learning in CPD		x	
	Debate the importance of reflection and feedback in adult learning	x	x	
	Describe ways to incorporate reflection and feedback in educational activities in CPD		x	
	Translate the different theories related to adult learning into practice through effective design and delivery of education		x	
	Apply adult learning principles that are used to facilitate changes in healthcare professionals' knowledge, competence, and/or performance		x	
	Clinicians as learners			
	Compare clinicians with other adult learners		x	
	Identify frameworks and theories related to healthcare professionals' learning and change.	x		
	Describe communities of practice and their impact on healthcare practitioners and their learning behaviors	x	x	
	Utilizing data			
	Discuss the need for data, types of data, data sources	x	x	
	Discuss ways to gather data before, during and after CPD activities			

Description	K	S	A
Analyze data for and from CPD activities and make observations/inferences		x	
Communicate about CPD and its value			
Describe the overall goal of CPD for each of the stakeholders involved	x		
Articulate how each of the CPD activities relate to the vision and mission of the organization		x	

CC3: Design, develop and implement CEhp activities/interventions to address healthcare professionals' practice gaps and underlying learning needs.

Description	K	S	A
Program/Activity planning			
Describe the steps involved in the development of CPD offerings for clinicians	x		
Demonstrate the importance and value of each step as outlined by the various accrediting agencies for planning, design and delivery of accredited CPD offerings			
Develop educational activities aligned with the overall program strategies			
Create a plan for managing all logistics and implementation tactics related to the educational activity being offered.		x	
Evaluate the need for defining clear program and activity outcomes and the role of measurement and evaluation in adult learning.	x	x	
Appreciate the significance of each of the component of program planning as defined by the relevant accrediting agency			x
Practice gaps and learner needs			
Define professional practice gaps	x		
Describe the process of defining practice gaps		x	
Differentiate between identifying practice gaps and conducting a needs assessment	x		
Evaluate the different sources and factors that contribute to various types of learner needs		x	
Explain gap analysis and its implications to knowledge, competence and performance gaps	X	x	
Analyze data sources that can help reveal the practice gaps that exists		x	
Analyze data and information to identify professional practice gaps and learning needs.		x	
Evaluate factors that contribute to the practice gaps (patient, provider, system) to determine learning needs		x	
Determine the different audience groups associated with the practice gaps defined	x		
Translate professional practice gaps into learning needs of the audience		x	
Defining and Measuring Expected Outcomes			
Define the goals and outcomes of the educational programs/activities to be designed	x		
List learning objectives for all educational sessions that align with overall goals defined	x		
Link learning objectives to the type of change desired in learners to support the development of the appropriate CEhp activity/intervention			
Describe the different models and the levels of outcomes included in them and their relevance to CPD	x	x	x
Explore ways to collect data before, during and after the educational activity		x	

	Describe the various measurement and evaluation methods through which the goals and objectives defined can be assessed.		x	
	Assess accomplishment of the goals and objectives defined by each of the educational/delivery formats selected for the activity		x	
	Apply assessment and evaluation strategies and methods to gather data to show effectiveness of educational interventions	x	x	
	Faculty Training			
	Develop learning opportunities for volunteers and/or faculty on strategies for the effective design and delivery of educational activities		x	
	Procedural Education			
	Discuss the different steps involved in procedural skills training.	x		
	Describe methods and models for procedural and simulation training and how to implement them in an activity	x	x	
	Design and develop activities that focus on procedural skills		x	x
CC4: Execute CEhp activities and the overall CEhp program in compliance with applicable accreditation and/or regulatory policies and requirements				
	Accreditation and regulatory requirements			
	Analyze the requirements for all the following regulatory bodies that influence CPD		x	x
	• ACCME Criteria			
	• ANCC criteria			
	• ACPE criteria			
	• ACCME Standards for Commercial Support			
	• AMA PRA Guidelines			
	• Sunshine Act			
	• FDA, OIG			
	• AdvaMed Guidelines			
	• Pharma Code			
	• CMSS Guidelines			
	• AMA CEJA Guidelines/Gifts to Physicians			
	• Other credit systems - AAFP, AOA etc			
	• FSMB/State Licensure requirements			
	• ABMS/Maintenance of Certification			
	Policies, Procedures, and Documentation			
	Apply business policies and procedures in the context of regulatory requirements		x	
	Implement policies and procedures to address copyright, IP, HIPPA and other legal requirements necessary to manage CPD			

	Description	K	S	A
	Provide recommendations for revisions or changes to business practices to accommodate for regulatory requirements as necessary		x	
	Develop processes for appropriate documentation of all practices aligned with the regulatory requirements		x	
	Create processes for managing forms, contracts, and other regulatory documentation needed for all activities		x	
	Review and monitor all documents and provide feedback to staff and other team members on a regular basis		x	
	Implement a tactical plan for reporting on all activities to ensure communication of successes, failures, lessons learned and recommendations for improvement		x	x
	Promote continuous learning and improvement of policies, processes and documentation.		x	x

PROGRAM MANAGEMENT

Specialized Competencies: SC1: Manage and Administer the CE Program

Execute CEhp activities and the CEhp program following sound and applicable business policies and practices				
	Description	**K**	**S**	**A**
	Budgeting			
	Apply basic principles of accounting and budgeting to create, utilize, monitor and report on activity budgets		x	
	Develop a budget that accommodates the needs of all stakeholders involved and the appropriate time needed for all tasks associated with the activities.		x	
	Define the budget requirements and develop a final budget, working with clinical departments, collaborators and partners		x	x
	Program and Project Management			
	Define the difference between project and program management	x		
	Develop a plan for the design, development and execution of all activities		x	
	Apply project management guidelines to create, monitor and support the completion of all tasks associated with the activities		x	
	Develop a plan the monitor the progress, successes, challenges and barriers that one might encounter during the process		x	
	Create a plan to define, track, and monitor measures of success to determine risks, improvements and or decisions that need to be made related to the activities		x	
	Recognize the role of project management and technology tools in managing and delivering on the all activities assigned			x
	Coordinate with other departments/stakeholders			
	Discuss grants and proposals development and the need for such practices within CPD		x	
	Determine staffing resources needs and whether outside vendors or contractors are determined		x	
	Communicate technology needs and partner with IT staff and other functional areas as necessary to implement them		x	x
	Collaborate with meeting planning staff to successfully deliver live events and all associated tasks		x	

			x	x
	Ensure availability of customer support services for all consumers of the products and services delivered		x	x
	Work with appropriate parties to determine marketing needs, deadlines and processes		x	x
	Explain the process for identifying and contracting with vendors to meet program and activity goals		x	
Organizational business practices				
	Recognize the value of compliance with the existing institutional/organization business practices and policies		x	x
	Establish processes that align with business practices that exist within the institution/organization		x	
	Communicate the need for compliance with business policies and practices to all stakeholders involved.		x	
	Establish guidelines for implementation and documentation of all business processes related to the CPD activities		x	
Utilize effective management and communication skills when working with organizational leaders, staff, volunteers, peers and learners				
Communication				
	Articulate the importance/value of all activities to all stakeholders		x	x
	Share the goals, outcomes and vision with the team, other staff involved in the activity and the faculty developing and delivering content		x	x
	Provide the necessary support to all members of the team assigned to the activities		x	
	Conduct effective meetings with the team to ensure alignment of all members assigned to the activities.		x	
Team Building				
	Build, develop and manage effective teams		x	x
	Communicate strategies/tactics to provide feedback on performance of team members, coach and create opportunities for improvement.		x	
	Recommend and/or jointly develop professional development plans for team members		x	
	Promote self-assessment, reflection and de-briefing activities in the context of continuous learning and improvement		x	x
Volunteer Management				
	Recruit, motivate and actively engage volunteers needed to develop and deliver learning, provide leadership and expertise to the organization.		x	x

MEASUREMENT AND EVALUATION

Specialized Competencies SC2: *Measure the Performance of CEhp Activities and the Overall CEhp program*
Use data to evaluate the effectiveness of CEhp activities/interventions and the impact of the overall CEhp program.

Use evaluation and outcomes data to assess and determine the educational outcomes/results of the CEhp activities/ interventions on participants' attitudes, knowledge levels, skills, performance and/or patient outcomes; unmet learning needs and the quality and effectiveness of the activities.			
Description	**K**	**S**	**A**
Fundamentals			
Differentiate between measurement and evaluation (M & E)	x		
Explain the need for measurement and evaluation in CPD	x		
Plan for evaluation of individual activities and overall CPD program		x	
Explain how the results from the different activities can be reported to fulfill requirements for accreditation requirements		x	
Differentiate between activity and program planning	x		
M & E Models			
Explore the different measurement and evaluation models that are applicable to CPD	x		
Apply statistical models and analysis that help provide evidence towards effectiveness of CPD activities.		x	x
Utilizing the M & E models, describe the process of establishing a measurement and evaluation framework for the CPD program		x	
Review evaluation processes and tools applicable to CPD today		x	
Discuss surveys, survey tools, dissemination methods and response rates as they relate to CPD		x	
Levels of outcomes			
Implement strategies to obtain level 1 – 4 of outcomes levels as explained by Moore, Green and Gallis by implementing appropriate measurement/evaluation tools.		x	
Develop plans for measuring and reporting on outcomes higher than level 5 as explained by Moore, Green and Gallis		x	
Using specific case examples explain outcomes levels: knowledge, competence and performance		x	
Debate a systematic approach to measuring knowledge, competence and performance		x	
Identify the different ways in which the outcomes (clinical, patient, process and system level outcomes) related to a CPD program	x	x	
Data Collection			
List data sources that can help collect evidence towards achievement of knowledge, competence and performance.	x		
Discuss data collection tools that are applicable to CPD	x	x	

Develop appropriate tools necessary for gathering data for the outcomes to be measured.		x	
Create a process for implementation/dissemination of data tools and collection of data		x	
Demonstrate ways to gather data related to performance		x	
Utilize different data collection methods (self - assessment tools, registries, data bases, EHRs) to gather data on performance		x	
Discuss the challenges related to gathering performance related data	x		
Outcomes and Analysis			
Define the different types of outcomes: clinical, patient, process and system level outcomes	x		
Interpret outcomes data to determine educational needs that have not been met		x	
Describe the role of measurement and evaluation in QI		x	
Outline the steps for identifying standardized measures based on quality gaps identified.		x	
Based on the standardized measures identified, define performance indicators, patient inclusion/exclusion criteria, and the required sample size.		x	
Devise ways to report on the data gathered after a thorough analysis		x	
Analyze all data obtained appropriately		x	
Translate accreditation requirements related to outcomes to practices and processes in CPD		x	
Discuss validity and reliability of data collection tools developed to support CPD activities	x		x
Activity Evaluation			
Appreciate the need for measurement and evaluation in CPD activities			x
Recognize the importance of data necessary to communicate the value of CPD activities			x
Analyze the necessity for activity outcomes with the overall mission and vision of the organization		x	x
Overall Program Evaluation			
Outline ways to measure and evaluate the overall CPD program		x	
Monitor the CPD program to gather data related to all the different accreditation requirements		x	
Develop activity and program reports aligned with accreditation requirements		x	
Utilize the data in multiple ways to inform, revise, enhance activities and the overall CPD program		x	
Document changes made to current program offerings based on data gathered.		x	
Disseminate results, lessons learned and recommendations for changes in activities to all stakeholders, as needed.		x	
Relate the outcomes from educational activities to the overall goals of the organization and the CME mission		x	

LEADERSHIP

Specialized Competency: SC3: *Provide leadership to the CEhp program*

Conduct all affairs with high standards of professionalism and ethics			
Description	**K**	**S**	**A**
Personal professionalism/ethics			
Define professionalism in the context of CPD	X		
Explain ethics and ethical values to be adopted by CPD professionals		X	
Discuss the different standards for professionalism and ethics in CPD		X	
Appreciate the significance of ethical values and professional conduct in CPD.			x
Assess the implications of standards defined for ethics and professionalism on CPD activities and professionals		X	
Using case examples discuss the application of ethical standards as they relate to a CPD professionals		X	
Team/Institutional professionalism/ethics			
Model ethical and professional behavior		x	
Develop guidelines and policies related to ethics for staff and faculty volunteers associated with CPD		X	
Develop guidelines and policies related to professionalism for staff and faculty volunteers associated with CPD		X	
Implement processes to ensure compliance with ethical and professionalism guidelines		X	
Provide learning/training opportunities for staff, team members and faculty volunteers to discuss the guidelines for ethics and professionalism in CPD		X	
Model and inspire a vision of present value and future direction for CEhp – externally and internally			
Knowledge of the environment			
Examine industry trends and market needs to define new directions and strategic growth plans for CPD department		X	
Communicate strategic directions and a plan developed based on understanding of emerging trends, standards, and environmental forces in CPD including inter-professional education, maintenance of certification, quality improvement, etc.		X	
Vision			
Recognize the importance of the vision and mission of the CPD program and its relationship to all activities developed and delivered			X
Create a vision for CPD		X	
Communicate the vision and "big picture" to staff and teams working in CPD		X	X
Staff Development			
Emphasize the role of each team member in achieving the vision and mission of the organization		X	X
Provide the CPD staff with professional development activities to keep up with changes in the market and learning needs		X	
Adopt leadership practices and models of behaviors to empower staff within a CPD department		x	

			K	S	A
Advocate for the CEhp program, its mission, activities, staff and volunteers					
	Value				
	Articulate the value of CPD in healthcare today			x	x
	Recognize the importance of subject matter experts, faculty, researchers and authors in helping achieve the goals for CPD activities				x
	Appreciate the role of staff and team members in helping achieve the goals of CPD activities				x
	Recognize the importance of all external stakeholders in running an effective/successful CPD program				x
	Communication/Dissemination				
	Develop an internal and external communication plan for sharing successes achieved through CPD activities			x	
	Develop strategies and tactics to promote value, need and impact of CPD program			x	x
	Disseminate learned best practices and promote adoption of the same			x	x
	Share achieved results, lessons learned and effective best practices through several channels			x	
	Collaborate with relevant partners to effectively communicate the value and advocate for CPD activities.			x	
Develop and model a learning organization					
	Learning organization				
	Define a learning organization		x		
	Communicate the importance of establishing and promoting a model for a learning organization				x
	Create a framework for the establishment of a learning organization				x
	Develop a culture of learning and change			x	
	Promote systems thinking and align all unit/departmental goals with the overall organizational goals			x	
	Assess barriers, challenges and resource constraints that affect the creation of a learning organization			x	
	Monitor and measure success on a regular basis to design ways to continuously improve efficiencies and results			x	
	Implement ways to learn from competitors and their successes and failures			x	
	Learning culture				
	Promote the culture of learning and change by providing feedback and opportunities for reflection to those involved in CPD activities.			x	
	Advocate for continued development of all staff involved in CPD activities			x	
	Recognize, motivate, empower and reward teams involved in CPD activities			x	x
Engage in Self-Assessment and Lifelong Learning *Continually assess individual performance and CEhp program effectiveness, and make improvements through relevant learning experiences.*					
	Description		**K**	**S**	**A**
	Self-Assessment				
	Recognize the value of continuously assessing personal and professional strengths and weaknesses				X
	Evaluate skills against competencies to identify gaps			X	
	Identify resources for addressing gaps in knowledge or skills		X		

	Description	K	S	A
	Create a plan for your own ongoing growth and development.		x	
	Staff Development			
	Develop annual performance goals and metrics for staff involved in CPD activities		X	
	Discuss performance and achievement of goals with staff		X	
	Coach staff and provide recommendations for improvement		X	
	Enable staff to participate in professional development activities that encourage change in behaviors and improvement.		X	
	Implement tools to measure performance of individuals and their successes related to CPD activities		X	
	Program Evaluation			
	Assess overall program effectiveness annually by gathering relevant data and its analysis		X	
	Discuss the results of the overall program assessment with staff		X	
	Develop and document plans for improvement based on the results of the assessment.		X	

Collaborating and Partnering with Stakeholders
Collaborate with internal/external stakeholder groups and key partners that can help maximize the impact of CEhp activities/interventions and meet the CEhp mission

	Description	K	S	A
	Effective Partnerships			
	Appreciate the importance of partners and collaborators in achieving the CPD mission			x
	Describe the purpose of collaborations/partnerships	x		
	Assess the need for collaboration and partnerships to advance the CEhp mission		x	
	Define relevant stakeholders and the value they bring	x		
	Identify benefits and challenges to collaboration, including potential barriers	x		
	Articulate the value of the identified partner/collaborator to the leadership within the organization/institution		x	x
	Create a strategic plan for your organization or program to identify, build, maintain and expand on key collaborations/partnerships		x	
	Managing Partnerships			
	Emphasize the goals agreed upon by both parties to ensure a result driven approach		x	
	Manage the day to day interactions and communication to effectively address the needs of the stakeholders involved		x	
	Monitor progress, provide periodic reports and disseminate outcomes and overall results to all parties concerned	X		
	Negotiate and outline a partnership agreement that helps all stakeholders meet their goals.		x	
	Develop a tactical plan to support implementation of the strategy		x	
	Define metrics of success for each of the partnerships/collaborations identified	x	x	
	Practice effective communication, teamwork and team building strategies when working with partners/collaborators		x	

		K	S	A
	Working together with identified partners/collaborators define mutually agreed upon outcomes, milestones and goals		x	
	Implement tactics to monitor and report on activities conducted through the partnership/collaboration.		x	
	Recognize the importance of effective communications, teamwork and collaboration rules, and expectations in achieving success			x

QUALITY AND PERFORMANCE IMPROVEMENT

Specialized Competency SC4: Design, develop and implement Quality/Performance Improvement activities				
	Description	**K**	**S**	**A**
	Definitions			
	Define quality improvement in healthcare	x		
	Define QI education	x		
	Describe QI interventions	x	x	
	Explain clinical, process and patient outcomes and measures/metrics associated with them		x	x
	Define how guidelines are developed, how these are used to create quality or performance measures, and how these are implemented with QI interventions and PI activities	x		
	Define the role of education in quality improvement initiatives	x		
	Strategies/Models			
	Determine the implications of the national quality strategy and the nine levers that enable achieving the triple aim	x	x	
	Describe quality improvement strategies that are implemented to address quality gaps (process, performance) in care	x	x	
	Recommend use of different models to implement a root cause analysis to identify specific causes of the quality gaps.		x	
	Data/Technology			
	Define ways to gather data that shows evidence of quality gaps	x		
	Discuss health information technology, digital health, electronic health records, informatics and big data in the context of CPD.	x	x	
	Define data sources relevant to measuring performance before, during and after the learning cycle	x	x	
	Establish clinician baseline performance levels based on data from available sources		x	
	Assess the different ways in which health information technology, digital health, electronic health records, informatics and big data tools and resources can be applied in the context of CPD		x	

	Develop self-assessment tools that assess practice trends and factors that contribute to quality gaps.		x	
	Systems Based Practice			
	Define the stakeholders with whom you will need to work to implement a QI intervention (e.g., who in your practice environment is obliged to compile and report quality or performance data?)	x		
	Describe the mission of these other stakeholders and how their work relates to practice-based learning and improvement	x	x	
	Articulate the goals of the QI/PI intervention in terms that harmonize the objectives of all the stakeholders (e.g., why should the quality department work with you?)	x	x	
	Integrating educational/PI models			
	Determine the optimal blend of QI and educational interventions that needs to be included to achieve the desired outcomes related to the QI activity		x	
	Integrate the educational activity into a learning cycle designed to achieve specific outcomes based on established performance or quality measures		x	
	Implement tactics to continuously monitor performance, offer feedback/coach and allow for continuous improvement throughout the learning cycle		x	
	Interpret data gathered throughout the learning cycle to provide recommendations for performance improvement		x	
	Outcomes			
	Implement comparative studies that clearly show the impact of interventions			
	Compare data gathered before and after the learning cycle to assess the degree of change created by the educational intervention and other QI strategies.		x	
	Summarize the learning cycle, associated interventions and other QI tactics implemented to create change		x	
	Summarize change achieved as defined by the quality or performance measures utilized with the intervention.		x	
	Report on process outcomes at the individual, team, and system levels; report also on clinical outcomes at the individual, practice, system and population levels	x	x	

GRANTS AND INDUSTRY SUPPORT

Specialized Competency SC5: Seek, develop and manage grants supporting CPD activities			
Description	**K**	**S**	**A**
Standards and Regulations			
Discuss the criteria for compliance related to commercially supported activities	x		
Apply the criteria for compliance related to commercially supported activities	x	x	
Distinguish between requirements and regulations for commercial and non-commercial financial support for educational activities			
Environmental Landscape			
Discuss the history of the involvement of commercial support in CPD, how it has evolved, its impact on current relationships and regulations.	x		x
Assess the role of industry and industry sponsored funding in CPD	x		
Describe trends related to commercially supported activities	x		
Appreciate the role of commercial and non-commercial supporters in CPD			x
Sources of Support			
Recognize the different commercial supporters in the CPD landscape	x		
Build necessary partnerships within the boundaries of regulation and compliance to enable continued dialogue and collaborations	x	x	
Identify other resources besides industry support (exhibits, corporate sponsors) to support educational activities	x		
Identify non-commercial sources for financial support for educational activities	X		
Grant submission			
In response to RFPs/CGAs, develop programs that are aligned with the overall goals and outcomes defined.		x	
Create the budget necessary to support the program described, ensuring compliance with criteria related to commercially supported activities		x	
Plan for necessary outcomes data, associated sources and tools necessary to implement and measure criteria/goals set for the program		x	
Discuss use of the online grant submission portals	x		
State the different timelines, grant cycles and supporting activities/tasks that need to be accomplished for grant funded activities.	x		
Grant management			
Handle contracts, agreements and all other documentation required for commercially funded activities		x	
Explain the steps involved in the submission, management and reporting of outcomes in commercially funded activities	x	x	
Develop necessary reports to share status, updates, overall outcomes and results with commercial supporters		x	

	Close out activities completing reconciliation of budgets, reporting outcomes and disseminating results		x	
	Develop, manage and report on grants from non-commercial sources in accordance with their requirements		x	

EMERGING AND EVOLVING TRENDS

Specialized Competency C6: Be aware of evolving and emerging trends and their impact on CPD				
	Description	**K**	**S**	**A**
	Evolving regulations/requirements for clinicians			
	Analyze CMS rulings, state and other regulatory requirements/decisions and their implications to CPD.		x	
	Assess expectations of payers, legislators and regulators in the current healthcare environment and its impact on clinician learning needs.	x		
	Analyze emerging regulatory and legislative challenges providers face in implementing successful CPD activities			
	Discuss current trends related to maintenance of certification program implemented and managed by ABMS	x		
	Describe new payment and delivery of care models and opportunities they provide for CPD			
	International/Global CPD			
	Discuss trends in global CPD to identify commonalities and differences between national and international landscapes.	x		
	Explore different accreditation requirements in regions outside of the US	x	x	
	Recognize the value and need for international partnerships in CPD programs			x
	Team-based and Inter-Professional Education			
	Appreciate the need for inter-professional education in the current CPD, healthcare landscape			x
	Explain the different steps involved in the design, development and delivery of inter-professional education.	x	x	
	Develop metrics and data collections tools to support inter-professional activities designed.		x	
	Discuss the importance of team-based learning	x		
	Distinguish between team based and inter-professional education		x	
	Learning collaboratives			
	Describe the role of learning collaboratives in CPD	x	x	
	Appreciate the value add that learning collaboratives bring to CPD			x
	Patient engagement			
	Apply the concept of "Nothing about me without me" in development of CPD activities that facilitate patient centricity and enable patient/provider interactions	x	x	
	Big Data			
	Evaluate the need for big data in relation to CPD		x	

	Description	K	S	A
	Describe the types of analysis that can be conducted with large data sources	x	x	
	Interpret analyzed data and apply findings to the development of PI/QI, CPD activities.		x	
	Explore population health concepts and their implications for CPD		x	
	Discuss ways to gather and utilize population health data in CPD activities	x	x	

TECHNOLOGY

Specialized Competency C7: Effectively use technology to implement CPD activities successfully				
	Description	**K**	**S**	**A**
	Role of Technology			
	Discuss the role of technology in CPD	x		
	Identify the different areas in CPD that use or need technology, or that can be enhanced using technology	x		
	Define technology enabled learning	x		
	Recognize the importance of use of technology in learning		x	x
	Explain the field of medical informatics and its role in healthcare	x	x	
	VLE/LMS/CMS			
	Assess different technology platforms that serve as Virtual Learning Environments(VLE) that deliver CPD.	x	x	x
	List the different requirements that need to be satisfied by VLE to deliver CPD programs	x	x	
	Explain the steps involved in the creation of content for online delivery		x	
	Assess different tools and applications available for graphics, audio, video and other interactive media involved in online CPD		x	x
	Compare different content authoring tools used in CPD		x	
	Describe online interactions and tools that promote social learning and communities of practice	x	x	
	Discuss content management systems and their role in CPD		x	
	Define digital asset management in the context of CPD	x		
	Describe different ways to catalogue and index content to enable search and retrieval	x	x	
	Identify the vendors and platforms that will need to interface to build a VLE, potentially including membership database, payment platforms, webinar technology, etc.	x		
	Interactive learning/engagement formats			
	Discuss mobile learning in the context of CPD		x	
	Describe the interface between mobile learning and online platforms	X		
	Engage social media tools to interact with learners, promote CPD programs, deliver brand promise and gather all types of user data.		x	

Description	K	S	A
Utilize technology platforms/tools available to promote learner interaction and response at live events.		x	
Project Management/Support Tools			
Recognize technology tools available to manage business processes related to CPD – event management, member management, store fronts, credit tracking and reporting		x	x
Utilize project management tools to streamline and effectively deliver CPD products and services		x	
Assess tools for assessment and evaluation – for creation, dissemination and reporting of data		x	x
Apply different collaboration tools (google hangouts, Asana, Basecamp etc.) to enable team work and interactions while working on CPD projects.		x	
Describe tools and platforms that support the generation of reports related to CPD activities.	x	x	
Healthcare Information Technology (HIT)			
Define health information technology and its application		x	x
Describe HIT tools that are integrated into the clinical workflow and aid clinicians.	x	x	
Assess clinical decision-making tools available to healthcare providers		x	x
Debate how CPD programs can facilitate clinical decision making		x	x
Design CPD activities that present opportunities for clinical decision making		x	x
Population health/big data			
Explain population health and its implications for CPD	x	x	
Describe the analytic tools necessary to draw accurate inferences from publicly reported data (influenza incidence by site from the county department of public health) or from private/controlled sources (opioid prescribing rates across some health system's ambulatory clinics)	x		
Justify the need for big data in CPD		x	
Discuss the uses of big data in CPD	x	x	
Describe data analytics platforms that can provide the information needed to inform the design and development of CPD activities.		x	

RESEARCH AND SCHOLARSHIP

Specialized Competency: C8: Advance the field of CPD through dissemination of best practices			
Description	**K**	**S**	**A**
Research			
Define the criteria for an evidence-based research project	X		
Write a research article demonstrating your research goals and outcomes		x	
Identify outlets for submitting research papers for dissemination in professional journals and presenting in national and international conferences	X		

	Statistics and Data Management			
	Describe the basic principles that govern statistical analysis in CPD research	X		
	Apply statistical analysis to selected data sets and derive appropriate inferences	X	X	
	Define correct and relevant data set for a given hypothesis	X	X	
	Explain how to conduct database inquiries	X		
	Dissemination of information			
	Identify opportunities for sharing knowledge and skills, best practices with colleagues.	X		
	Present on innovations, practices and outcomes at local, regional and national conferences for CPD providers.		X	
	Publish results of research studies in peer reviewed journals		X	
	Community Building			
	Attend professional development and networking events			X
	Participate as a volunteer for a committee for a regional or national professional organization		X	
	Develop a plan for advancement within the CPD community including leadership positions on committees or boards.		X	
	Certification			
	Develop an action plan for meeting the eligibility requirements for CPD certification		X	
	Successfully pass the certification exam for CPD professionals		X	

INTER-PROFESSIONAL EDUCATION

Apply joint accreditation guidelines to design, develop and deliver interprofessional educational activities			
Description	**K**	**S**	**A**
Recognize the need for interprofessional education to improve health care delivery and population health programs and policies, with the goal of promoting health and health equity across the life span		x	x
Discuss unique ethical issues and policies impact the delivery of team-based care.	x		x
Analyze the cultural differences that can exist between patients, populations, and members of the healthcare team.		x	x
Apply joint accreditation standards and guidelines to develop relevant interprofessional education programs.		x	x
Develop and deliver interprofessional education that address the IPEC competencies including communication, relationship building, strategic collaborations and teamwork	X	X	

Utilize knowledge of characteristics of individuals, different healthcare teams, healthcare settings to design and develop CPD that addresses competencies to support delivery of quality care

	Description	K	S	A
	Explain the roles and responsibilities of interprofessional team members and how high-functioning teams work together to provide care, promote health, and prevent disease.	x		
	Describe how professionals in health and other fields can collaborate and integrate clinical care and public health interventions to optimize population health.	x		
	Engage the full scope of knowledge, skills, and abilities of all health professionals to develop CPD activities that promote quality care	X	x	
	Foster interdependent relationships among health professions to improve care and advance learning.		x	
	Develop and deliver continuous professional and interprofessional education programs that enhance team performance and collaboration.		x	x

Apply relationship-building values and the principles of team dynamics to develop CPD that addresses population-centered care and population health programs and policies that are safe, timely, efficient, effective, and equitable. (Teams and Teamwork)

	Description	K	S	A
	Engage health professionals in patient-centered and population-focused problem-solving.		x	
	Integrate the knowledge and experience of health professions to inform shared health care decisions which respect patient and community values, priorities, and preferences.	x	x	x
	Apply leadership practices that support collaborative practice and team effectiveness.		x	
	Use evidence to inform effective teamwork and team-based practices.	x	x	