CMRP Examination Content Outline

1. ***Procurement/Product Value Analysis: 28 items*** *(Recall: 10, Application: 18)*
   A. Direct the program to purchase materials, supplies, services, equipment, and capital expenditures being mindful of:
      1. specific patient needs (e.g., pediatric, geriatric, bariatric).
      2. physician preference/requirements.
      3. current contractual agreements.
      4. quality of care.
      5. patient outcomes.
      6. cost savings opportunities.

   B. Participate in the organization's purchasing process, including:
      1. budgeting.
      2. purchasing.
      3. receiving.
      4. inventorying.
      5. payment (i.e., invoice discrepancy resolution).
      6. vendor relations management (on-boarding, EDI setup, signed agreements).
      7. forecasting.

   C. Participate in the organizations capital purchasing process, including:
      1. budgeting.
      2. specifications/sourcing.
      3. solicitation procedures including evaluating/selecting.
      4. developing the business case or return on investment.
      5. negotiating.
      6. receiving (e.g., coordination with any appropriate department).

   D. Implement advanced purchasing and procurement techniques for:
      1. contract negotiation.
      2. competitive bidding.
      3. material use evaluation.
         a. cost analysis.
         b. product standardization.
         c. product trials, conversions/disposal.
      4. product substitutions.
      5. emergency purchases including order expediting and follow-up.
      6. end user requisitioning.
      7. strategic sourcing (i.e., proactively identifying cost savings or operational efficiencies, x-step process).
      8. market analysis.
      9. clinical effectiveness.

   E. Evaluate purchase agreements for:
      1. product quality consistent with standards for patient care.
      2. lowest possible total procurement cost.
      3. cost protection for extended periods of time.
      4. cost increase ceilings.
      5. consignment agreements with competitive prices.
      6. stockless purchasing agreements (including consignment, vendor managed inventory and just-in-time).
      7. GPO integration.
      8. GPO agreements.
      9. bulk buys.

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10. purchased services.
11. delivery schedule.
12. return policy/fees.
13. terms and conditions.

F. Develop systems and procedures that optimize the customer ordering, freight costs, returns, and usage of supplies, services, and equipment.

G. Ensure that order placement, expediting and supplier performance analysis is timely and continuously reviewed for effectiveness.

H. Lead focus groups for review and analysis of products and supplier services.

I. Prepare cost benefit analyses that support best product recommendations.

J. Negotiate competitive pricing, payment and freight terms, extended warranties, and service levels (including order fulfillment).

K. Review contracts that optimize value to the organization considering standardization, utilization, tier level, and compliance.

L. Develop and audit supplier performance standards program to include the auditing and monitoring of:
1. product quality.
2. pricing.
3. discounts.
4. rebates.
5. service charges.
6. invoicing.
7. service levels.
8. vendor competency.
9. vendor credentialing policies.
10. partial versus complete order deliveries.
11. vendor outcomes (e.g., backorders, stockouts, recalls).
12. vendor representative follow up with consigned product management.

M. Develop supplier performance standards program to include the auditing and monitoring of The Joint Commission (TJC) standards for vendor tracking.

N. Evaluate purchasing reports (e.g., cost savings, price index, order processing time, purchase order error rates, work load volume, freight expenditures, contract compliance, invoice discrepancies).

O. Assure that catalogs, price lists, inventory records, purchase order files, and product/supplier files are updated and current (e.g., updated in the ERP system).

P. Support supply chain standardization (e.g., identifying approved/contracted vs. non approved product).

Q. Interact with physicians and clinicians to coordinate products/services consistent with cost elements and quality management programs into existing departmental services by assisting with:
1. program development.
2. data collection and analysis.
3. implementation.
4. monitoring.
5. measurement, evaluation, and reporting.
6. communicate with end users regarding conversion of products, training, etc.

R. Coordinate service training for new products or equipment.

S. Consult with departments requiring assistance in resource allocation.

T. Initiate and implement a product utilization review process.

U. Identify opportunities for reduction in resource consumption (e.g., multiple vendors).

V. Adhere to a code of conduct/ethics to ensure corporate compliance.

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2. Inventory Distribution Management: 25 items *(Recall: 10, Application: 15)*

A. Assure that the organization's acquisition and distribution strategies and practices are aligned with strategic goals.

B. Develop strategies and procedures to integrate supply chain related resource functions of the overall healthcare system.

C. Manage the following inventory and distribution programs and strategies:
   1. consignment management.
   2. just-in-time strategy.
   3. Low Unit of Measure
   4. stock versus stockless strategy.
   5. consolidation strategy.
   6. electronic point of use systems.
   7. Periodic Automatic Replenishment (PAR).
   8. electronic requisitions.
   9. random requests and emergency requisitions.
   10. back orders.
   11. stockouts.
   12. recalls.
   13. returns.

D. Monitor inventory accuracy (e.g., monitoring quantities, accurate pricing, inventory valuation, and overstock).

E. Implement corrective strategies to address inventory variance.

F. Develop inventory reduction targets and processes to achieve targets.

G. Determine effective space for storage (e.g., on-site versus offsite).

H. Evaluate warehouse design factors related to:
   1. flexibility (e.g., ease of expansion and contraction).
   2. total, overall system rather than specific subsystems.
   3. automation of materials management function.
   4. back-up systems available.

I. Monitor work flow for returned goods, product recalls and conversions, expiration management, and arrange for pickup and/or exchanges.

J. Determine effective receiving process (e.g., centralized, decentralized).

K. Oversee distribution processes and accountability (e.g., accurate reporting of customer activity, discrepancies between receipts and supplier invoices, mail distribution).

L. Determine an appropriate data management system (e.g., tracking of packing slips and purchase orders, set-up of filing systems, computer systems and receiving logs).

M. Develop a Performance Improvement (PI) mechanism for monitoring performance of the receiving and distribution process.

N. Resolve customer concerns by providing a central point of access and serve as a liaison to customer departments and suppliers.

O. Develop and monitor service levels for follow up with end users/customers.

P. Determine appropriate internal and external material transport devices and systems to use (e.g., carts, pneumatic tube systems, automated guided vehicles (AGV)).

Q. Identify and calculate ratios for inventory management (e.g., inventory turn rates, fill rates, obsolescence, expired).

R. Monitor inventory management metrics and follow up projects (i.e., projects to address overstock through par optimization).

S. Understand implications of regulations and logistics pertinent to delivery and conveyance of freight to affiliated healthcare facilities (e.g., third-party delivery, cross docking, and courier services).

T. Develop procedures for internal tracking of materials.

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U. Implement and monitor safety program in accordance with OSHA standards.
V. Develop processes for receipts requiring special handling.
W. Develop and maintain a strategy for courier pickup and delivery to on- and off-campus facilities.
X. Develop and maintain a strategy for demand management and forecasting (e.g., seasonality, organizational initiatives, ABC analyses).
Y. Implement and manage inventory management systems in various areas.
Z. Execute product conversion updates (remove "old" product and add "new" product).
AA. Facilitate annual physical inventories.

3. Information Systems and Data Management: 9 items *(Recall: 3, Application: 6)*

A. Define functional requirements, specifications and interfaces for an automated materials management system.
B. Assess existing Material Management Information System (MMIS) capabilities and perform gap analysis.
C. Maintain the integrity of the Item Master.
D. Direct acquisition, implementation, and maintenance of an automated, system-wide materials management information system.
E. Promote development of supply chain system standards.
F. Apply supply chain data standards to organization's MMIS (e.g., GLN, GTIN, FDA, UDI).
G. Establish guidelines, procedures, and educational materials in conjunction with MMIS or external users for participation in the materials management system.
H. Analyze and present data and analysis to task forces, departmental personnel, administration, and physicians.
I. Collaborate with Information Technology and Health Information Management to facilitate records management storage, archival and retrieval including Health Insurance Portability and Accountability Act (HIPAA) compliance.
J. Understand how usage data and supply data intersect.

4. Finance: 16 items *(Recall: 10, Application: 6)*

A. Review capital requests for compliance with standardization efforts and contract requirements.
B. Ensure comprehensive pricing information for instruments, supplies, services, and equipment is available for budgetary planning.
C. Review and analyze supply expense and utilization trends to support both clinical and financial goals, and recommend appropriate budgetary adjustment.
D. Prepare annual objective and budgetary recommendations including:
    1. analysis of budgetary data.
    2. coordination and monitoring of departmental expenditures.
E. Establish a purchasing and financial document retention and filing system in accordance with regulatory requirements.
F. Manage non-labor budgetary expenses.
G. Communicate with Accounts Payable to ensure:
    1. Generally Accepted Accounting Principles (GAAP) adherence.
    2. invoice reconciliation.
    3. timely application of rebates and credits.
    4. acceptance of prompt payment discounts.
H. Demonstrate knowledge of the impact that reimbursements have on the revenue cycle (e.g., capitation, diagnosis related groups (DRG), all patient refined (APR), CMS, private payers, charity).

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I. Manage cost-saving programs, including:
   1. equipment maintenance.
   2. capital equipment selection.
   3. technology assessment.
   4. consumable product evaluation.
   5. procurement, inventory management, utilization, and selection of products and services.

J. Develop an asset management program for:
   1. asset tracking.
   2. surplus/reallocation disposition.

K. Apply standards from:
   1. Robinson-Patman Act.
   2. Uniform Commercial Code.
   3. Safe Harbor Regulations.
   4. Sarbanes-Oxley Act.
   5. Affordable Care Act.

5. Strategic Planning, Leadership, and Compliance: 22 items *(Recall: 10, Application: 12)*

A. Demonstrate knowledge of universal precaution guidelines.

B. Integrate data findings of departmental performance into operational and strategic planning.

C. Incorporate key principles of performance improvement in daily operation (e.g., customer driven, key player involvement, continuous improvement, LEAN).

D. Participate in Performance Improvement (PI) efforts (e.g., benchmarking, analysis of process flow, operational needs assessment).

E. Participate in Performance Improvement and Environment of Care Committees, Corporate Compliance, Safety Committee, space planning and construction programs.

F. Develop position descriptions and employee responsibilities.

G. Develop department goals and objectives in alignment with the organization's mission and strategic plan.

H. Manage human resources issues (e.g., staffing issues, patient/customer focus, union compliance, staff training and development, succession planning, supplier compliance/adherence when on-site).

I. Develop customer satisfaction plans, feedback links, and measurement tools.

J. Analyze market conditions and statistical data and interview suppliers and other sources to assist in the development of business plans and/or creation of new business ventures.

K. Develop and maintain strategies for comprehensive institutional product recall management program.

L. Ensure understanding as well as compliance with legal, regulatory, guidance documents, and accreditation standards or codes to include:
   1. Environmental Protection Agency (EPA).
   2. Hazard Communication Standard (HCS) including Safety Data Sheet (SDS).
   3. The Joint Commission (TJC).
   4. Health Insurance Portability and Accountability Act (HIPAA).
   5. Americans with Disabilities Act (ADA).
   6. National Fire Protection Association (NFPA).
   7. Occupational Safety and Health Administration (OSHA).
   8. Centers for Disease Control and Prevention (CDC).
   9. Centers for Medicare & Medicaid Services (CMS).
   10. National Incident Management System (NIMS).
   11. Hospital Emergency Incident Command Systems (HEICS).
   12. Incorporating legislative and regulatory changes reflected in the healthcare reform bill/ Affordable Care Act.

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M. Participate with purchasing/materials management organizations, including GPO affiliations and local, state, and national purchasing/materials/sterile processing organizations (e.g., central sterile supply organizations).

N. Participate in supplier diversity procurement programs (e.g., Minority Business Enterprises (MBE) initiatives, women-owned businesses, small businesses).

O. Recognize the importance of SDS and Employee Right to Know.

P. Manage a vendor credentialing program (e.g., OIG).

Q. Participate in emergency drills and training.

R. Describe evacuation plans for the department/building.

S. Develop primary components of the Emergency Preparedness Manual.

T. Oversee the department's safety and emergency preparedness programs for mass casualty or disaster response.

U. Evaluate cost/benefit analyses of insourcing versus outsourcing decisions for key supply chain components.

V. Develop and maintain external strategic partnerships (e.g., suppliers, local community, regulatory agencies, other hospitals).

W. Evaluate supply chain performance through performance metrics (e.g., Perfect Order Fulfillment, End User Order Response Time, Customer Satisfaction Surveys).

X. Develop and maintain strategies to track and optimize patient supply charge capture performance.

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DOCUMENTATION OF DISABILITY-RELATED NEEDS

Please have this section completed by an appropriate professional (education professional, physician, psychologist, psychiatrist, etc.) to ensure the AHA and PSI are able to provide the required CMRP Examination accommodations. The information provided will be treated with strict confidentiality. Return this form with the Request for Special Examination Accommodations form and your CMRP Examination application and fee to PSI at least 45 days prior to the desired CMRP Examination date.

PROFESSIONAL DOCUMENTATION

I have known _____ since ____/____/____ in my capacity as a
Examination Candidate Date

_____.
Professional Title

The candidate discussed with me the nature of the examination to be administered. It is my opinion that, because of this candidate's disability described below, he/she should be accommodated by providing the special arrangements as describe on the Request for Special Accommodations form.

Description of disability: _____

_____

_____

_____

_____

Signed: _____ Title: _____

Printed Name: _____ Date: _____

License Number (if applicable) _____

Address: _____

_____

Telephone Number: _____ Fax Number: _____

Email: _____

Return this form to:
AHA Certification Center, American Hospital Association,
155 N. Wacker Dr, Suite 400, Chicago, IL 60606

If you have questions, call the AHA Certification Center at (312) 422-3702
or email at certification@aha.org

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