Certification Module in Quality Management of a Fertility Service

Published by BioScientifica Limited for the British Fertility Society
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Introduction

This training programme aims to prepare individuals for the challenges faced in managing a fertility service whether large or small. The scope of duties of the professional working within a fertility unit has widened considerably with the rapid development of assisted reproduction and the changing environment in which it is practised. This programme also assists those aspiring to the position of Person Responsible in establishing a level of knowledge appropriate to this role.

Who might benefit from this course?

- A scientist, registered with the Health Professions Council, and relevant working experience in the field of assisted conception
- A nurse registered with the NMC and relevant working experience in the field of assisted conception
- A clinician registered with the General Medical Council and with the certificate of completion of training in obstetrics and gynaecology in the UK or equivalent certification from the EEC and relevant working experience in an assisted conception service
- Managers who have responsibility for managing fertility services

Training programme components

This module is designed to assist those aspiring to the position of PR in establishing a level of knowledge appropriate to this role. The following are essential components of the training course, and all of them have to be completed:

- Trainees should be a member of, and register with the British Fertility Society prior to commencement of training
- A named trainer must sign an educational contract confirming that he / she is able and willing to provide the training contained in the course
- The trainer must be a PR (licensed by the Human Fertilisation and Embryology Authority). The trainer will agree to supervise the trainee throughout the course. Some elements of the training will be conducted either as self directed learning or under the supervision of professionals other than the trainer
- It is the responsibility of the trainer to ensure that all elements of the training are satisfactorily completed and that other supervisors are sufficiently competent, willing and able to teach the trainee
- The trainee must spend at least two sessions (1 working day) per week in a licensed assisted conception unit
- The trainee will, during the course of this training, complete and submit together with the log of theoretical knowledge, a project of completed audit / risk management or adverse event analysis
- The trainee must attend the BFS study day “Effective Fertility Services” within 12 months of the application for certification of training
- Training will be deemed to be complete when all the components have been undertaken to the satisfaction of the trainer. It is anticipated that training would be completed within 18 months (or equivalent) from the date of registration
- Trainees must submit payment of £120 upon application for this training module
The logbook (guide to learning)

This logbook defines the skills required for the prospective PR. Completion of the logbook will allow the trainer and trainee to monitor progress and identify deficiencies over the course of training. It is important to note that the logbook is a record of learning and achievement. The trainer and trainee will review the progress of training at monthly intervals. Competency is difficult to assess as the areas of knowledge are theoretical and not practical skills therefore the trainer is acknowledging recognition of acquired knowledge rather than competence. Progress will be documented through the trainer signing off the appropriate sections of the logbook when knowledge has been acquired.

Application for training centre recognition and trainer’s contract

To be eligible as a training centre the following criteria must be met:

- The centre should have a current HFEA license
- The centre is approved by the British Fertility Society Training Subcommittee – for application form click here
  Link to centre application

The trainee should identify a Trainer before registering for training. The purpose of the trainer is to:

- Provide mentorship to the trainee in the role of PR
- To provide advice to the trainee on access to learning resources
- To ensure all elements of the training are completed and to provide verification of this
- To ensure that named supervisors undertaking delegated training are appropriate for the purpose
- To review the trainee’s audit / risk management project
- To provide a letter of support to the British Fertility Society Training Subcommittee on the trainee upon completion of the training

Trainers must:

- Be a member of the British Fertility Society
- Agree to supervise the trainee throughout the course
- Sign an educational contract confirming that he / she is able and willing to provide the training contained in the course

Trainers may be working in a centre different to that of the trainee. It is envisaged that the trainee will meet formally with the trainer on a monthly basis during the course of the training.
  Link to trainer application

Audit / risk management project

The trainee will be expected to complete a project within their work place during the course of their training. This project should be in an area relevant to the course. Examples include:

- Audit project which may be clinical, laboratory based or internal control
- Risk management project such as undertaking a risk assessment and implementation of control measures
- Health and Safety – which may for example be a study of health and safety risks and compliance with preventative measures
- A detailed root cause analysis of a series of adverse events

This project should describe in detail the rationale, methodology, results, outcome and recommendations. The trainer should assess the completed project and submit a copy with the logbook.

It is imperative that all participants appreciate that progress has to meet standards that satisfy the trainer and the current national, regulatory and professional standards. At the end of the training course, the trainer has to certify that the skills / knowledge attained by the trainee are to his / her satisfaction.

**Syllabus**

This module should provide the trainee with an understanding of:
- The roles and responsibilities of the PR
- The legal status of the PR
- Core knowledge required of the PR
- A general understanding of the clinical and laboratory processes involved in the investigation and treatment of the infertile couple
- The principles of storage of embryos and gametes
- Human resources including recruitment, appraisal and disciplinary processes
- Complaints handling and management
- Health and Safety policies and its organization and practice in the workplace
- Data collection, handling and reporting
- Record keeping
- Consent
- Information
- Risk management in the infertility setting (both clinical and laboratory)
- Preparing for inspection by the Human Fertilisation and Human Authority
- Quality systems and management

**References**

All references provided are in “E” format (which can be found at the end of these notes) and provide a comprehensive resource to support this syllabus. Two key resources referenced in the Guide to Learning section are essential reading:

HFEA Code of Practice 7th Edition
http://cop.hfea.gov.uk/cop
NICE Infertility Guideline produced by the National Collaborating Centre for Women’s Health, RCOG, 2004 (full guideline large 1.2MB file)
http://www.rcog.org.uk/resources/Public/pdf/Fertility_full.pdf
Guide to learning

The trainee should sign and date when they consider that the knowledge targets of the guide have been achieved (clear boxes).

When each section is completed the shaded box should be signed and dated by the trainer.

Appraisal, Assessment and Certification

1. For the trainee the following process should be followed:
   a. **Appraisal** should be carried out at regular intervals (at least every month) by the registered trainer. The trainee meets with the trainer to discuss progress of their training relevant to acquisition of the necessary elements of knowledge as laid out in the syllabus. If there are problems in relation to targets for completion of training then remedial action should be instituted. Appropriate records should be kept of these meetings, which both the trainer and trainee should sign.

   b. When training is complete the trainee is required to submit the following to the BFS for scrutiny:
      - the Audit / Risk Management project
      - the BFS Effective Fertility Services study day certificate of attendance
      - the records of appraisal
      - the notification of completion of training form
      - the completed guide to learning
      - the Trainee Feedback form

2. **A Certificate of Completion of Training** will be issued, according to the above criteria, signed by the Chair of the BFS Training Subcommittee.
1. Roles and responsibilities of the PR

The trainee should understand the roles and responsibilities as set out in the Human Fertilisation and Embryology Act (1990) and be able to:

Discuss the Human Fertilisation and Embryology Act (1990), its origins and the main themes

Detail the responsibilities of the PR as it is specified in the 1990 Act and subsequent revisions

Be able to discuss the legal implications of the role of PR

Discuss the purpose, themes and legal status of the HFEA Code of Practice

Section completed

Date:

2. The principles and practice of infertility treatment

The trainee should understand the clinical and laboratory processes involved in the investigation and treatment of the infertile couple to include and be able to:

Understand and be aware of the requirements in the initial assessment of the infertile couple

Understand and be able to discuss male factor, disorders of ovulation, tubal factors, endometriosis and unexplained infertility

Discuss the possible treatments of infertility including ovulation induction, intrauterine insemination, IVF and ICSI and the use of donor gametes

Discuss patient selection for IVF, controlled ovarian stimulation, oocyte retrieval and role of ultrasound skills, embryo transfer and outcome of treatments

Discuss gamete and embryo donation in relation to patient selection, counselling, donor selection, screening, surrogacy and legal aspects

Discuss how current legislation relates to these processes

Date:
Discuss the principles of evidence based medicine and demonstrate ability to critically appraise the literature

Section completed

3. The principles of storage of embryos and gametes including

The trainee should understand the principles of gamete and embryo storage and the clinical and laboratory processes involved in these processes and be able to:

Discuss the cryobiology of gametes and embryos and the determinants of a successful cryopreservation programme

Discuss the processes involved in the use of stored tissue including consent, labeling, witnessing, identification and treatment

Discuss the potential risks involved in storage of tissue such as tank failure, human error and the potential for transmission of viral particles

Discuss the health and safety issues of storing and handling liquid nitrogen. The trainee should have a working knowledge of characteristics of Liquid N2

Discuss the risk management of gamete and embryo storage including the prevention of viral contamination, alarm systems and prevention of loss of material

Section completed

4. Human resources

The trainee should have an understanding of good practice in Human Resources and the law as it applies to this area and should be able to:

Discuss in very broad terms the principles of employment law

Understand the current concepts of Employment legislation
Understand the principles of good recruitment practice

Understand enquiries that are made to establish whether a prospective employee has a criminal record including application to the CRB

Understand the appropriate levels of staff and their skill mix necessary to manage the planned workload and the basis for succession planning in key service areas

Discuss the principles and practice of employee appraisal and performance review

Understand the concept of CPD (Continuous Professional Development) and how this should be implemented and monitored

Discuss the disciplinary process including incidents that may invoke this, the investigatory process, employee rights in this respect and the duties of employers

Understand the principles of employment practice as they relate to the use of temporary staff to support service during unplanned staff absence

Section complete

5. Complaints management

The trainee should have a comprehensive understanding of complaint management and should be able to:

Understand the principles of good practice in complaints management. Discuss how a patient can complain about the services they receive and what the responsibilities of the service provider are

Discuss the complaints regulations and policy in your unit

Section completed
### 6. Health and Safety in the workplace to include

The trainee should have a comprehensive understanding of Health and Safety in the workplace including the related legislation and be able to:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Discuss in broad terms legislation as it relates to Health and Safety at work. This should include an understanding of the responsibilities of the employer for ensuring that the workplace is safe for the employees</td>
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<tr>
<td>Discuss how the Risk Management strategy might incorporate policies for the management of Health and Safety in the workplace</td>
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<td>Discuss in broad terms the principles of the Control of Substances Hazardous to Health (COSHH) regulations</td>
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<tr>
<td>Discuss in detail the safe handling of liquid nitrogen</td>
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<td>Discuss in detail the prevention of transmission of human virus infection from biological material</td>
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<td>Be aware and discuss the annual statutory staff training requirements</td>
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**Section completed**

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### 7. Data collection, handling, storage and presentation of outcomes

The trainee should have a comprehensive understanding of the requirements for data collection and reporting including the legislation that relates to data and be able to:

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<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Discuss the principles of the Data Protection Act and how these would be addressed in an Assisted Conception Service</td>
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<tr>
<td>Discuss the requirements for data collection and the purposes for which this data is used</td>
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<tr>
<td>Discuss the principles of appropriate presentation of outcome data of an assisted conception service</td>
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<tr>
<td>Discuss the development and implementation of a security policy for the handling and storage of data and the obligations under the HFEA for access to data about licensed treatments</td>
<td></td>
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</tbody>
</table>
Discuss the principles of electronic data interchange

Discuss the principles of probity in advertising of services and the production of promotional material

Section completed

8. Record keeping

The trainee should have a comprehensive understanding of good practice in medical and laboratory record keeping and be able to:

Discuss the current General Medical Council / Nursing and Midwifery Council / Department of Health guidance on record keeping

Discuss the requirements in the HFEA Code of Practice on record keeping

Discuss the principles and practice of patient confidentiality

Discuss the principles of patient access to information and the Freedom of Information Act

Discuss the principles of security in relation to the storage of medical records

Section completed

9. Consent

The trainee should have a comprehensive understanding of good practice in obtaining and documenting consent to medical treatment and be able to:

Discuss the principles of informed consent and legislation that relate to this

Discuss current Department of Health guidance on
obtaining and documenting consent

Discuss the consent required for treatments licensed under the terms of the Human Fertilisation and Embryology Act (1990)

Section Completed

10. Patient information and promotional material

The trainee should have a comprehensive understanding of good practice in the production of patient information and be able to:

Discuss good practice in the production of patient information

Discuss what information an assisted conception service is expected to provide

Discuss the standards governing standards of advertising in clinical practice

Section completed

11. Risk management, audit, adverse event reporting and clinical governance in the infertility setting

The trainee should have a comprehensive understanding of risk management and clinical governance in the infertility/assisted conception setting. This should include both clinical and laboratory risk and should be able to:

Discuss the principles of how to reduce risk

Discuss how clinical governance in the assisted conception service interacts with the corporate or institutional governance structures

Discuss the audit cycle and illustrate this with examples in the assisted conception setting

Discuss the principles of internal audit in the context of a quality management system
Discuss the principles of risk assessment / management including how to establish a risk register

Date: 

Discuss adverse event reporting and the principles of managing a serious adverse event including the requirements of reporting AE’s to the HFEA

Date: 

Discuss the principles and components of clinical governance

Date: 

Section completed

Date: 

12. Preparing for inspection

The trainee should have a comprehensive understanding of what an inspection visit entails and should be able to:

Understand the purpose of the inspection

Date: 

Understand the format of the inspection visit and the construction of the inspection team

Date: 

Understand the current information required by the HFEA and the Health Care Commission (HCC) ahead of an inspection

Date: 

Discuss how to prepare the team for an inspection and how best to conduct an inspection

Date: 

Discuss the key areas of activity that the inspection team will focus on

Date: 

Discuss how to handle an unannounced HFEA inspection

Date: 

Section completed

Date: 
13. Quality management systems

The trainee should have a comprehensive understanding of quality management systems and should be able to:

Discuss the principles of quality management

Discuss the components required in a quality management system

Discuss the principles of the implementation of a quality management system

Discuss the role of the Quality Manager

Estates management; equipment maintenance and security

Third party agreements

Section completed

Date:

14. Managing resources

The trainee should have a comprehensive understanding of how to manage resources should be able to:

Discuss how patient treatment is funded

Discuss the steps involved in setting up a business case

Demonstrate and understanding of financial governance and budgets

Section completed

Date:
## Record of Appraisal

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<th>Date</th>
<th>Trainee signature</th>
<th>Trainer signature</th>
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<tr>
<td><strong>Learning targets achieved</strong></td>
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<td><strong>Targets for next month</strong></td>
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British Fertility Society  
Certification Module in Quality Management of a Fertility Service
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<th>Learning targets achieved</th>
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<td>Learning targets achieved</td>
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| Targets for next month |                   |                   |
Application to undertake a certification module
Quality Management of a Fertility Service

Name
Email Address
Day-time Phone Number
Current Post
Qualifications
Date of Application
Name of approved Training Centre
Name of Trainer(s)

Entry Criteria: *(Please tick the box/s provided)*

| Registered Nurse | ☐ |
| Medical Practitioner | ☐ |
| Scientist | ☐ |
| Health Service Manager | ☐ |

Course payment:

| Credit Card | ☐ |
| Card no: | |
| Expiry Date: | |
| Security No: | |

*(Last three digits on back of card)*

| Cheque | ☐ |

(Please make payable to BFS)

BFS Number

Signed

Dated

Please return completed forms to:
British Fertility Society Office
Euro House, 22 Apex Court, Woodlands
Bradley Stoke, Bristol, BS32 4JT, UK
Tel: +44 (0) 1454 642217
Fax: +44 (0) 1454 642222
Email: bfs@bioscientifica.com
Website: www.fertility.org.uk
Letter of Support from the Trainer for the Applicant

Name of Trainee ............................................................................................................
Name of Trainer .........................................................................................................
Name of Training Centre ...........................................................................................

Name of certification module

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<th>Quality Management of a Fertility Service</th>
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Please be aware that there is a £120 charge per course.

I confirm: (please tick each box)

<table>
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<tr>
<th>That the facilities are available for training in Quality Management of a Fertility Service</th>
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<tr>
<td>That the trainee has been allocated time for training (suggested 8 hrs per week over a six month period)</td>
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<td>That I will carry out regular monthly appraisals.</td>
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<td>That I will supervise the trainee.</td>
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I have read and agreed to follow the ‘Expectations of the Trainer’ document

Signed.......................................................... Date.........................................

British Fertility Society
Certification Module in Quality Management of a Fertility Service
Notification of Completion of Certification Module

(To be completed by trainer)

I certify that

…………………………………………………………………………………………

has completed the certification module in Quality Management of a Fertility Service to my satisfaction. I confirm that I have had regular assessment sessions with the trainee and each of the required skills in the logbook has been attained.

Date of commencement of practical training: __ __/__ __/__ __

Date satisfactorily completed theoretical course: __ __/__ __/__ __

Trainee name: ……………………………………………………………………………………………………………...

Trainee signature: ……………………………………… Date: ……………………………………………

Trainer(s) in charge of training:

1. Trainer name: ……………………………………… Date: ……………………………………………

   Trainer signature: ……………………………………… Department address: ………………………

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Trainee Feedback Form

Trainee name: ..................................................   BFS Member No: ................................

Module Completed: ........................................................................

Training Centre: ............................................................................................................

Trainer Name: ..................................................................................................................

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<th>not applicable</th>
<th>strongly disagree</th>
<th>disagree</th>
<th>ambivalent</th>
<th>agree</th>
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<td>I was able to complete the module</td>
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<td>My trainer set me realistic targets at</td>
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<td>our appraisal meetings</td>
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<td>I have been given appropriate</td>
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<td>feedback from my trainer on my</td>
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<td>performance</td>
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<td>This course has met my needs</td>
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<td>I would recommend this certification</td>
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<td>module to my colleagues/peers</td>
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Trainer Review

Please rate the performance of your main BFS trainer.

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<th>poor</th>
<th>satisfactory</th>
<th>good</th>
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<td>Approachability</td>
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<td>Teaching</td>
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<td>Regular and Constructive Appraisals</td>
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If applicable please rate the performance of any additional trainers.

Trainee Name: ..................................................................................................................

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<th>poor</th>
<th>satisfactory</th>
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<td>Approachability</td>
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<td>Regular and Constructive Appraisals</td>
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What is the next training course that you are considering enrolling on?
What other areas of training would you recommend that the BFS investigate?

Other comments:

Trainee signature:......................................................
1. Roles and responsibilities of the Person Responsible

HFEA Code of Practice 7th Edition
http://cop.hfea.gov.uk/cop/
Human Fertilisation and Embryology Act

2. The principles and practice of infertility treatment

NICE Infertility Guideline produced by the National Collaborating Centre for Women’s Health, RCOG, 2004 (full guideline large 1.2MB file)
http://www.rcog.org.uk/resources/Public/pdf/Fertility_full.pdf
Summary of NICE Guideline, 2004
http://www.rcog.org.uk/resources/Public/pdf/Fertility_summary.pdf
HFEA Code of Practice 7th Edition
http://cop.hfea.gov.uk/cop/
IBFS/RCOG Management of the Infertile couple and Assisted Conception courses.

3. The principles of storage of embryos and gametes including

HFEA Code of Practice 7th Edition
http://cop.hfea.gov.uk/cop/
Human Tissue Authority, Code of Practice

4. Human Resources

Employment Act summary
Employment Act 2002
Maintaining high professional standards in the NHS
http://www.dh.gov.uk/assetRoot/04/10/33/44/04103344.pdf
Nursing and Midwifery Council Code of Professional Conduct
Code of conduct for NHS Managers
http://www.dh.gov.uk/assetRoot/04/08/59/04/04085904.pdf
Knowledge and skills framework
Appraisal of senior medical staff – guidance
http://www.dh.gov.uk/assetRoot/04/01/46/07/04014607.pdf
Criminal Records Bureau
http://www.crb.gov.uk/
Criminal Records Bureau Check

5. Complaints management

NHS Complaints Policy
Handling complaints in the NHS – a toolkit for optimum local resolution
NHS Complaints Regulation
http://www.opsi.gov.uk/si/si2004/20041768.htm
NHS Complaints Regulation Amendment (2006)
http://www.opsi.gov.uk/si/si2006/20062084.htm
Independent Complaints Advocacy Service
Healthcare Commission Home Page
http://www.healthcarecommission.org.uk
Independent complaints and advocacy service
6. **Health and Safety in the workplace to include**

Health and Safety Law – what you should know

Health and Safety Executive Home page
http://www.hse.gov.uk/

Free publications on health and safety
http://www.hsebooks.com/Books/category.asp?catalog%5Fname=HSEBooks&category%5Fname=Home%3A%3AFree+Leaflets&Page=1

A Brief guide to the Control of Substances Hazardous to Health regulations (2002)

Management of health and safety at work regulations
http://www.opsi.gov.uk/si/si1999/19993242.htm

7. **Data collection, handling, storage and presentation of outcomes**

Data Protection Act
http://www.opsi.gov.uk/acts/acts1998/ukpga_19980029_en_1

NHS Guidance on Data Protection Act

Caldicott Recommendations
http://www.dh.gov.uk/assetRoot/04/06/84/04/04068404.pdf

Department of Health Information Policy

Advertising Standards Authority

General Medical Council
http://www.gmc-uk.org/guidance/good_medical_practice/probity/information_about_services.asp

8. **Record keeping**

Caldicott Report
http://www.dh.gov.uk/assetRoot/04/06/84/04/04068404.pdf

http://www.dh.gov.uk/PolicyAndGuidance/InformationPolicy/PatientConfidentialityAndCaldicottGuardians/fs/en

Guidance to access to health records
http://www.dh.gov.uk/assetRoot/04/03/51/94/04035194.pdf

Freedom of Information Act


http://www.foi.gov.uk/

Access to Health Records Act

General Medical Council Guidance
http://www.gmc-uk.org/guidance/good_medical_practice/index.asp#Good%20clinical%20care

BMA Guidance
http://www.bma.org.uk/ap.nsf/Content/accessmedreps (requires password)

Records Management
http://www.dh.gov.uk/assetRoot/04/13/31/96/04133196.pdf

http://www.dh.gov.uk/assetRoot/04/13/31/97/04133197.pdf

Nursing and Midwifery Council – guidance on record keeping

9. **Consent**

DoH Reference guide for consent for examination and treatment

DoH Good Practice in Consent Implementation Guide
http://www.dh.gov.uk/assetRoot/04/01/90/61/04019061.pdf

Guide for patients
http://www.dh.gov.uk/assetRoot/04/06/69/93/04066993.pdf

Model consent form (NHS)

Key points on English Consent Law
http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh@en/documents/digitalasset/dh_075159.pdf

General Medical Council
http://www.gmc-uk.org/guidance/good_medical_practice/relationships_with_patients/consent.asp
10. Patient Information and promotional material

Patient information advisory group annual report 2005 summary
Good practice example of patient information sheet – produced by the DoH
http://www.dh.gov.uk/assetRoot/04/12/55/04121255.rtf
DoH Toolkit for producing patient information
http://www.dh.gov.uk/assetRoot/04/06/62/04068462.pdf
Advertising Standards Authority
http://www.asa.org.uk/
Nursing and Midwifery Council

10. Patient Information and promotional material

10.1. Patient information advisory group annual report 2005 summary
10.2. Good practice example of patient information sheet – produced by the DoH
http://www.dh.gov.uk/assetRoot/04/12/55/04121255.rtf
10.3. DoH Toolkit for producing patient information
http://www.dh.gov.uk/assetRoot/04/06/62/04068462.pdf
10.4. Advertising Standards Authority
http://www.asa.org.uk/

11. Risk management, audit, adverse event reporting and clinical governance in the infertility setting

A first class service: quality in the new NHS
Clinical Governance in the new NHS
http://www.dh.gov.uk/assetRoot/04/01/20/43/04012043.pdf
An organisation with a memory
http://www.dh.gov.uk/assetRoot/04/06/50/86/04065086.pdf
Creating a patient led NHS – delivery of the NHS improvement plan
http://www.dh.gov.uk/assetRoot/04/10/65/07/04106507.pdf
Clinical Governance Reporting Processes
http://www.dh.gov.uk/assetRoot/04/05/95/03/04059503.pdf
Toft Report into serious adverse event in assisted conception
http://www.dh.gov.uk/assetRoot/04/08/43/58/04084358.pdf
National Patient Safety Agency
http://www.npsa.nhs.uk/
A practical handbook for clinical audit
http://www.cgsupport.nhs.uk/downloads/Practical_Clinical_Audit_Handbook_v1_1.pdf
Clinical Governance Defined – original article
http://www.bmj.com/cgi/content/full/317/7150/61
NHS Clinical Governance Support Unit
http://www.cgsupport.nhs.uk/default.asp

12. Preparing for inspection

HFEA Code of Practice 7th Edition
http://cop.hfea.gov.uk/cop/
HFEA Preparing for Inspection
HFEA Pre inspection questionnaire
HFEA Inspection Reports
Healthcare Commission
http://www.healthcarecommission.org.uk/homepage.cfm
http://www.healthcarecommission.org.uk/db documentos/5 Self_assessment_In_vitro_fertilisation.doc
http://www.healthcarecommission.org.uk/db documentos/9 Self_assessment_Private_doctors_and_independent_medical_agencies.doc

13. Quality management systems

Quality Management Principles
ISO 9000 Series Standards – the basics
http://www.iso.org/iso/iso_catalogue/management_standards/iso_9000_iso_14000 iso_9000_essentials.htm
EU Tissue Directive
EU first technical directive

14. Resource management

NHS Payment by results

NHS Financial governance