



Certified Surgical Services Manager

Certification & Recertification Candidate Handbook

Presented by:





Candidate Handbook

All information is subject to change without notice, including test content, exam fees and policies. Last updated: 1-3-2021. Version 2021-1.



400 Inverness Parkway, Suite 265
Englewood, CO 80112
303.369.9566 / 888.257.2667
info@cc-institute.org

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Purpose of the Candidate Handbook

How Do I Use This Handbook?

The CSSM Candidate Handbook provides essential information on policies and procedures pertaining to certification and recertification of the CSSM credential. It is your responsibility to familiarize yourself with the contents of this handbook.

If you have questions about this handbook, please feel free to contact CCI at info@cc-institute.org, 303-369-9566, or 888-257-2667. The CCI Credentialing team typically responds Monday-Friday between 8 AM and 4 PM Mountain Time.

Introduction to Certification

What Is Certification?

Certification, as defined by the American Board of Specialty Nursing Certification (ABSNC), is the formal recognition of the specialized knowledge, skills, and experience demonstrated by the achievement of standards identified by a nursing specialty to promote optimal health *outcomes*.

What Are the Purposes of Certification?

- Demonstrates commitment to accountability to the public for safe nursing practice
- Enhances quality patient care
- Identifies registered nurses who have demonstrated professional achievement in providing perioperative nursing leadership and management
- Provides employing agencies a means of identifying professional achievement of an individual nurse
- Provides personal satisfaction for practitioners
- Contributes to a career path for perioperative nurse leaders/managers

What Are the Objectives of Certification?

- Recognizes the individual professional nurse who is proficient in practice.
- Strengthens use of evidence-based theory in assessing, planning, implementing and evaluating patient care.
- Enhances professional growth through continued learning that results in greater depth of knowledge and expanded skills.

What Is the Rationale for Certification?

CSSM certification documents the validation of the professional achievement of identified standards of practice by a nurse manager working in a leadership/management role in the perioperative setting. This recognition program acknowledges the professional achievement demonstrated by an individual nurse manager's performance which exceeds that required for competent practice in the perioperative setting.

About the Exam

The CSSM certification exam requires:

1. Having a thorough and sound foundation of the knowledge and skills required for competent perioperative nursing management practice. Knowledge can be obtained through work experiences and independent learning, as well as through formal educational programs.
2. Understanding of the test-taking process. There is a definite skill in answering multiple-choice questions. Becoming familiar with techniques for responding to multiple-choice questions will improve your chances of successful performance on the CSSM exam. A detailed tutorial on answering multiple-choice questions is provided at the beginning of the CSSM exam.

How Is the Exam Developed?

CCI periodically conducts test development activities to develop and maintain the CSSM exam consistent with accreditation standards. A full list of test development committees is presented in Appendix A. Key among these is the Job Analysis study designed to capture the current knowledge and skill set required of perioperative nurses in management roles with 4 years and 4,800 hours of experience. Test development work is done in collaboration with CSSM certified subject matter experts and our testing partner, PSI. Task and knowledge statements are developed using results of the Job Analysis and constitute the blueprint for the CSSM exam (see Appendix B for a complete list of CSSM task and knowledge statements). It is recognized that the task and knowledge statements may not reflect all specific tasks performed by an individual functioning in this role, especially in niche or highly specialized environments.

Cultural bias occurs in testing materials when test items assess knowledge or experiences that are specific to a certain culture.¹ To address the issue of cultural bias, all questions on the CNOR exam are screened for cultural bias by a diverse panel of nurses holding the CNOR credential. This review is conducted under the supervision of test development experts from our testing partner, PSI.

Certification: Earning Your Credential

To earn the CSSM credential, candidates must meet eligibility requirements at the time of application and pass the national CSSM certification exam. Candidates must take one of two eligibility paths to qualify to take the CSSM certification examination. All requirements for the applicable path must be met.

¹ Leaders Project. Understanding Assessment: Effects of Cultural Bias on Childhood Development. March 1, 2013. Accessed July 20, 2020 at: <https://www.leadersproject.org/2013/03/01/effects-of-cultural-bias-on-childhood-development/>

Who Is Eligible to Apply for the Exam?

Eligibility requirements for sitting for the exam include:

Criteria	CNOR Certified	Non-CNOR Certified
Licensure	Have a current unrestricted RN license in the state/country where currently practicing.	Have a current unrestricted RN license in the state or country where currently practicing.
Academic Degree	<ul style="list-style-type: none"> • Minimum academic degree is a BA/BS. • It is not required that the baccalaureate degree be a BSN. 	<ul style="list-style-type: none"> • Minimum academic degree is a BA/BS. • It is not required that the baccalaureate degree be a BSN.
Work Experience	<ul style="list-style-type: none"> • Must be currently working in a surgical services management role and have a minimum of two (2) years' and 2,400 hours' surgical services management experience as a perioperative registered nurse (RN). Work experience in a non-paid, volunteer capacity is acceptable. • The management role may be overseeing personnel, a budget, or a service line. 	<ul style="list-style-type: none"> • Must be currently working in a surgical services management role and have a minimum of four (4) years' and 4,800 hours' surgical services management experience as a perioperative registered nurse (RN). Work experience in a non-paid, volunteer capacity is acceptable. • The management role may be overseeing personnel, a budget, or a service line.
Surgical Services Management Course Work Requirement	<ul style="list-style-type: none"> • 30 contact hours of content specific to the domains of the CSSM Job Analysis. • All 30 contact hours must be earned in the 2-year period prior to the date of application to take the CSSM certification examination. The CE material must be from an acceptable provider. Acceptable CE providers are listed in Appendix C. • It is the responsibility of the applicant to provide documentation of the applicability of the CE material to the CSSM domains. • Academic credit may be submitted in lieu of CE to fulfill this requirement. Six (6) academic credits at either the baccalaureate or graduate level from an accredited program earned in the 2-year period prior to the application 	<ul style="list-style-type: none"> • 50 contact hours of content specific to the domains of the CSSM Job Analysis. • All 50 contact hours must be earned in the 2-year period prior to the date of application to take the CSSM certification examination. The CE material must be from an acceptable provider. Acceptable CE providers are listed in Appendix C. • It is the responsibility of the applicant to provide documentation of the applicability of the CE material to the CSSM domains. • Academic credit may be submitted in lieu of CE to fulfill this requirement. Twelve (12) academic credits at either the baccalaureate or graduate level from an accredited program earned in the 2-year period prior to the application date for the CSSM

	date for the CSSM certification examination will be accepted.	certification examination will be accepted.
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CCI leadership, management and governing bodies jointly support the fair treatment and dignity of all human beings. The certifying organization does not discriminate among candidates as to age, sex, race, religion, national origin, ethnicity, disability, marital status, sexual orientation, and gender identity.

What Are the Subject Areas on the Exam?

The CSSM exam is comprised of the following subjects. For a complete list of task and knowledge statements for the CSSM exam, see Appendix A.

CSSM Exam Subject Area	Percent of Exam	Number of Exam Questions
1. Communication and Relationship Management	15%	22
2. Strategic Management	13%	20
3. Financial Management	17%	26
4. Human Resource Management	13%	20
5. Operational Management	19%	28
6. Leadership	14%	20
7. Professionalism	9%	14
Total	100%	150

Applying for the CSSM Exam

How Do I Apply for the Exam?

Applicants may apply for the CSSM exam by [creating an account or logging in to their existing account](#). To complete the online application, the following information is required. The application will take approximately 15 minutes.

- Personal contact information: address, e-mail (please make sure you are using an e-mail that will allow you to receive communications from CCI), home and work phone numbers. Your e-mail will also be your login ID.
 - Please use your legal name as it appears on your original, valid (unexpired), government-issued photo ID bearing a signature.
 - RN license information: RN license expiration date and number, state(s) licensed to practice
- Perioperative work history: past 2 years, date began working in the OR, current position, and current practice area
- Employer contact information: facility name, address, and phone number
- Supervisor contact information: name, address, e-mail, phone number
- Payment information

How Much Does the Exam Cost?

Applications cannot be processed without payment. All fees and/or outstanding debts to CCI must be paid in full.

CSSM Certification Exam	Standard Fee
CSSM Exam Application Fee*	\$350

*CNOR certificants receive a \$75 discount.

Please contact the CCI Credentialing team at 888-257-2667 or 303-369-9566 or info@cc-institute.org to receive this discount.

When Is the Exam Offered?

Candidates may take the exam Monday through Saturday, excluding holidays, year-round at a PSI testing center. You may also take the CSSM certification examination via a Remote Secure Proctored Exam (RSPE) on your personal computer. The use of RSPE allows more flexibility for the test taker to include appointments outside normal business hours. Once your application has been approved, you have a 3-month window in which to schedule your test at either a PSI testing center or via RSPE. A candidate's 3-month testing window opens the month immediately following application approval, as illustrated below. Applicants may test only **once** during any testing window.

Application Approved	Testing Months	Application Approved	Testing Months
January	February, March, April	July	August, September, October
February	March, April, May	August	September, October, November
March	April, May, June	September	October, November, December
April	May, June, July	October	November, December, January
May	June, July, August	November	December, January, February
June	July, August, September	December	January, February, March

Does CCI Verify My Application Information?

Information on applications may be verified. If there is any reason to believe that any applicant might not have met eligibility requirements, or if an outside party informs CCI that an individual has not met certain requirements, the application may be flagged for audit. In addition, a minimum percentage of certification applications are randomly selected for audit. The Credentialing Department will begin the audit by contacting the individual in writing to obtain documentation to substantiate the information in question. Information may be verified by telephone, e-mail message and/or letter by the Credentialing Department. All information gained through verification procedures will be confidential, except in instances where the law demands disclosure of facts. Under no circumstances will the reporting party be disclosed. Verification may include but is not limited to the following information:

- An employee verification form that must be completed by a current manager, supervisor, or HR.
- Verification of applicant's RN license through NURSYS.
- Verification of professional nursing history through contact with past employers if needed.

It is the responsibility of the applicant to furnish any information missing from the application. Should any information on the application be found false, the applicant will be notified and declared ineligible to continue in the certification process. Delayed submission of documents and/or submitting incomplete documentation may result in a shortened testing window. An e-mail will be sent to the applicant detailing the results of the audit after the documents have been reviewed.

Preparing for the Exam

As a certification organization, CCI's role is in developing and administering certification examinations to determine the qualifications of candidates for certification. CCI does not require or endorse any specific study guides, review products, and/or training courses. Candidates may prepare for certification examinations with any educational materials they choose. Purchase of CCI review materials is not a requirement for testing, nor does use of any review materials (CCI or otherwise) imply successful performance on the certification examinations. CCI offers various study resources for the certification examinations such as an online practice exam, sample questions, and flashcards. No study resources are prerequisites for the certification examinations.

Reference Materials

The following are all recommended references for the CSSM certification examination:

- *Guidelines for Perioperative Practice*. Denver, CO: AORN, Inc; current edition.

One of the following perioperative nursing textbooks:

- Phillips N. & Hornack, A. *Berry and Kohn's Operating Room Technique* 14th ed. St. Louis, MO: Elsevier; 2021.
- Rothrock JC, ed. *Alexander's Care of the Patient in Surgery*. 16th ed. St. Louis, MO: Elsevier; 2019.

Two management textbooks:

- Penner SJ. *Economics and Financial Management for Nurses and Nurse Leaders*. 3rd ed. New York, NY: Springer Publishing Company; 2017.
- Kaye AD, Fox CJ III, Urman RD, eds. *Operating Room Leadership and Management*. 2nd ed. New York, NY: Cambridge University Press; 2019.

How Long Should I Study for the Exam?

The recommended study period to prepare for the CSSM certification exam is three months. Reviewing the task and knowledge statements for each subject will aid in identifying areas of strengths and possible weaknesses. Align these identified areas for additional study or experience with the [CSSM Study Plan](#). Keep in mind how many questions or what percentage of the exam is contained within each of the subject areas being studied. Be realistic about the time commitment. Use experiences at work to gain additional knowledge and skills in unfamiliar areas. Using a variety of preparation aids, studying in 20- to 45-minute segments, and frequent review have been found to increase comprehension and retention of information.

Taking the Exam

How Many Questions Are on the Exam?

The CSSM exam consists of 180 multiple-choice questions. Of the 180 questions, 150 questions are used to calculate your test score. The remaining 30 questions serve as pre-test questions, and do not affect your score. Pre-test questions are dispersed throughout the exam and cannot be identified by an examinee. Sample exam questions can be found in Appendix D.

How Much Time Do I Have to Complete the Exam?

The CSSM exam is a timed test and must be completed in 3 hours and 45 minutes. The computer used to take the exam will keep the official time.

How Much Computer Experience Do I Need to Take the Test?

The computerized format of the exam requires no previous computer experience. An optional pre-exam tutorial will provide instructions on how to take the exam on the computer. It will also provide examples on how to select answers, and how to mark any questions you may want to return to and review before finishing the exam. The time allotted for completing the tutorial is separate from the actual exam time.

How Do I Schedule My Exam Appointment?

CSSM is delivered at PSI testing centers and online as a remote secure proctored exam. The option to schedule will be available in your [CCI account](#) once you submit your application and make payment. You are responsible for scheduling an appointment to take the exam. You are strongly encouraged to schedule your appointment as soon as you are able, as availability is on a first-come, first-serve basis. PSI administers exams by appointment only, Monday through Saturday. Appointment starting times may vary by location.

If you are randomly selected for audit, the option to schedule will be available **after** submission and approval of required documentation.

Internet scheduling is available 24 hours a day, 7 days a week. To schedule online, click the “PSI Exam Scheduling” button in your CCI account. This will direct you to PSI’s scheduling system.

To schedule an examination by phone, please call PSI at **855-834-8752**. Live operators are available at the following times:

Time Zone	Monday-Friday	Saturday-Sunday
Eastern	7:30am - 10:00pm	9:00am - 5:30pm
Central	6:30am - 9:00pm	8:00am - 4:30pm
Mountain	5:30am - 8:00pm	7:00am - 3:30pm
Pacific	4:30am - 7:00pm	6:00am - 2:30pm

Are There Testing Center Guidelines I Should Know?

There are extensive check-in and security measures enforced at testing sites and during remote secure proctored exams administered online. Take time to review material on the [PSI website](#) to understand all day-of-testing requirements.

Identification

You must present an original, valid (unexpired), government-issued photo ID bearing a signature. No form of temporary identification will be accepted.

- Examples of valid forms of identification are: driver's license with photograph; state identification card with photograph; passport; or military identification card with photograph (on site examinations only). **Military identification cannot be used for remote proctored exams.**
- If your name on your registration is different than it appears on your identification, you must bring proof of your name change (e.g., marriage license, divorce decree or court order).

If there is any concern about the validity of your identification, **PSI has the right to refuse your admittance to the exam.** Failure to provide appropriate identification at the time of the examination is considered a missed appointment and will result in forfeiture of your exam fees. Please contact PSI if you have any questions about acceptable forms of identification.

Monitoring

Several security measures will be enforced during the exam administration. PSI administration and security standards are designed to ensure all candidates are provided the same opportunity to demonstrate their abilities. Be aware that you will be observed at all times while taking the exam. This observation may include direct observation by test center staff or a remote proctor, as well as audio and video recording of your testing session.

No guests, visitors or family members are allowed in the testing room or reception areas.

Examinations are proprietary. No cameras, calculators, tape recorders, pagers or cellular/smart phones are allowed in the testing room. Possession of a cellular/smart phone or other electronic devices is strictly prohibited and will result in dismissal from the examination without refund.

Exams cannot be viewed, copied, or studied by any individual. Copying or retaining test questions or transmitting the test questions in any form to other individuals, organizations, or study groups will result in forfeiting your right to have your exam scored and may result in civil prosecution and disciplinary action by CCI.

Personal Belongings

No personal items, valuables, or weapons should be brought to the test center. Only wallets and keys are permitted. Coats must be left outside the testing room. You will be provided a soft locker to store your wallet and/or keys with you in the testing room. You will not have access to these items until after the examination is completed. Please note the following items will not be allowed in the testing room except securely locked in the soft locker:

- Watches
- Hats
- Wallets
- Keys

Once you have placed everything into the soft locker, you will be asked to pull out your pockets to ensure they are empty. The proctor may also ask candidates to lift up the ends of their sleeves and the bottoms of their pant legs to ensure that notes or recording devices are not being hidden there. Proctors will also carefully inspect eyeglass frames, tie tacks, or any other apparel that could be used to harbor a recording device.

If all personal items will not fit in the soft locker you will not be able to test. The site will not store any personal belongings. Personal belongings include, but are not limited to, the following items:

- Electronic devices of any type, including cellular / mobile phones, recording devices, electronic watches, cameras, pagers, laptop computers, tablet computers (e.g., iPads), music players (e.g., iPods), smart watches, radios, or electronic games.
- Bulky or loose clothing or coats that could be used to conceal recording devices or notes. For security purposes outerwear such as, but not limited to: open sweaters, cardigans, shawls, scarves, hoodies, vests, jackets and coats are not permitted in the testing room. In the event you are asked to remove the outerwear, appropriate attire, such as a shirt or blouse should be worn underneath.
- Hats or headgear not worn for religious reasons or as religious apparel, including hats, baseball caps, or visors.
- Other personal items, including purses, notebooks, reference or reading material, briefcases, backpacks, wallets, pens, pencils, other writing devices, food, drinks, and good luck items.

If any personal items are observed in the testing room after the examination is started, the administration will be forfeited.

Dismissal from a Test Session

The test center administrator is authorized to dismiss a candidate from a test session, including but not limited to the following reasons:

- Failure to follow the test center administrator's directions.
- Creating a disturbance of any kind.
- Possession of unauthorized personal belongings.
- Talking to or participating in conversation with other examination candidates.
- Giving or receiving assistance of any kind.
- Using prohibited aids, such as reference materials, mechanical listening devices, notes, and recording or photographic devices.
- Removing or attempting to remove test questions and/or responses (in any format) from the testing room.
- Removing or attempting to remove scratch paper from the test center.
- Attempting to take the test for someone else.
- Attempting to tamper with the operation of the computer.
- Leaving the testing room without permission.
- Leaving the test center/building at any time.
- Using electronic communications or recording equipment such as cellular phones and like devices.
- Bringing any materials to the test center that may compromise the administration of the exam.
- Sharing information about the test and test questions with any unauthorized person(s).

If a proctor witnesses what they believe to be a security breach, the exam is stopped immediately; all related materials are retained, and an incident report is generated and routed to PSI. The PSI Security Office makes a copy of the video and reviews it for quality and to determine if there was any inappropriate action requiring

follow-up with the test center personnel. The copy of the video and any related materials are forwarded to PSI, which would then be delivered to CCI.

If it is believed that an applicant or certificant violates the test center Misconduct Policy, breaches security, or fails to follow test center directions, CCI may render sanctions against the individual which may include but not be limited to the following:

- Suspension from the exam for an indefinite or specified period of time.
- At the discretion of the CCI Certification Council and as allowable by law, CCI may notify the State Board of Nursing, candidate's employer, insurance company, or other public health agency.

What Happens If I Don't Schedule My Exam?

If you fail to schedule an exam appointment in your 3-month testing window, your entire testing fee is forfeited. To reapply, current eligibility criteria must be met and the fee applicable at that time must be paid.

What If I Am Late or Miss My Exam Appointment?

For testing center appointments, if you are late for by more than 15 minutes, or miss your scheduled appointment time, you will be considered a no-show applicant. Your entire exam fee is forfeited.

For remote secure proctored exam appointments, if you do not start your exam within 15 minutes of your scheduled appointment time, you will be considered a no-show applicant. Your entire exam fee is forfeited. Candidates may log in for their exam up to 30 minutes prior to the scheduled start time but will not be connected with a proctor until their exam time.

When Do I Receive My Exam Results?

You will be shown a pass or fail notification immediately after you complete the exam. A more detailed score report will be e-mailed to you by PSI within a 24 hours of exam completion. Scores will not be reported if the confidentiality of the exam is broken or misconduct at the testing center is reported.

How Do I Receive My CCI Certificate?

Within one week of passing, your CCI certificate will be available within your [CCI account](#). You may print, download, or save your certificate.

What Is the Passing Score?

For the CSSM certification exam, there is one reported pass/fail decision score. Scores are determined by converting the number of questions answered correctly to a scaled score that ranges from 200 to 800. You need a total scaled score of at least 620 to pass this examination. Candidates should answer all questions on the exam as any question not answered may count against the final score.

A scaled score is neither the number of questions you answered correctly nor the percentage of questions you answered correctly. A scaled score is transformed from the raw test score (the number of test questions answered correctly). A scaled score allows for consistent scoring across multiple forms of the exam.

How Soon Can I Schedule to Take an Exam for the Second Time?

Subsequent exam applications cannot be submitted in the same testing window as an unsuccessful exam attempt. The full exam price must be paid for each exam attempt.

If I Retake the Exam, Will I Take the Same Test?

No. Because of CCI's commitment to quality and test security, there are multiple forms of the CSSM exam.

Withdrawing, Canceling, Rescheduling or Transferring Your Exam

You may withdraw/cancel your application to test, reschedule your exam date or time within your original 3-month testing window, or transfer your exam to another 3-month testing window. Please refer to the following definitions of terms and the table below for additional information.

Definitions of Terms

- **Withdraw/cancel:** You have applied to take the exam and are in your initial exam window but have decided to cancel the event.
 - \$75 of application fee is non-refundable.
- **Rescheduling/changing the date for a previously scheduled exam:** You have applied for and set a date/time for your exam and now want to move the testing date to another day within the same testing window.
- **Transferring a previously scheduled exam to another testing window:** You have applied for your exam and now want to move the testing date to a day in the next 3-month testing window.
 - A \$75 fee is required for transfers.
 - You may only transfer twice per exam application.
 - You may not withdraw after completing a transfer.
 - If an exam appointment is scheduled with PSI, the appointment must be canceled before a transfer can be processed by CCI.

Important note: If a candidate fails to schedule an exam appointment within the 3-month testing window, the entire exam fee may be forfeited. To reapply, current eligibility criteria must be met and the fee applicable at that time must be paid.

TIME FRAME	At least two business days or more prior to end of testing window or scheduled test date	Less than two business days prior to end of testing window or scheduled test date
WITHDRAW/CANCEL AN EXAM APPOINTMENT	<ol style="list-style-type: none"> 1. Contact PSI and cancel your appointment. 2. Log into CCI account and complete the withdrawal request. \$75 of application fee is non-refundable. <p>Note: you may not withdraw if you have previously transferred your window.</p>	You are unable to withdraw/cancel your exam appointment. You must sit for the exam or all fees will be forfeited.
RESCHEDULE AN EXAM DATE WITHIN THE SAME TEST WINDOW	<ol style="list-style-type: none"> 1. Contact PSI to cancel your exam appointment. 2. Reschedule the new exam date within the 90-day test window. 	You are unable to change or cancel the date for your exam appointment. You must sit for the exam or all fees will be forfeited.

<p>TRANSFER AN EXAM DATE OUTSIDE ORIGINAL TEST WINDOW</p>	<ol style="list-style-type: none"> 1. Contact PSI to cancel your exam appointment. <ul style="list-style-type: none"> • Log into your CCI account and complete the transfer request. A \$75 fee will be charged by CCI. 2. Schedule an appointment in the new exam window. <p>Note: you can only transfer twice within a single application. You may not withdraw after completing a transfer.</p>	<p>You are unable to transfer to a new testing window for your exam. You must sit for the exam or all fees will be forfeited.</p>
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For exams scheduled at a testing center impacted by inclement weather, power failure, or other unforeseen emergencies affecting the site on the day of an examination, PSI will determine whether circumstances warrant the cancellation, and subsequent rescheduling, of an examination. The examination will usually not be rescheduled if the test center personnel are able to open the test center.

You may visit www.psonline.com/openings prior to the examination to determine if PSI has been advised that any test centers are closed. Every attempt is made to administer the examination as scheduled; however, should an examination be canceled at a test center, all scheduled candidates will receive notification from PSI following the examination regarding rescheduling procedures.

Candidates are responsible for scheduling a new exam appointment following a cancellation made by PSI.

Using the Credential

CSSM is the official designation recognizing the nurse who has been certified in surgical services management. The CSSM certification documents the validation of the professional achievement of identified standards of practice by a registered nurse working in a leadership/management role in the perioperative setting.

Who Can Use the Credential?

The CSSM mark is federally registered with the U.S. Patent and Trademark Office and may only be used in accordance with CCI policy by those who have achieved and actively maintain the credential. See Appendix E for CCI’s “Certification Mark Use Policy.”

How Long Is the Credential Active?

Certification is conferred for a period of 3 years, with recertification available after that 3-year earning period. When the credential lapses, the nurse may no longer use the CSSM designation in their credentials.

When Can I Begin Using My Credential?

After passing the exam, you must complete the new certificant self-reflection form (Appendix F) and submit to CCI within 30 days of passing the exam.

The CSSM credential may be used upon verification of your credential on the [CCI website](#). Certificants will also be able to print a certificate from their [CCI account](#) profile.

How Do I Display My Name and Credential?

In writing, proper usage is as follows: Jane A. Doe, BSN, RN, CSSM®. CCI's "Certification Mark Use Policy" can be found in Appendix E.

General Certificant Data Information

Is My Information Confidential?

The CEO, in consultation with the Senior Manager of Test Development and Certification, Credentialing Department, and Senior Manager of Governance and Accreditation will approve all requests for data and access to certificants.

As an accredited program, CCI is required to make public certain data about its certificants (e.g., demographic breakdown of certificants, number of certificants, number of test-takers, and pass rates for certification exams). All data are de-identified and shared in aggregate only, in accordance with Federal privacy law.

Is My Information Public or Shared with Third Parties?

CCI may process certificant data based on the following grounds, as appropriate: you have provided your consent which can be withdrawn at any time; the processing is necessary for the performance of a contract to which you are a party, including processing of exams, certification or recertification applications; the processing is necessary to meeting legal obligations or to defend or maintain any claims involving us or our applicants and certificants; the processing is required to protect your vital and legal interests or those of another person; or the processing is necessary for the purposes of CCI's operations and mission.

Is Credential Status Verified?

Verification of your credential can be accessed through the [CCI website](#).

ADA Accommodations at Testing Centers

Does CCI Provide ADA Accommodations at Its Testing Centers?

Under the Americans with Disabilities Act ("ADA"), persons with disabilities may be entitled to accommodations if (i) they have a physical or mental impairment (ii) that substantially limits a major life activity (e.g., hearing, seeing, learning, reading, or concentrating), or a major bodily function (e.g., neurological, endocrine, or digestive system). However, CCI is not obligated to provide accommodations that would fundamentally alter the measurement of the skills or knowledge the exam is intended to test, or that would impose an undue burden on CCI.

How Do I Request an Accommodation?

CCI is committed to providing reasonable accommodations in its exam processes to otherwise qualified individuals with physical or mental disabilities in accordance with the ADA. CCI will make every reasonable attempt to comply with Federal regulations concerning the test administration for qualified persons who are temporarily or permanently disabled, or who request accommodations for religious reasons at the time of the scheduled exam, in accordance with the following policies:

- A disability requires written documentation and validation. The documentation provided should include correspondence from a healthcare provider who has firsthand knowledge of the disability, that describes the nature of the disability, and specific recommendations regarding the type of accommodation required to address the disability. The letter should be on that professional's letterhead stationery and include his or her title, address, phone number, and original signature.
- The candidate must notify CCI headquarters of their temporary or permanent disability at least 90 days prior to the date scheduled for testing and provide supporting documentation.
- The candidate must notify CCI of a request for accommodations for religious reasons at the time of application.
- The content and validity of the exam shall not be compromised by these accommodations.
- All determinations for accommodations will be made by CCI at its sole discretion. All reasonable attempts will be made to accommodate the needs of the disabled person. If no feasible solution can be reached, the applicant will be notified in writing and a refund (less applicable administrative fees) will be issued.

Examples of requests for special testing accommodations that may be granted include, but are not limited to:

- modification of seating or other physical arrangements in the exam facility,
- providing for the exam to be taken in an accessible location, or
- providing for a reasonable extension of testing time.

Examples of requests for special testing accommodations that may be denied include:

- modification of the content of an objective multiple-choice exam,
- providing for unlimited testing time, or
- permitting a reader to paraphrase test material or translate the material into another language.

Exam Irregularities at Testing Centers

What Is a Group Testing Irregularity?

Unlike cases of individual candidate misconduct, occasionally testing irregularities occur that affect a group of test takers. Such problems include, without limitation, administrative errors, defective equipment or materials, improper access to test content and/or the unauthorized general availability of test content, as well as other disruptions of test administrations (e.g., natural disasters and other emergencies).

When group testing irregularities occur, PSI will conduct an investigation to provide information to CCI. Based on this information, CCI may direct PSI either not to score the exam or to cancel the exam score. When it is appropriate to do so, the Board will arrange with PSI to give affected test takers the opportunity to take the test again as soon as possible, without charge. Affected exam takers will be notified of the reasons for the cancellation and their options for retaking the test. The appeal process does not apply to group testing irregularities.

Misuse or Misrepresentation of Certification

What Happens If I Misuse or Misrepresent the Credential?

Any misuse or misrepresentation of the CSSM credential by those not currently holding the credential shall be subject to legal action by CCI. Misrepresentation includes use of the CSSM credential once the credential has lapsed.

Revocation of Credential

Can My Credential Be Revoked?

CCI may deny, suspend, or revoke certification for cause, including but not limited to the following:

- failing to complete or provide evidence of completion of the requirements for initial certification and certification renewal*;
- failure to maintain the required professional licensure
- determination that initial certification or certification renewal was improperly granted
- falsification or misstatement of information on any certification-related document;
- providing false or misleading information;
- misrepresentation regarding credentialing status;
- cheating or assisting others to cheat;
- causing, creating or participating in an examination irregularity;
- assisting others to wrongfully obtain initial certification or certification renewal;
- failure to comply with the scope and standards of practice in an area in which the certification is held;
- misuse of or misrepresentation with respect to the CCI credential;
- commission of a crime or gross negligence in the practice of nursing;
- violation of CCI policy or procedure;
- failure of audit processes;
- failure to comply with the American Nurses Association's Code of Ethics for Nurses with Interpretive Statements;
- conduct unbecoming of the nursing profession; and
- has not paid all outstanding debts to CCI.

*Certified nurses will be informed by letter of CCI's decision to revoke the CSSM status. There will be no refund if the CSSM status is revoked for any reason.

CCI Complaint, Disciplinary, and Appeals Processes

Does CCI Have an Appeals or Complaint Process?

Yes. Please see Appendix G for more information.

Introduction to Recertification

What Is Recertification?

Recertification of the CSSM credential recognizes the professional achievement of a surgical services manager who has chosen to maintain proficiency in that role in the perioperative setting. All activities undertaken in the process of renewal of certification are designed to enhance the knowledge of the CSSM certificant and improve the nurse's ability to function as a surgical services manager in the perioperative setting.

What Are the Purposes of Recertification?

- Recognizes the individual surgical services manager who is proficient in practice in the perioperative setting.
- Supports the development of theoretical constructs which strengthen perioperative management practice.
- Enhances professional growth through continued learning through acquisition of current evidence to expand management skill sets.

Why Should I Recertify?

Certification is recognized for a period of 3 years, with recertification required at the conclusion of that period to retain the credential. The rapid pace of change and increased complexity of technology in healthcare require a conscious effort to maintain competency. The required CSSM recertification activities align with the task and knowledge statements of the most current CSSM Job Analysis. Recertification requirements guide professional development activities to provide parameters for acceptable practice, and to maintain a link to the most current body of knowledge. Correlating the certification period with the Job Analysis cycle ensures certificants are engaged in activities pertinent to their professional development. CCI conducts a CSSM Job Analysis every 3 or 5 years as required to maintain accreditation to ensure the certification program reflects current best practices.

Competency consists of the knowledge, skills, and attitudes necessary to safely and independently function in a given situation. The CSSM recertification process acknowledges the need for active work in the maintenance of continued competency. The practice and professional activity requirements facilitate maintenance of current skills, and the acquisition of new ones, through exposure to the practice setting and planned, purposeful learning activities guided by reflective learning.

Initial Recertification Cycle

For your first recertification cycle you will be sent a score report after the certification examination which will detail your competency levels for each of the CSSM domains (subject areas). You will then complete a reflective learning exercise in which you outline your plan to earn the required 200 professional development points during your accrual period. You will choose the focus and type of learning activities for your professional development based, in part, on your score report. You will document your personalized professional development plan based on your individual learning needs. That form will be returned to CCI and entered into your account.

Subsequent Recertification Cycle

For the second and subsequent recertification cycles you will draw up a professional development plan based on your individual learning needs. That form will be returned to CCI and entered into your account. See the below section, "What Must I Do to Recertify?" for a summary of the steps involved.

Recertification: Maintaining Your Credential

An overview of the recertification process for your CSSM credential is presented below. Additional detail to guide your ongoing professional development may be found in the CCI resource titled “Recertification: A Guide for Maintaining Your Credential.” This resource will be available for download from the [CCI website](#) in late January 2021.

When Do I Recertify?

The certified status of an individual RN is conferred by CCI for a period of 3 years, at which time a CSSM may seek recertification. The recertification process requires an active CSSM to complete recertification activities during the accrual period and meet recertification eligibility requirements.

What Is an Accrual Period?

The accrual period is the time period in which the certificant must complete continuing education or professional development activities.

When Are the Accrual Deadlines?

Year Certified	Recertification Year	Recertification Accrual Period	Recertification Applications Accepted	Recertification Application Deadline
2018	2021	Jan 1, 2018 – Dec 31, 2020	Jan 1 – Dec 31, 2021	December 31, 2021
2019	2022	Jan 1, 2019 – Dec 31, 2021	Jan 1 – Dec 31, 2022	December 31, 2022
2020	2023	Jan 1, 2020 – Dec 31, 2022	Jan 1 – Dec 31, 2023	December 31, 2023
2021	2024	Jan 1, 2021 – Dec 31, 2023	Jan 1 – Dec 31, 2024	December 31, 2024

What Must I Do to Recertify?

To recertify your credential, you must do the following:

- Meet the recertification eligibility requirements at the time of application (these differ from requirements for first-time certification). See section below for eligibility requirements.
- Complete the self-reflection learning assignment **within 30 days of passing the exam** to outline your recertification plan for the upcoming accrual period. Appendix F contains all recertification forms.
- CSSM recertification has **annual due dates**. Use the chart below to track your deadlines and ensure you complete and submit all required components.
- Earn 200 points within your three-year accrual period. Appendix C outlines eligible points activities.
- Log all points activities into your CCI account. Logged activities will be reviewed by CCI prior to approval of application.
- Complete a reflection form for your next recertification cycle. Appendix F contains all recertification forms.
- Download and complete CCI’s recertification application during your recertification year.
- Pay the application fee.

To recertify the credential, certificants must use the Professional Development Points Method. This is the only recertification option.

My Accrual Period			Recertification Year
Complete initial self-reflection or review prior self-reflection. Earn and log points. Submit annual reports.			Finish logging activities, complete your self-reflection, apply for recertification, and submit payment.
Year 1: Jan 1 – Dec 31, 2021	Year 2: Jan 1 – Dec 31, 2022	Year 2: Jan 1 – Dec 31, 2023	Jan 1 – Dec 31, 2024
Important Due Dates			
New certificant self-reflection is due within 30 days of passing exam. First annual report is due by Dec 31, 2021.	Annual report due by Dec 31, 2022	Annual report due by Dec 31, 2023	Complete self-reflection for next recertification cycle by Dec 31, 2024. Log points activities and apply for recertification by Dec 31, 2024.

What Are the Eligibility Requirements to Recertify?

All the following requirements must be met at the time of application for CSSM recertification:

- Hold an active CSSM credential.
- Hold a current, unrestricted RN license.
- Be currently employed in perioperative nursing in the area of surgical services management. The management role may be overseeing personnel, a budget or a program. Employment as a consultant or interim manager will meet this requirement. Work experience in a non-paid, volunteer capacity is acceptable.
- Have worked minimum of 1,500 hours in surgical services management within the three-year recertification cycle.

The CSSM credential is not tied or linked to other CCI certifications. For example, a nurse may hold both the CNOR and CSSM certifications, but there is no requirement to do so.

CCI leadership, management and governing bodies jointly support the fair treatment and dignity of all human beings. The certifying organization does not discriminate among candidates as to age, sex, race, religion, national origin, ethnicity, disability, marital status, sexual orientation, and gender identity.

What Are the Fees for Recertification?

Please see below for current list of recertification fees, options, and available discounts. Applications cannot be processed without payment. All fees and/or outstanding debts to CCI must be paid by December 31 of your recertification year.

CSSM Recertification Method	Standard Fee
Recertification by Professional Activity Points	\$250*
CSSM Extension Year	\$195
CSSM Emeritus Status	\$125

*CSSM certificants who hold the CNOR credential receive a \$55 discount on recertification. Please contact the CCI Credentialing team at 888-257-2667 or 303-369-9566 or info@cc-institute.org to receive a CNOR discount.

How Do I Submit My CSSM Recertification Application?

To recertify by professional development points download the application from the [CCI website](#).

A complete application includes:

- Application, including RN license, and current employment information
- Logged points activities obtained during your accrual period
- Acknowledgement of understanding of CCI's terms and conditions
- Application fee
- Completed reflective learning forms and annual reports.

Please submit your completed recertification application packet to the CCI Credentialing team either by mail or e-mail.

What Happens if I Am Audited?

A percentage of recertification applications are randomly selected by CCI for audit. Additionally, if there is reason to believe there has been a breach in the integrity of the process by an individual seeking recertification, CCI may also select those individuals for audit.

Applicants selected for audit will be required to submit additional documentation (see Appendix H) within 30 days. Delay in submission of documentation or submission of incomplete documentation may result in a shortened testing window or delays to the recertification process. An e-mail will be sent to the applicant detailing the results of the audit after the documents have been reviewed.

Alternatives to Recertification

What Can I Do if I Am Not Eligible to Recertify?

There are three options if you are not eligible to recertify:

- File for an Extension Year by logging in to your [CCI account](#) to complete the online application.
- File for Emeritus status by logging in to your [CCI account](#) to complete the online application.
- Allow the credential to lapse.

What Is an Extension Year and How Does It Work?

An extension year will allow an additional year to accrue the necessary points activities or contact hours for recertification, as well as meet other eligibility requirements (e.g., current employment). Your CSSM credential

will remain active during this time. Please contact CCI’s Credentialing Team at 1-888-257-2667 or info@cc-institute.org for more information.

Key Points Regarding the Extension Year Process

- The process is only available once every 2 recertification cycles for the CSSM certification.
- You must apply in the year that you are due to recertify.
- The Extension Year lasts one calendar year and there are no extensions to that time period.

What Is the Fee for Applying for the Extension Year?

The fee is \$195. No discounts apply, no refunds are given. The full recertification fee will be due when the recertification application is submitted.

What Else Am I Required to Do to Fulfill the Requirements for the Extension Year?

All fields (e.g., contact information and place of employment) in your account must be updated. To recertify your CSSM credential following your Extension Year, you must meet all the recertification requirements in effect at that time and pay the recertification fee.

When Can I Apply for Recertification Following My Extension Year?

You may apply for recertification at any time during your new recertification year. Log in to your [CCI account](#) to complete your recertification application available from your CCI account. See the table below for Extension Year accrual periods and recertification dates.

Date to Recertify	Last Date to File for Extension Year	New Accrual Period	Last Date to Recertify
2020	Dec. 31, 2020	Jan. 1, 2017 – Dec. 31, 2020	Dec. 31, 2021
2021	Dec. 31, 2021	Jan. 1, 2018 – Dec. 31, 2021	Dec. 31, 2022
2022	Dec. 31, 2022	Jan. 1, 2019 – Dec. 31, 2022	Dec. 31, 2023
2023	Dec. 31, 2023	Jan. 1, 2020 – Dec. 31, 2023	Dec. 31, 2024

Emeritus and Lapsed Status Credential Status

How Do I Obtain Emeritus Status of the Credential?

CCI offers CSSMs who are retiring from professional perioperative nursing, changing professional direction, etc., the option to maintain their credential in an Emeritus capacity with the CSSM Emeritus status or CSSM(E). CCI established the Emeritus status to recognize retired CSSMs’ service and commitment to the perioperative profession, as well as their achievement and maintenance of the CSSM credential.

You must currently hold the CSSM credential in active status to apply for CSSM Emeritus status. The CSSM Emeritus credential is not available if your CSSM credential has lapsed.

Emeritus candidates apply by logging in to their [CCI account](#) and to complete the online application. The one-time fee for Emeritus status is \$125.

CSSM(E) members may be considered for CCI Board and committee appointments.

What Happens if I Let My Credential Lapse?

You are not eligible to use the CSSM credential after it has lapsed. Once your CSSM credential has lapsed, you must again pass the exam to achieve certification.

Appendix A: Test Development Process

Test Development Process

The Competency and Credentialing Institute (CCI) collaborates with our testing partner, PSI, in the test development process. Development and maintenance of the certification examination is the product of a scientifically rigorous process subject to accreditation agency oversight and approval.

Test Development Committees

In addition to the contributions of our testing partner, the participation of nurses providing clinical care is essential to maintain an accredited certification examination. Nurses holding a CNOR certification may apply to serve on test development committees described below.

In response to COVID-19 driven restrictions, all 2021 test development committees will be hosted **remotely** and jointly facilitated by CCI and PSI staff.

Job Analysis

A job analysis is designed to obtain descriptive information about the tasks performed in a job and the knowledge/skills needed to support the performance. The purpose of the job analysis is to review and revise the list of the tasks and knowledge related to work performed by perioperative registered nurses and to develop test specifications (a “blueprint”) for the certification examination. The Job Analysis defines the exam content areas along with the tasks performed and the knowledge needed for competent performance. A full survey-based job analysis requires the committees outlined below.

Task Force Committee (in-person)

The purpose of this committee is to determine a set of competencies and skills essential to current perioperative nursing. Participants on this committee will analyze work associated with the perioperative nurse and establish the scope of knowledge to be measured through examination for the CNOR or CSSM credential. This committee requires an extended commitment to ensure continuity throughout the process. A combination of 2 in-person meetings, completion of 2 online surveys, and participation in 3-5 remote phone conferences will be required during a period of 6 months, possibly inclusive of the Test Specifications Committee work as outlined below. CCI provides airfare, meals, and hotel accommodations. Time commitment is 2 days + travel per in-person meeting and 3 hours per remote call.

Survey Completion (remote)

The goal of this activity is to complete and evaluate the first draft of the online Job Analysis survey. This survey is designed to capture knowledge and skills needed by perioperative nurses. The survey is based on work completed by the Task Force Committee, so volunteers who served on this committee are asked to participate. Estimated time commitment is 1-3 hours. This activity is the first step in an extensive survey review and revision process that includes the Survey Review Call, Pilot Survey Review Call, and Subgroup Analysis Call.

Survey Review Call (remote)

This conference call follows online Job Analysis survey completion and requires Task Force Committee volunteers to analyze and discuss survey content, format, and ideas for improvement. Estimated time commitment is 1-3 hours. A second draft of the survey that incorporates this feedback is composed by CCI’s testing partner following this call. The updated survey is then distributed to a group of peer pilot reviewers nominated by Task Force Committee volunteers.

Pilot Survey Review Call (remote)

Task Force Committee volunteers review feedback on the online Job Analysis survey provided by the pilot candidate group. Volunteers are tasked with recommending revisions and updates to ensure the final survey will capture all important elements of the perioperative nursing profession. Estimated time commitment is 1-3 hours. A final draft of the survey is then composed by CCI's testing partner and widely distributed to perioperative nurses for data collection.

Subgroup Analysis Call (remote)

The purpose of this activity is to review demographic results from the Job Analysis survey. Task Force Committee volunteers will decide how these results inform the overall data set. Estimated time commitment is 1-3 hours.

Test Specifications Committee (in-person)

This committee concludes the Job Analysis process. Members include volunteers from the Job Analysis Task Force Committee and new volunteers. Notably, individuals may sign up for this committee even if they are not able to participate in the Job Analysis activities occurring in previous months. The goal of this committee is to review the job analysis survey results and create content outlines for the CNOR or CSSM exam blueprint. CCI provides airfare, meals, and hotel accommodations. Time commitment is 2 days + travel.

Crosswalk Call (remote)

Participants in this activity will compare the updated exam content outline with the previous outline. Knowledge and task statements may need to be relocated or "crosswalked" between the prior blueprint and an appropriate section on the new blueprint. Estimated time commitment is 3 hours.

Item Writing Committee

Writers develop items (commonly referred to as exam questions) according to test plan specifications with provided references. Individuals selected for writing items will receive training and materials on how to write a valid, defensible test question. This committee will meet either in person or remotely via webinar. Remote writers will be given a deadline by which to return all questions written and any loaned reference textbooks. Time commitment is informed by results of proceeding activities and is typically between 5-20 hours.

Item Review Committee

The goal of this committee is to review, and potentially edit, newly written items (i.e., exam questions). Reviewers evaluate an item's relevance to the exam content outline, content accuracy, correctness of answers, potential geographic bias, and language clarity. This committee will meet either in person or remotely via webinar. Time commitment is informed by results of proceeding activities. If remote, this activity ranges from 5-20 hours. If in person, time commitment is 2 days + travel with CCI providing airfare, meals, and hotel accommodations.

Standard Setting Committee

Members of this committee critically evaluate new forms of the CNOR or CSSM exam to determine different cut scores that will be used to measure a candidate's performance on the exam. Part of this process entails taking the new form of the exam just as an examinee would. CCI provides all airfare, meals, and hotel accommodations. Time commitment is 2 days + travel.

Pool Review Committee

This committee reviews categorization of all items (i.e., exam questions) in each exam's subject areas. The goal of this committee is to reassign items and/or assign newly written items to appropriate subject areas. Time commitment is informed by results of proceeding activities; if remote, this activity is typically 3 hours. If in person, time commitment is 2 days + travel with CCI providing airfare, meals, and hotel accommodations.

Form Review Committee

Committee members meet to review all items (i.e., exam questions) selected for the examination form. Such matters as correctness of answers, prevention of geographic bias, language clarity and appropriateness of items are considered during the form review process. References are also reviewed and updated to new editions. This committee review constitutes an ultimate check and balance to validate the final versions of the examination forms. CCI provides airfare, meals, and hotel accommodations. Time commitment is 2 days + travel.

Problem Item Notification (PIN) Call Committee

The purpose of this committee is to review items (i.e., exam questions) that performed outside expected parameters and were flagged for review by CCI's test development partner. Committee members identify the reason for abnormal performance and recommend edits for these items. These committees will meet remotely via web conference. Time commitment is 3 hours.

Alternates

Alternates are selected for both in-person and remote committee meetings. These volunteers should be available to attend a meeting or complete an activity on short notice in the event another volunteer becomes unavailable due to unforeseen circumstances. By serving in a standby capacity, alternates ensure test development committees will not be postponed or cancelled due to insufficient participant numbers. Alternates are awarded points even if not called upon.

Appendix B: CSSM Task & Knowledge Statements

Subject Area 1: Communication and Relationship Management

Knowledge Statements

1. Negotiation techniques (e.g., win-win, crucial conversations, building trust)
3. Emotional intelligence/quotient
4. Effective and timely feedback
5. Listening skills
6. Techniques for conflict resolution (e.g., crucial conversations/confrontation)
7. Verbal and non-verbal communication
8. Computer literacy and etiquette (e.g., use of e-mail, word-processing and spreadsheet software, perioperative informatics)
9. Informatics and reports
10. Team building strategies
11. Culture safety (e.g., environment where it is safe to speak up, just culture)
12. Communicating with diverse groups (e.g., culture diversity, educational level differences, generational differences, flattened hierarchy)
13. Mission, vision, values, goals, what they represent and how they relate to the perioperative setting
14. Organizational culture, political forces and stakeholder identification
15. Assessment/evaluation techniques (e.g., patient and/or family, interprofessional healthcare providers)
16. Customer service (e.g., service recovery)

Tasks

1. Utilize negotiation skills in an interprofessional environment.
2. Establish and foster a collaborative relationship while understanding the differences among the disciplines (e.g., vendors/industry representatives; ancillary, management and professional staff).
3. Facilitate teamwork, cooperation and collaboration within the perioperative unit and additional stakeholders throughout the continuum of care.
4. Evaluate the continuous improvement and effectiveness of relationship management within the perioperative departments (e.g., SPD and OR) and between departments (e.g., PACU and Nursing Units).
5. Communicate organizational mission, vision, values and goals (e.g., decisions, plans, and activities) in a way that clearly links them to perioperative services.
6. Foster an environment that promotes openness, trust and a culture of safety (e.g., debriefing, checklists, hand-off reports).
17. Utilize technology and communication tools effectively, securely and appropriately (e.g., e-mail, messaging, images) to ensure patient privacy and regulatory compliance.

Recommended Reading

Riley, JB (2020). *Communication in Nursing*, Julie Balzer Riley, 9th edition, Elsevier Mosby.

Daft, R. (2018). *The Leadership Experience*, Richard Daft, 7th edition, Cengage Learning.

Subject Area 2: Strategic Management

Knowledge Statements

1. Process improvement techniques and tools
2. Elements of a strategic plan (organizational, facility and department level)
3. SWOT analysis (strengths, weaknesses, opportunities and threats)
4. Project management techniques
5. Capital requirements and long range forecasting
6. Master facility plan characteristics and requirements (e.g., FGI, OSHA, CMS)
7. Current and proposed federal, state legislation and regulations (e.g., Affordable Care Act (ACA), Certificate of Need (CON), CMS, scope of practice, FDA)
8. Accreditation requirements (e.g., TJC, DNV, AAAHC, AAAASF)
9. National advisory boards recommendations (e.g., Institute of Medicine (IOM), Citizens Advisory Council (CAC))
10. How to perform a gap analysis
11. Succession planning tools and techniques
12. How to write an action plan (e.g., SMART goals)
13. Requirements to meet organizational plan for recognition (e.g., Baldrige Award, centers of excellence, Magnet)
14. Technology impacts (e.g., EMR, hardware and software implications, employee preparation, readiness assessment, downtime procedures, system integration)
15. How and when to retrieve and use specific data

Tasks

1. Plan, implement and evaluate process improvement programs (e.g., lean, six-sigma).
2. Develop and/or participate in a perioperative strategic plan (e.g., growth initiative, capital requirements).
3. Execute and/or manage a physical facility plan (e.g., space, equipment storage, throughput).
4. Contribute to organizational plan for external designations (e.g., Baldrige, centers of excellence, Magnet).
5. Perform a gap analysis of perioperative services.
6. Develop action plans based on accreditation and regulatory survey results.
7. Analyze and respond to external factors that impact perioperative services (e.g., NHSN, Affordable Care Act, Medicare/Medicaid initiatives, surgical process measures, public reporting).
8. Contribute to, implement and manage organization's decisions related to technology initiatives (e.g., EMR, electronic interfaces).

Recommended Reading

Roussel, L, Thomas, PL, & Harris, JL (2020). *Management and leadership for nurse administrators*. (8th edition). Jones and Bartlett Learning, Burlington, MA.

Albert, NM, Pappas, S, Porter-O'Grady, T, & Malloch, K. (2022). *Quantum leadership: Building better partnerships for sustainable health*. (6th edition). Jones and Bartlett Learning, Burlington, MA.

Subject Area 3: Financial Management

Knowledge Statements

1. Elements of capital, operating and staffing budgets and processes
2. Indicators to measure fiscal performance (e.g., efficiencies of operation)
3. Variance analysis (e.g., salary, temporary contract, non-salary)
4. Productivity (e.g., hours worked by staff compared to workload standard)
5. Cost concepts (e.g., direct and indirect, fixed and variable cost, procedure costing, allocated costs, overhead, depreciation)
6. Revenue concepts (e.g., return on investment (ROI), cashflow, margins, payor)
7. Information/ elements used to write a proforma
8. Inventory management, (e.g., markups, consignment, just in time, group purchasing organization, value analysis and standardization, implants)
9. Contracts and legal terms (e.g., standard business language, conflict of interest)
10. Techniques for environmental management (e.g., recycling, reprocessing, repurposing)
11. Benchmarks, key performance indicators (KPI), metric terminology and concepts (e.g., start time, turnover, block management, OR utilization)
12. Pay for performance (e.g., HCAHPS, value-based purchasing, readmissions, infections, serious reportable events)
13. Reimbursement codes (e.g., CPT, ICD)
14. Service line structure and management (e.g., cardiac, neurosurgery, gyn, plastic surgery, ambulatory surgery)
15. Current health care bills/laws affecting the perioperative financial environment (e.g., Medicare reimbursement)
16. Supply chain management

Tasks

1. Prepare and/or manage perioperative budgets (e.g., capital, operations, staffing).
2. Identify, develop and/or implement cost management strategies.
3. Develop, interpret and/or present perioperative financial reports.
4. Analyze variances and outcomes to create action plans.
5. Collaborate with supply chain management for the perioperative organization (e.g., par levels, order and inventory process).
6. Participate in the analysis of cost and revenue (e.g., per case margin, return on investment (ROI)).
7. Participate in revenue cycle management.
8. Collaborate to manage contracts (e.g., vendors, supplies, staffing, inventory, outside services, insurance).
9. Participate in computing cost-benefit ratios and developing proformas (e.g., new technology, new service lines, hybrid ORs).
10. Implement environmental sustainability initiatives (e.g., go green).

Recommended Reading

Baker, JJ, Baker, RW & (Dworkin, NR (2018). *Health Care Finance: Basic Tools for Nonfinancial Managers* (5th edition) Jones & Bartlett Learning. Burlington, MA.

Penner, SJ (2017). *Economics and Financial Management for Nurses and Nurse Leaders* (3rd edition) Springer Publishing Company, New York, NY.

Subject Area 4: Human Resource Management

Knowledge Statements

1. Concepts of staffing models and how to evaluate the current environment to determine the most appropriate care model (e.g., staff type and ratio, theoretical model)
2. Work scheduling processes
3. Staff competencies in relation to work scheduling (e.g., acuity of the case, experience, availability, staff licensing privileges)
4. Human resource procedures and processes (e.g., writing a job description, hiring, performance evaluation, staff retention, staff incentives including pay and promotion, performance documentation, disciplinary actions including termination, grievance process)
5. Awareness of how to operate in a union environment, if applicable
6. Hiring techniques (e.g., interviewing, skills testing, team and culture fit)
7. Federal, state and local laws and regulations pertaining to human resources (e.g., FMLA, FSLA, workers comp, ADA)
8. Staff development (e.g., staff orientation and training programs, competency, educational opportunities, post-performance review goals and action plans, adult learning theory)
9. Policies for vendors and contracted employees (e.g., delivered equipment, product training, credentialing)
10. Benefits and compensation (e.g., EAP, grief counseling, substance abuse counseling, pay strategies such as pay for performance, clinical ladders)
11. Job requirements (e.g., licensure, certification, delineation of privileges)
12. Conflict management and resolution
13. Employee recognition strategies

Tasks

1. Identify and continuously assess staffing models (e.g., techs, RNs, first assists).
2. Plan, schedule and assign work to staff according to on-going needs, skill set and scope of practice.
3. Describe and discuss with staff their job responsibilities, priorities, deadlines and performance expectations.
4. Recruit, hire, orient and retain perioperative personnel.
5. Participate in and/or conduct inter- and intradepartmental performance management.
6. Recognize effective performance and demonstrated competence (e.g., reward, recognition, "employee of the month," pay increases, promotion).
7. Assign personnel and resources effectively to accomplish a special task or project.
8. Facilitate career counseling and support continuous professional development (CPD), lifelong learning and/or career advancement.
9. Establish and maintain appropriate job descriptions, evaluation tools and/or core competencies.
10. Oversee training and/or orientation process and programs tailored to individual needs assessment (e.g., residency, job-shadowing, on-boarding, cross training).
11. Develop a strategic plan for recruitment, retention and succession planning.
12. Monitor individual certifications/licenses and delineation of privileges required, and ensure that they are current (e.g., CNOR, RN, BLS, ACLS, provider credentialing).
13. Facilitate the constructive resolution of conflict (e.g., address behavior that undermines the culture of safety, lateral violence).

Recommended Reading

McConnell, CR, (2019). *Human Resources Management in Health Care: Principles and Practices* (3rd edition). Jones and Bartlett Learning.

Subject Area 5: Operational Management

Knowledge Statements

1. Risk management and interpretation of legalities (e.g., informed consent, HIPAA, minors, next of kin, durable power of attorney, emancipated minor)
2. Documentation requirements for report submission (e.g., compilation of data, surgical process measures, performance improvement, NSQIP, sentinel events, root cause analysis (RCA))
3. How to extract, interpret and use data
4. Facility policies, procedures and documentation for patient flow (throughput)
5. Clinical environment of care (e.g., temperature, humidity, air flow, HVAC, OSHA, EPA, traffic patterns)
6. Infection prevention (e.g., knowledge of Infection Control Risk Assessment (ICRA), disinfection, sterilization, hand hygiene, attire, isolation, appropriate skin antisepsis, cleaning, occupational exposure plan, MDROs)
7. Central/Sterile Processing guidelines (e.g., AAMI, AORN, etc.) relating to decontamination and sterilization of instruments, immediate use steam sterilization (IUSS), biological and chemical indicators, etc.
8. Equipment management process (e.g., preventive maintenance, consignment, loaner instrumentation, rental)
9. Laser, radiation, magnet and chemical safety (e.g., ANSI, OSHA, state requirements)
10. Standards, guidelines and recommended practices related to perioperative care and practice (e.g., AORN, ASPAN, SGNA)
11. Environmental emergency response and emergency management plans (e.g., internal and external disasters, emergency power, shut off valves, anesthesia, trace gas)
12. Inventory management concepts (e.g., expired items, par levels, rotation of stock, process for physical inventory, asset management)
13. Preference card management
14. Patient care across the continuum (e.g., flow of patient, needs of the patient, family issues, pre- and post-op planning)
15. Federal, state and local laws pertaining to compliance, accreditation and regulatory standards and requirements
16. How to write policies/procedures

Tasks

1. Continuously assess and maintain safe conditions affecting patient care and the clinical environment of care (e.g., OR environmental controls, fall prevention, infection control).
2. Define and integrate departmental processes for emergency management with organizational processes (e.g., fire drills, natural disasters, surgical fires).
3. Collaborate with Biomedical Engineering to facilitate equipment maintenance and record keeping, according to manufacturer's instructions for use (IFUs).
4. Coordinate resources to match the OR schedule and patient needs (e.g., equipment conflict resolution, stock on hand, charge capture process).
5. Establish and maintain a preference card process.

6. Manage perioperative patient care across the health care continuum (e.g., patient information, pre-op testing and post-op care).
7. Aggregate operational data and information, analyze and prepare/submit reports, track trends, evaluate findings and make recommendations and/or improvements (e.g., productivity, cancellation rates, delays, start times, turnover time, OR utilization, block management).
8. Maintain compliance with requirements of regulatory, payor and accreditation agencies (e.g., TJC, FDA, OSHA, CMS, DOT, DNV, AAAHC).
9. Create, maintain and enforce policies and procedures based on current evidence-based practice.
10. Collaborate with Central/Sterile Processing to ensure departmental and patient needs are met.
11. Conduct risk assessments (e.g., root cause analysis (RCA), failure mode and effects analysis (FMEA), safety surveys) to address and prevent adverse events (e.g., wrong site surgery, malignant hyperthermia).

Recommended Reading

Kaye AD, Fox CJ III, Urman RD, eds. (2019). *Operating Room Leadership and Management*. 2nd ed. New York, NY: Cambridge University Press.

Toussaint, J & Barnas, K (2020). *Becoming the Change: Leadership Behavior Strategies for Continuous Improvement in Healthcare*. McGraw Hill Education.

Subject Area 6: Leadership

Knowledge Statements

1. Leadership styles
2. Group dynamics
3. Setting and implementing goals and evaluating goal achievements
4. Problem identification and resolution/crisis management
5. Appropriate delegation (e.g., what can be delegated, to whom it can be delegated)
6. Organizational structure and chain of command
7. Motivational techniques
8. Change management process and techniques
9. Coordination of ancillary support staff and equipment
10. Components of and resources for professional development (e.g., certification, organization practices and resources)
11. Advocacy for staff, patients, physicians, union, other departments (e.g., when to intervene)
12. Elements of an environmental scan and how to use the information
13. Meeting facilitation techniques (e.g., agenda preparation, redirection, Robert's Rules of Order, follow-up, minutes, committee charters)
14. Perioperative research and evidence-based practice
15. Employee engagement, process, scores and action planning
16. How to coach and/or mentor
17. How to identify and develop preceptors (e.g., skills required)

Tasks

1. Provide direction to staff regarding task completion, including appropriate delegation.
2. Implement solutions and resolve crises.

3. Facilitate change by using motivational techniques/change management processes that generate enthusiasm, commitment and compliance, promote innovation and implement strategic initiatives.
4. Participate in organizational and/or facility level committees.
5. Perform an on-going environmental scan and utilize outcomes from engagement surveys to continuously improve the culture of the work environment.
6. Facilitate productive meetings and ensure adequate dissemination of meeting information.
7. Participate in projects serving as a leader or subject matter expert.
8. Facilitate effective mentoring

Recommended Reading

Roussel, L, Thomas, PL, & Harris, JL (2020). *Management and leadership for nurse administrators*. (8th edition). Jones and Bartlett Learning, Burlington, MA.

Marquis, BL & Huston, CJ (2021). *Leadership roles and management functions in nursing: Theory and Application*. (10th Edition). Wolters Kluwer.

Subject Area 7: Professionalism

Knowledge Statements

1. Application of evidence-based practice
2. Ethics related to the continuum of care (e.g., AORN Explications for Perioperative Nurses, ASPAN Professional Guidelines, State Nurse Practice Act, ANA Code of Ethics, Code of Conduct, organizational)
3. Core elements of practice and standards for all disciplines in a perioperative setting (e.g., CST, CRNA, RNFA, CSFT, AA, RN, providers)
4. Professional organizations associated with the perioperative environment (e.g., CCI, AORN, ASPAN, IAHCMM, AST)
5. Medical volunteerism (e.g., mission trips, health fairs)
6. Shared governance
7. Self-assessment

Tasks

1. Uphold and act upon established ethical and professional standards (e.g., perioperative explications of ANA Code of Ethics).
2. Conduct an on-going self-assessment and pursue professional development opportunities.
3. Maintain active involvement in professional organizations.
4. Foster a culture of mutual accountability and shared governance.

Recommended Reading

Yoder-Wise, PS (2021). *Leading and Managing in Nursing*. (7th edition). Elsevier, Mosby.

Marquis, BL & Huston, CJ (2021). *Leadership roles and management functions in nursing: Theory and Application*. (10th Edition). Wolters Kluwer.

Appendix C: Recertification by Points

The following is a list of eligible activities which may be used to recertify your CSSM credential. You must earn 200 points during your accrual period. You do not have to choose every activity. Please see Appendix D for a list of documents which must be supplied if the certificant is audited.

- Continuing Education through Contact Hours
- Academic Study
- Teaching in Academic Setting
- Publishing
- Presentations
- Service on a Board or Committee
- Precepting/Mentoring
- Volunteer on a CCI Test Development Committee
- Earning another accredited perioperative certification
- Clinical Inquiry (Research, Evidence-based practice, Quality Assurance/Quality Improvement)
- Professional perioperative-related volunteer service
- Professional Organization Activities
- Training Certificates
- Reflection
- Games
- Case Studies
- Additional Points Activities

There is a maximum number of points allowed for each activity except for academic study, in which you may earn unlimited points.

Continuing Education through Contact Hours

A maximum of 100 points (50 contact hours) may be earned from Continuing Education activities through an approved provider.

1 contact hour = 2 points

1 CME Category 1 credit = 1 contact hour = 2 points.

Contact hours approved by any of the following groups are acceptable:

- American Nurses Credentialing Center (ANCC)
- An agency, organization, or educational institution accredited by ANCC
- Any State Board of Nursing
- Any state nurses' association
- Association of periOperative Registered Nurses (AORN)
- American Association of Critical-Care Nurses (AACN)
- American Association of Neuroscience Nurses (AANN)
- American Association of Nurse Anesthetists (AANA)
- Association of Women's Health, Obstetric, and Neonatal Nurses (AWHONN, formerly NAACOG)
- American Academy of Family Practitioners (AAFP)

- American Academy of Nurse Practitioners (AANP)
- American Academy of Physicians Assistants (AAPA)
- American College of Nurse Midwives (ACNM)
- National Association of Nurse Practitioners in Women’s Health (NPWH)
- National Association of Pediatric Nurse Associates and Practitioners (NAPNAP)

Certificates from other groups deemed equivalent to those listed above may be accepted. This decision will be approved by the CEO in consultation with the Sr. Manager of Test Development and Certification.

Academic Study

Unlimited points may be earned in the Academic Study category. The course must be part of a degree completion program, such as a healthcare degree (BSN, MSN, DNP, etc.), or a degree where the knowledge attained is used to advance your perioperative nursing career (including an MBA).

1 semester hour/credit = 15 points

1 quarter hour = 10 points

Teaching a Perioperative–Related Course for College Credit

A maximum of 150 points is allowed in the Teaching category. Each perioperative class taught = 30 points

Publishing

A maximum of 150 points may be earned in the Publishing category.

Material	Point Value
Doctoral Dissertation	100 points
DNP Capstone Project	75 points
Primary Author, Book Chapter	50 points
Guest Editor, Peer-Reviewed Journal Issue	50 points
Primary Author, Peer-Reviewed Journal Article	50 points
Secondary Author, Book Chapter	30 points
Editorial, Peer-Reviewed Journal	30 points
Secondary Author, Peer-Reviewed Journal Article	30 points
Subject Matter Expert (SME) or Reviewer for Journal Article or Book Chapter	20 points
Author, Book Review	20 points
Developer/Author of a Patient Education or Healthcare Professional Resource	20 points
Poster Presentation at a Professional Meeting	20 points

Professional Presentations

Presentations must grant CE credit. A maximum of 150 points can be earned. A presentation may be repeated if presented to another audience. The presentation must be on a healthcare-related topic.

- Podium presentation (must be minimum 30 minutes in length) = 30 points
- In-service (must be minimum of 30 minutes in length) = 30 points
- Poster presentation = 20 points
- Presentations for non-CE credit (60 minutes in length) = 10 points

Service as a Board or Committee Member

A maximum of 150 points may be earned in the Service as a Board or Committee Member category.

- International, National or State Board Member = 30 points per year
- Local or facility level = 15 points per year
- CCI Board of Directors = 50 points per year
- CCI Certification Council = 50 points per year

Precepting/Mentoring

A maximum of 100 points may be earned in the Precepting/Mentoring Category. Examples include mentoring a new employee, orienting a new employee, and teaching practicum students. A minimum of 80 hours must have been spent with each employee or student. A maximum of four (4) different employees and/or students is allowed. Each precepted employee or practicum student = 25 points

CCI Volunteer Committee

Volunteer, CCI Test Development Committee

A maximum of 100 points may be earned for serving as a volunteer for a CCI test development committee. A CSSM who serves as a subject matter expert for CCI exam test development committees may earn points for recertification.

In response to COVID-19 driven restrictions, all 2021 test development committees will be hosted remotely and jointly facilitated by CCI and PSI staff. This does not change the point values offered below.

Committee	Point Value
Job Analysis	100 points
Task Force (in-person)	25 points
Survey Completion (remote)	5 points
Survey Review Call	10 points
Pilot Survey Review Call	10 points
Subgroup Analysis Call	15 points
Test Specs (in-person)	25 points
Crosswalk Call	10 points
Item Writer (in-person)	30 points
Item Writer (remote)	0.5 points/item

Cut Score/Standard Setting	30 points/appointment
Item Review (in person)	25 points
Item Review (remote)	15 points
Form Review (in-person)	25 points
Problem Identification Notification (PIN)	10 points
Alternate	5 points
Other: Ad Hoc Committee (specify)	15 points

Recertification Committee

A maximum of 100 points may be earned as a volunteer on the recertification committee per accrual period.

Role	Point Value
Chairperson or Team Leader	3.3/month or 40/year
Committee Member	2.5/month or 30/year

Educational Product Volunteer

A maximum of 80 points may be earned as a volunteer on the educational product Ad-Hoc committee. A volunteer writing and submitting 20 questions per assignment will earn 20 points.

CNOR Coach Volunteer

CNOR coaches may earn 20 points per year of service. This is applicable towards the 100 points maximum allowed for CCI volunteer work per recertification cycle.

Attain/Maintain Perioperative-Related Certification

A maximum of 100 points may be earned for earning an accredited perioperative-related certification or completing the recertification process for an accredited perioperative-related certification. Examples of accredited perioperative-related certifications include NEA-BC, CAPA, CPAN, CRCST, or ABCGN. Accreditation by ANSI, ABSNC, or NCCA will meet these criteria. The list is not intended to be all-inclusive. Other accredited certification deemed equivalent by the CEO of CCI in consultation with the CCI Credentialing Team may be accepted. Other CCI credentials (CSSM, CNS-CP, CNAMB) do not qualify for additional points in this category.

Attain/Maintain an Accredited Perioperative Certification	
Initial Certification	30 points
Renewal of Certification	20 points

Clinical Inquiry

A maximum of 100 points may be earned in the Clinical Inquiry category. Quality Improvement (QI), Quality Assurance (QA), Evidence-Based Practice (EBP) and Research projects are accepted under this heading. To receive points under this heading you must have primary responsibility for developing, implementing, and/or evaluating projects in these categories. The activity must show evidence of the participation in or application of clinical inquiry that improves current practice and/or patient outcomes.

Role	Point Value
Primary Investigator or Primary Project Leader	50 points/project
Co-Investigator or Project Lead	30 points/project

Professional Perioperative-Related Volunteer Service

A maximum of 100 points may be earned for medically-related volunteer service activities. Any combination of perioperative volunteer service may be used toward the 100 point maximum. Examples of local events include Red Cross volunteer activities, hospice programs, community wellness clinics, and Handy Helper visits. Project Cure is an example of a regional organization. A surgical mission trip outside the country would qualify as an international event.

Event Type	Point Value
Local	5 points/activity
Regional	5 points/activity
State	15 points/activity
National	20 points/activity
International	Participant = 25 points/activity Leadership role = 50 points/activity

Professional Organization Activities

A maximum of 100 points may be earned for activities related to course work from our collaborative partners.

- 10-question activity = 10 points
- 20-question activity = 20 points

Training Certificates

A maximum of 30 points may be earned for certificates of training by an approved provider (e.g., American Heart Association, American Red Cross, or Military Training Network) including initial and renewal certificates within the accrual period. One initial training and one renewal per certificate type may be reported within one accrual period.

- BLS = 5 points
- ACLS = 10 points
- PALS = 10 points
- NRP = 10 points
- Non-CE, live taught perioperative training program = 10 points
 - Examples include laser training, Da Vinci Robotics training, and informatics training.

- Other training may be approved by CCI on a case-by-case basis. Documentation must be provided to CCI for review.

Reflection

A maximum of 50 points may be earned for reflective activities. Each reflective activity is worth 25 points.

Games

A maximum of 30 points may be earned for games activities. Each activity is worth 2 points.

Case Studies

A maximum of 100 points may be earned for completing a case study activity. Each case study activity is worth 50 points.

Additional Points Activities

A maximum of 50 points may be earned for additional points activities as determined by the Recertification Committee. Each activity is worth 10-20 points. Recently approved activities include the following:

Role	Point Value
True North Award Packet Writer	15 points/packet
Journal Club Attendee*	15 points/year

*Minimum of 4 meetings per year.

Appendix D: Sample Exam Questions

The following sample questions are representative of actual test content and question format. Only one answer is correct for each question. An answer key is provided below.

Sample Exam Questions

1. The use of evidence-based practice to guide patient outcomes in the operating room
 - a. is an expectation of the healthcare consumer.
 - b. relies on clinical judgment.
 - c. involves only surgeons.
 - d. improves processes such as on-time starts.
2. Which organization has advocated for the inclusion of informatics as a core competency for nursing?
 - a. American Nurses Association (ANA)
 - b. Association of periOperative Registered Nurses (AORN)
 - c. Institute of Medicine (IOM)
 - d. Centers for Medicare and Medicaid (CMS)
3. Which of the following seeks to improve health by increasing access to care?
 - a. Consolidated Omnibus Budget Reconciliation Act (COBRA)
 - b. Patient Protection and Affordable Care Act
 - c. Medicare
 - d. Medicaid
4. Shelf life is calculated for sterile packages based on
 - a. 30 days after date of processing.
 - b. type of wrapping material.
 - c. type of sterilant.
 - d. practices that alter integrity of the package.
5. The main goal in LEAN manufacturing is to
 - a. measure effectiveness of a system.
 - b. reduce errors.
 - c. remove waste.
 - d. improve performance.

Answer Key

6. Answer A is correct. Rationale: The public increasingly wants to know what is best and what is improved regarding their care. Reference: Melnyk, BM & Fineout-Overholt, E. (2021). *Evidence-based practice in nursing & healthcare: A guide to best practice*. (4th Edition) Wolters-Kluwer. (pp. 219 – 221).
7. Answer C is correct. Rationale: The IOM has strongly emphasized that informatics is a core competency required of healthcare professions, including nursing. Institute of Medicine. 2011. *The Future of Nursing: Leading Change, Advancing Health*. (p. 200). Washington, DC: The National Academies Press. <https://doi.org/10.17226/12956>.
8. Answer B is correct. Rationale: The Patient Protection and Affordable Care Act seeks to improve the health of the nation by increasing access to care by increasing insurance coverage. Roussel, L, Thomas, PL, & Harris, JL (2020). *Management and leadership for nurse administrators*. (8th edition). (p. 105). Jones and Bartlett Learning, Burlington, MA.

9. Answer D is correct. Rationale: The sterility of an item is not affected by the passage of time, but may be affected by an event, such as the amount of handling or humidity levels, that could compromise the integrity of the wrapper. Reference: Phillips N. & Hornacky, A. *Berry and Kohn's Operating Room Technique* 14th ed. (pp. 263 – 264). St. Louis, MO: Elsevier; 2021.
5. Answer C is correct. Rationale: The main focus in Lean Manufacturing is the removal of waste from a value stream. Reference: Kaye AD, Fox CJ III, Urman RD, eds. (2019). *Operating Room Leadership and Management*. 2nd ed. (p. 90). New York, NY: Cambridge University Press.

Appendix E: Certification Mark Use Policy

The Competency and Credentialing Institute (“CCI”) owns several certification marks (the “Certification Marks”) related to CCI’s perioperative nursing certification programs (E.g. CNOR, CSSM, CNS-CP and CNAMB). These Certification Marks represent that authorized individuals performing perioperative nursing services have satisfied applicable requirements established by CCI. This Policy establishes the rules and requirements for use of the Certification Marks, including proper use on occupational and business materials by individuals that have been certified by CCI. All CCI authorized individuals should review this Policy carefully to ensure that all uses of the Certification Marks conform to the Policy requirements.

This Certification Mark Use Policy states the terms and conditions under which CCI certificants may use the Certification Marks.

1. CCI retains all intellectual property and other ownership rights concerning the Certification Marks. CCI may create and use additional certification marks, as it deems appropriate.
2. CCI grants limited permission to use the Certification Marks to qualified individuals who satisfy all applicable CCI certification requirements. Consistent with applicable law and organizational policies, CCI will ensure that the Certification Marks are displayed and otherwise used properly, as such use represents CCI certification to the public.
3. Permission by CCI to use a CCI Certification Mark does not include authorization to use any CCI trademarks.
4. Use of the Certification Marks is limited strictly to those individuals who are CCI certificants in good standing. Each CCI certificant accepts and assumes sole responsibility for understanding and satisfying all CCI organizational and legal requirements related to the use and display of the Certification Marks. CCI will not be liable or otherwise responsible for any claims, complaints, suits, or damages whatsoever, relating to a certificant’s use or display of a Certification Mark.

Among other requirements, each certificant is responsible for ensuring that the use of any Certification Mark on occupational and business-related materials (e.g., business cards, stationery and/or letterhead, email signatures, advertisements, brochures, or Internet websites) is consistent with this Policy, and is not in conflict with applicable laws. CCI assumes no responsibility concerning the interpretation or application of such legal requirements.

CCI certificants are prohibited from making any public statement or representation related to the CCI certification programs that brings CCI into disrepute, that is materially false, or that is otherwise contrary to the interests of CCI.

5. Permission to use the CCI Certification Marks is limited to CCI certificants, and may not be transferred to, assigned to, or otherwise used by, any other individual, organization, business, or entity.
6. Each individual CCI certificant must use the Certification Marks only in conjunction with his/her name, and in connection with the services related to the certification, i.e., perioperative nursing services. The Certification Marks may not be positioned, displayed, or used in a manner which may lead the public to believe that a company or organization is certified or otherwise endorsed by CCI.

Certification Marks must be associated only with the certified individual that is authorized. Certificants are prohibited from using the Certification Marks to expressly or implicitly suggest an affiliation or other relationship with CCI that is untruthful or inaccurate. Additionally, Certification Marks should always be

used in their entirety. If a Certification Mark is protected by federal registration, the registration notice (“®”) must appear at least once in advertising copy.

With respect to other affiliation marks and/or logos, the CCI Certification Marks may be located near such other marks or logos, but must remain separate and distinct so as to avoid confusion concerning the source of the certification, and to avoid the appearance that other marks, certifications, credentials, designations, or organizations are associated with, or endorsed by, CCI. Furthermore, the Certification Marks may not be modified in any manner, except only as authorized by CCI.

The Certification Marks denote more than merely a title; they confirm that the individual certificant has met CCI’s high standards of excellence. Thus, proper use of a Certification Mark must specifically note such certification, such as through use of a term such as “professional,” “practitioner,” “certificant,” or “certification.” Examples of proper use are noted below. Other proper uses include listing the particular certification on a “CERTIFICATIONS” portion of a resume or social media profile. Use solely of a Certification Mark itself at the end of the certificant’s name, with nothing more, is not proper use of a Certification Mark.

Examples of proper uses and appearance of a CCI Certification Mark include, but are not limited to:

Jane C. Doe
CNOR® Certificant

John A. Smith
a CCI CSSM® Professional

Jane B. Thomas
CNS-CP® Nursing Professional

John D. Doe holds a
CNAMB™ certification from CCI

7. A CCI certificant may not prohibit, restrict, or otherwise limit the authorized and appropriate use of a CCI Certification Mark by another certificant.

8. Each CCI certificant has the responsibility to report the unauthorized use, misuse, or other violation of this Policy to CCI in a timely manner. This reporting responsibility includes any circumstance where the use of a CCI Certification Mark is related to an individual or organization that is not a CCI certificant, or where a Certification Mark is used improperly by a CCI certificant.

9. All mark misuse complaints and other matters concerning potential violations of this Policy will be reviewed and resolved by the CCI’s designee. If, after notice and a fair opportunity to respond, the designee determines that there has been a violation of the terms of this Policy, CCI reserves the right to take any action consistent with CCI policies or applicable law, including but not limited to: certification suspension or revocation.

In addition, CCI may refer cases of Certification Mark misuse, infringement, or other similar matters to appropriate agencies and other organizations, or may initiate appropriate legal action.

Appendix F: CSSM Recertification Forms

CSSM Recertification Program

Reflection Form – Initial Certification

1. Please refer to the score report you received upon passing the CSSM certification examination. What do you perceive as your strengths and areas for improvement based on these test results?
2. Were you surprised by any of the results and your performance on the subject areas of the exam?
3. Based on your certification examination results please answer this question - What can I learn or what skills can I develop to address my professional development needs in these areas?
4. Detail how the learning you describe or the skills you plan to develop will enhance your practice.

Take a moment to complete the Learning Goals Table below. Upon completing the table, return to the questions below.

5. Describe how the Learning Goals you have listed in the table below will assist in accomplishing your recertification requirements. How will these activities facilitate earning the points needed to accomplish recertification?
6. What steps do you need to take to complete these activities? In example, if you wish to increase your skills in financial management you might volunteer to serve on the Surgical Services Capital Equipment Purchasing Committee. That service may require volunteering to serve and then appointment to that committee. Please describe the steps you must accomplish to meet each goal.
7. What is your timeline for completing each of these activities?

Example: The Surgical Services Capital Equipment Purchasing Committee only appoints new members in March (I am completing this plan in June) and I will seek to join the committee in March 2021. Upon joining the committee, the commitment would be March 2021 – March 2022.

8. What did you learn from completing these reflective questions?

9. How long did it take you to complete this activity?

The CSSM recertification process is designed to allow the individual certificant considerable autonomy in devising an individualized learning plan. The goals of the program are to:

1. **Encourage Self-Reflection:** Certificants will assess their nursing practice by completing a self-reflection exercise and receive feedback on their practice. Through self-reflection, they will develop skills in self-directed learning, increase their motivation to learn and improve the quality of care they provide.
2. **Enrich Practice:** Certificants have the opportunity to learn something new that they can use in their practice.
3. **Address Learning Needs:** Nurses holding the CSSM certification will demonstrate a commitment to lifelong learning by taking action on what they discover about their practice (i.e. through self-reflection and goal setting).

Based on your results in the 7 areas covered in the CSSM certification examination document in the chart below a minimum of three learning goals for the accrual period for your recertification. This plan should cover the remainder of the year in which you passed the CSSM certification examination and the two years following. The CSSM certification is good for 3 years. In the fourth year you will submit the proof of your learning activities and apply for recertification. A total of 200 points from learning activities will need to be earned during the accrual period.

	Learning Goal	Strategy/Methods to Reach This Goal
1		
2		
3		

Note: Learning Goals should be written in the SMART format. Goals should be Specific, Measurable, Attainable, Relevant and Timely.

An example of one learning goal:

	Learning Goal	Strategy/Methods to Reach This Goal
1	To increase my knowledge levels of financial management and acquire skill in financial analysis methods.	I will serve on the Surgical Services Capital Equipment Purchasing Committee in the years 2021 and 2022. This service will engage me directly in the documentation required to substantiate capital equipment purchases supporting surgical services. I will interact with experienced committee members and learn from their work. My service will allow me to practice financial analysis methods. Committee service earns points to fulfill my CSSM recertification requirements.

Annual Report – CSSM
Recertification Program: Year 1
(First recertification cycle, end of Accrual Year 1)

1. When did you earn your credential?

2. How did you prepare for the examination? Did you find the preparation materials to be useful?

3. Do you feel that studying for the examination improved your perioperative leadership or management practice? Why or why not?

4. What goal(s) from your Professional Development Plan have you begun working towards achieving?

5. How many points did you earn this year?

*Remember: To recertify, you must earn a total of 200 points during your 3-year accrual period.

6. Have you completed professional activities for points that will help you achieve your goal(s)?

**Remember: All professional activities for points completed since January 1 in the year you earned CSSM are eligible towards your recertification.*

7. What goal(s) from your Professional Development Plan will you work on next year?

Annual Report Form – CSSM

Recertification Program: Year 2

(For all years after the year you earned certification)

1. What goal(s) from your Professional Development Plan have you worked to achieve since January 1?

2. Have you completed professional activities for points that will help you achieve your goal(s)?

3. How many points did you earn this year?

**Remember: To recertify, you must earn a total of 200 points during your 3-year accrual period.*

4. How have you improved your perioperative leadership or management practice since January 1?

5. What goal(s) from your Professional Development Plan will you set out to achieve next year?

CSSM Recertification Program

Reflection Form – Second and Subsequent Recertification Cycles

1. Please refer to the last 3 years of your nursing; the period covered by your last recertification period for the CSSM credential. Based on the learning activities you performed during that period what do you perceive to be your strength in nursing leadership and management? What are now your areas for improvement based on your last 3 years of practice?
2. How has your balance of strengths and areas for improvement changed over the last 3 years?
3. What learning opportunities do you have or what skills can you develop to address the professional development identified in Question 1?
4. Detail how the learning you describe or the skills you plan to develop will enhance your practice.

The CSSM recertification process is designed to allow the individual certificant considerable autonomy in devising an individualized learning plan. The goals of the program are to:

- Encourage Self-Reflection: Certificants will assess their nursing practice by completing a self-reflection exercise and receive feedback on their practice. Through self-reflection, they will develop skills in self-directed learning, increase their motivation to learn and improve the quality of care they provide.
- Enrich Practice: Certificants have the opportunity to learn something new that they can use in their practice.
- Address Learning Needs: Nurses holding the CSSM certification will demonstrate a commitment to lifelong learning by taking action on what they discover about their practice (i.e. through self-reflection and goal setting).

Just as you did in your first recertification cycle, document in the chart below a minimum of three learning goals for the accrual period for your next recertification period. This plan should cover the remainder of this year and the next 2 years and will serve as the basis for your annual reports. In the fourth year you will submit

the proof of your learning activities and apply for recertification. A total of 200 points from learning activities must be earned during the accrual period.

Learning Goal	Strategy/Methods to Reach This Goal
1	
2	
3	
<p>Example: <i>To increase my knowledge levels of financial management and acquire skill in financial analysis methods.</i></p>	<p><i>I will serve on the Surgical Services Capital Equipment Purchasing Committee in the years 2021 and 2022. This service will engage me directly in the documentation required to substantiate capital equipment purchases supporting surgical services. I will interact with experienced committee members and learn from their work. My service will allow me to practice financial analysis methods. Committee service earns points to fulfill my CSSM recertification requirements.</i></p>

Note: Learning Goals should be written in the SMART format. Goals should be Specific, Measurable, Attainable, Relevant and Timely.

5. Describe how the Learning Goals you have listed in the table above will assist in accomplishing your recertification requirements. How will these activities facilitate earning the points needed to accomplish recertification?

6. What steps do you need to take to complete these activities?

Goal	Steps Needed to Complete the Goal
Goal 1	
Goal 2	
Goal 3	
<p>Example: <i>To increase my knowledge levels of financial management and acquire skill in financial analysis methods.</i></p>	<ol style="list-style-type: none"> 1. Serve on the Surgical Services Capital Equipment Purchasing Committee <ul style="list-style-type: none"> - Volunteer to serve - Receive appointment - Attend meetings and calls during my term

7. What is your timeline for completing each of these activities?

Goal	Timeline to Complete the Goal
Goal 1	
Goal 2	
Goal 3	
<p>Example: <i>To increase my knowledge levels of financial management and acquire skill in financial analysis methods.</i></p>	<ol style="list-style-type: none"> 1. Serve on the Surgical Services Capital Equipment Purchasing Committee <ul style="list-style-type: none"> - Volunteer to serve (February 2021) - Receive appointment (March 2021) - Attend meetings and calls during my term (March 2021 – March 2022)

8. What did you learn from completing these reflective questions?

9. How long did it take you to complete this activity?

Appendix G: Complaint, Disciplinary, and Appeals Processes

Appeals Regarding Non-Disciplinary Matters

Candidates who are deemed ineligible to take the exam or submit a portfolio may appeal that decision as a non-disciplinary matter not subject to the disciplinary appeals process. Eligibility is determined by the CCI Credentialing Team.

All appeals regarding eligibility decisions shall be referred to the Senior Manager of Test Development and Certification for further review. The candidate may be asked for additional information to substantiate his or her claim of eligibility. The Senior Manager of Test Development and Certification may uphold or overturn the previous decision. If upheld, the candidate may request a final determination from CCI.

Candidates who experience alleged disruptive and/or inappropriate exam administration conditions may petition to reschedule and re-take the exam without waiting the required 30 days and/or without additional charge. Any such petition may be granted by CCI at its sole discretion.

There can be no appeal for failure to achieve a passing score on the examination, non-approval of a portfolio submission for initial certification, lack of current RN license, or failure to register for the exam by the deadline.

Appeals Regarding Disciplinary Matters

There shall be a Board of Appeals, consisting of individuals not involved in the original disciplinary action, and appointed by the CCI Certification Council, as needed, for any certificant seeking appeal of a decision made by the CCI Disciplinary Committee, as under the Disciplinary Procedures set forth in CCI policy Section 9.10 et seq (found below under the title “Disciplinary Procedures/Sanctions”). Such Board of Appeals will be composed of a subset of the Certification Council not involved in the initial review and determination. The Chair of the Certification Council shall serve as Chair of the Appeals Committee. The committee will review and decide the appeal. Appointment of alternates will be made by the Chair in the event of a conflict of interest or unavailability of any members.

The Appeals Committee will review and determine any appeals solely on the basis of material errors of fact by the Disciplinary Committee in review and determination of any disciplinary action, or if CCI failed to follow published criteria, policies, or procedures during such process. Only facts and conditions up to and including the time of the CCI Disciplinary Committee’s decision under CCI policy Section 9.10 et seq (found below under the title “Disciplinary Procedures/Sanctions”) will be considered during appeal.

A written request for appeal, including supporting documentation, must be submitted by the certificant to the Appeals Committee Chair and CCI CEO, at 400 Inverness Parkway, Suite 265, Englewood, CO 80112, within 30 days following the certificant’s receipt of the Disciplinary Committee’s decision and include reasons why the appeal should be granted. If a request for appeal is not received within that 30-day period, the matter will be considered closed. Acknowledgement of receipt of the request for appeal shall be sent by the Chair of the Appeals Committee to the certificant within 30 days of receipt by the Chair, along with a scheduled date for consideration of the appeal.

The Appeals Committee may affirm, reject, or modify the decision of the CCI Disciplinary Committee. At its sole discretion, the Appeals Committee may consider the appeal at a meeting in person or by conference call. The Appeals Committee shall limit its activities to review of the written record; it will not conduct a hearing and the rules of evidence, discovery, etc., will not apply. The written request for appeal, supporting documentation,

and information related to the Disciplinary Committee's decision will be considered by the Appeals Committee according to the criteria and policies in effect at the time the determination was made.

The Appeals Committee will notify the certificant and Certification Council in writing within 30 days following its decision. The decision of the Appeals Committee, including a statement of the reasons for this decision, shall also be reported by the Certification Council to the individual who filed the complaint, if appropriate, and to relevant licensing boards. The Certification Council may decide also to make this information available to the certificant's employer, or other persons or organizations with a material interest in the matter.

The decision of the Appeals Committee shall be final and binding. There will be no refund of any fees if disciplinary action is imposed.

Disciplinary Procedures/Sanctions

Certificants are required to continue to meet all applicable legal, ethical, and policy requirements of CCI during the time that they hold any CCI credential. Disciplinary action, including sanctions of public or private reprimand, censure, or suspensions or revocation of certification, may be taken by CCI for failing to meet or otherwise violating these requirements. Candidates and certificants shall be made aware of the basis for which certification can be revoked, or other disciplinary action taken. Certification can be denied, suspended or revoked for cause, including but not limited to the following:

- failure to complete or provide evidence of completion of the requirements for initial certification or certification renewal;
- failure to maintain the required professional licensure;
- determination that initial certification or certification renewal was improperly granted;
- falsification or mis-statement of information on any certification-related document;
- providing false or misleading information;
- misrepresentation regarding credentialing status;
- cheating or assisting others to cheat;
- causing, creating, or participating in an examination irregularity;
- assisting others to wrongfully obtain initial certification or to renew certification;
- failure to comply with the scope and standards of practice in an area in which the certification is held;
- misuse of or misrepresentation with respect to the CCI credential;
- commission of a crime or gross negligence in the practice of nursing;
- violation of CCI policy or procedure;
- failure of audit processes;
- failure to comply with the American Nurses Association's Code of Ethics for Nurses with Interpretive Statements;
- conduct unbecoming of the nursing profession; and
- has not paid all outstanding debts to CCI.

Any individual may submit information to CCI alleging violation of one of the standards listed above. In certain cases, CCI may refer complaints to the applicable state licensing board or other legal enforcement authority. The following procedures describe the process CCI uses to consider all complaints and take appropriate disciplinary action. CCI takes all reasonable measures to ensure that any materials regarding a complaint or disciplinary action process are kept confidential and discloses only that information which is required to resolve the complaint. This information is disclosed only to designated staff, legal counsel, and/or other such authorities (e.g., state licensing boards, human resources personnel, etc.) whose role is deemed to be material

to resolution. The information and materials related to the complaint may also be provided to the candidate or certificant who is the subject of the complaint if necessary, to meet due process requirements.

Complaints or other information regarding certificants must be submitted in writing to the attention of the Senior Manager of Test Development and Certification at the following address: Competency and Credentialing Institute, 400 Inverness Parkway, Suite 265, [Englewood, CO 80112](#) Only written complaints will be considered. At its discretion, CCI may itself initiate complaints and investigate actions based on information obtained by or known to CCI (e.g., a certificant has falsified application information or CCI learns of information from newspaper, internet, state nursing boards or other sources).

All formal complaints must include the following:

- the name and contact information of the person initiating the complaint,
- a statement of the certificant's alleged misconduct,
- reasons why that misconduct warrants disciplinary action, and
- supporting documentation if available.

If the CCI Credentialing Team, Senior Manager of Test Development and Certification, and Certification Council Chair determine that a complaint does not have merit, the complaint will be dismissed and the complainant so notified. A complaint will be dismissed if it is determined by the CCI Credentialing Coordinator, Senior Manager of Test Development and Certification, and Certification Council Chair to be frivolous, inconsequential, unreliable, or does not constitute a matter for which disciplinary action may be taken. At the discretion of CCI, the complaint may also be referred to the CEO and/or legal counsel for review and input prior to the initial determination.

If the CCI Credentialing Team and Senior Manager of Test Development and Certification determine that the complaint has merit, the certificant accused of misconduct will be notified in writing that a complaint has been filed against them. The notice will include the facts of the complaint, identify the alleged violation, provide a copy of the procedures, identify the potential disciplinary action, and request any specific information that should be provided. In addition, the notice will state:

- that the certificant may submit a written response and supporting documentation within 30 days of receiving the notice from CCI;
- that the certificant may request the opportunity to appear by teleconference before the CCI Disciplinary Committee. The Disciplinary Committee is appointed by the CCI Certification Council, and is comprised of the Certification Council Vice Chair, and two other members of the Certification Council. Appearance may be granted at the sole discretion of the CCI Disciplinary Committee; and
- the date of the next Disciplinary Committee meeting or conference call at which the matter will be considered.

The CCI Disciplinary Committee, CCI staff, and legal counsel, as appropriate, will investigate the complaint and seek additional information. If the response to the notification is considered by the CCI Disciplinary Committee to be satisfactory and to adequately resolve the complaint, the matter will be considered closed and the certificant and complainant will be so notified. If the response is not considered satisfactory, the CCI Disciplinary Committee may request additional information and proceed as outlined below.

The CCI Disciplinary Committee will consider the matter at a regularly scheduled or special meeting. Review of the matter will not be a trial-type proceeding, and rules of evidence, discovery, etc., will not apply; instead, the CCI Disciplinary Committee will review the written record, may investigate the matter at its discretion, and

may provide the certificant an opportunity to appear by teleconference to make a presentation and allow the CCI Disciplinary Committee to ask questions. It is not expected that the certificant be represented by counsel at their appearance, although the CCI Disciplinary Committee may consult counsel at any time. The CCI Disciplinary Committee will deliberate and issue a determination and course of disciplinary action, if any. Such action must be approved by the Certification Council at the next regularly scheduled or special meeting.

Written notification stating the CCI Disciplinary Committee's decision, including the reasons for its decision, and if the matter involves disciplinary action, will be sent to the certificant within 30 days following the meeting at which the matter was heard. The certificant will have the opportunity to appeal the decision in accordance with the CCI Appeals procedures under CCI policy Section 9.30 et seq (found below under the title "Appeals Regarding Disciplinary Matters" above).

If the decision is not appealed, and if appropriate, notice will also be sent to the individual who initiated the complaint to notify them the Council has issued a determination for this matter. To comply with privacy laws, details about the issued sanction will not be shared with the individual who filed the complaint. The CCI Disciplinary Committee and/or Certification Council may provide notice of the decision to relevant licensing boards. In accordance with Federal, State, and Local privacy laws, the CCI Disciplinary Committee and/or Certification Council may decide also, to make the information about the decision available, in accordance or as required by applicable law, and to permissible third parties or organizations with a material interest in the matter (e.g., employers and relevant state licensing boards). To comply with Federal privacy laws, the individual must be notified of any such action.

Appendix H: Recertification Audit Documentation

A percentage of recertification applications will be randomly selected for audit. If you are selected, you will be notified after you have submitted your recertification application. Applicants chosen for audit will be required to submit copies of specific documentation, as outlined below.

1. CONTINUING EDUCATION
 - a. Copies of certificate(s) of attendance from an accepted provider. The certificant is responsible for providing the certificates of attendance. Transcript may be accepted in lieu of certificates but must include accredited provider name and number. Transcripts that do not include accrediting provider information will not be accepted.
2. ACADEMIC STUDY TOWARD HEALTHCARE-RELATED DEGREE COMPLETION
 - a. Copy of official or unofficial transcript.
3. PUBLISHING
 - a. Copy of the title page, table of contents, or abstract indicating you are the author, co-author or contributor.
4. SERVICE AS A BOARD OR COMMITTEE MEMBER
 - a. Board summary, minutes, or committee report (minimum of four meetings per year required).
5. PRESENTATIONS
 - a. Program brochure, activity documentation form (ADF), or completed course evaluation. Each document must include title, presentation, date, and objectives of presentation.
6. TEACHING A PERIOPERATIVE-RELATED COURSE IN ACADEMIC SETTING
 - a. Syllabus, course description, or other documentation that verifies name and role as instructor.
7. PRECEPTING / MENTORING IN THE PERIOPERATIVE NURSE ROLE
 - a. Letter from applicant's supervisor confirming precepting/mentoring experience.
 - b. Practicums: copy of agreement between organization and university.
8. CCI VOLUNTEER COMMITTEE TEST DEVELOPMENT COMMITTEE
 - a. Certificate of completion from each committee assignment
 - b. Letter of participation
9. EDUCATIONAL PRODUCTS RECERTIFICATION COMMITTEE
 - a. Certificate of completion
 - b. Letter of participation
10. CCI VOLUNTEER EDUCATION DEVELOPMENT PRODUCT COMMITTEE
 - a. Copy of points certificate
11. CNOR COACH
 - a. Certificate of achievement
12. ATTAIN/MAINTAIN PERIOPERATIVE-RELATED CERTIFICATION
 - a. Copy of certificate or wallet card.
13. CLINICAL INQUIRY
 - a. A final report which summarizes evidence of participation in a QA, QI, EBP, or research project, including its impact on current practice and/or patient outcomes.
14. PROFESSIONAL PERIOPERATIVE-RELATED VOLUNTEER SERVICE
 - a. Letter from supervisor or mission director on organization letterhead attesting to dates and contributions of volunteer.
15. PROFESSIONAL ORGANIZATION ACTIVITIES
 - a. Copy of points certificate.

16. TRAINING CERTIFICATES

- a. Copy of training certificate by an approved provider (BLS, ACLS, PALS, etc.)

17. REFLECTION

- a. Copy of points certificate.

18. GAMES

- a. Copy of points certificate.

19. CASE Studies

- a. Copy of points certificate

20. ADDITIONAL POINTS ACTIVITIES

- a. True North: submission confirmation page showing author's name
- b. Journal club: club summary, minutes, or committee report (minimum of four meetings per year required).
- c. Other: copy of points certificate.