الهيئة الوطنية لتنظيم المهن والخدمات الصحية
NATIONAL HEALTH REGULATORY AUTHORITY

Introduction to being an NHRA Surveyor

Accreditation and Quality Group

NHRA November 2025 V02

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Contents

Overview

This document sets out the requirements to be a surveyor for the NHRA accreditation programme against the standards for hospitals and medical centres. Its aim is to share the roles and responsibilities, the requirements, knowledge, skills, abilities, behaviours, experience and expertise which individuals are expected to possess in order to participate.

Roles and responsibilities

Accreditation of healthcare facilities falls under the remit of the NHRA Accreditation and Quality Section (AQS). The AQS is responsible for carrying out accreditation surveys in accordance with Decision (26) of The Supreme Council of Health and reports directly to the NHRA CEO.

Further information can be found on the NHRA website National Health Regulatory Authority Bahrain

NHRA Accreditation and Quality Section (AQS)

Consists of a small team of 6 people – see Appendix 1 for the current team

Head of Department for Quality and Accreditation

- Has overall responsibility for the management of the department.
- Is a non-voting member of the Accreditation Committee

Office Manager

- Accreditation Surveys Management and Analysis
- Accreditation survey coordinator
- National Accreditation Data Analysis
- Facility KPIs Management
- NHRA Surveyor Trainer

Physician Level Role

- Quality Improvement Checks
- Validation of accreditation reports
- Training
- NHRA approved Surveyor

Quality Improvement

- Quality Improvement Plan Management and Analysis
- Accreditation survey coordinator
- National Accreditation Committee Coordinator
- KPIs Management-departmental & external –Internal Budget Reviewer and Auditor
- NHRA Surveyor Trainer

Training Coordinator

- Training Plan Management and Analysis
- Accreditation survey coordinator
- National Accreditation surveyor
- Training Coordinator
- Surveyor Management
- NHRA Surveyor Trainer

Application process

The accreditation and quality group receives applications and CVs from healthcare professionals all over the year on the department's email. The recruitment of new surveyors shall be initiated through a public announcement published on the NHRA website, inviting eligible candidates to submit their applications. Interested parties are asked to contact the NHRA AQS and in turn to complete a registration form. Those applications are aggregated and shortlisted according to the needs by the department head and the staff responsible for training.

The need for new surveyors depends on the current number of active NHRA accreditation surveyors, their specializations (physicians, nurses, lab technicians, pharmacists, engineers, etc…), and those working in governmental or private sectors, to explore the need for hiring new surveyors.

The following are the minimum requirements for the enrolment in the initial training program:

- Healthcare worker or subject matter expert (engineer, pharmacist etc): as the accreditation process covers a wide range of specializations, the importance of having specialized professionals in the survey team is a key requirement.
- Experience of 5 years at least in their specialty and/ or at a supervisory or leadership position

- Those who are well known to be competent from the facility representatives may be as fast tracked at the discretion of the Head of Department

The applicants that meet these initial criteria are contacted to invite them to participate in the selection process to enrol them for the initial phase of training.

Selection process

Applicants are shortlisted according to the specialities' needs, interviewed, and those who are successful are invited to an overview session about the whole accreditation process and what being a surveyor for the NHRA entails. This session makes it clear that there is a lot of work involved in being a surveyor, and an experienced surveyor presents their experiences, the workload, the expectations, and the commitment required to fulfil the role. Attendees are then asked to perform an exam.

Competencies

As part of the management of the training programme, we have set competencies that we require our surveyors to attain through the training, and the skills and behaviours we expect all our surveyors to have.

Competency	Skills and Behaviours
Planning and Organizational Skills	• Prepare in advance for assigned surveys. • Review the timetable and required documents. • Communicates any concerns, issues, or gaps in the documentation.
Time Management	• Punctual • Adheres to the timetable, and if you experience problems, communicate these to the team lead/visit coordinator. • Adjusts completion of interviews to the time available
Interpersonal Relationships	• Works well independently and as a team member. • Uses a consultative approach with the survey team and uses tact and sensitivity in all interactions. • Aware of other personalities and their reactions and works to understand why they react as they do
Teamwork	• Works cooperatively with team members to check areas of concern or good practice. • Validates work using a consultative approach with the survey team and client. • Is willing to assist other surveyors when help is needed. • Tries to prevent conflicts and works to resolve them when they occur. • Respect the team leaders, peer surveyors, and clients. • Communicates issues to the team leader in a timely manner

Competency	Skills and Behaviours
Client Focus	• Establishes positive relationships with clients. • Shares leading practices from experience that will assist the client. • Ensures that all communication with the client regarding their compliance with the standards is aligned with the standards and is reflected in the final report
Adaptability	• Demonstrates versatility and flexibility in meeting the survey workload and situational demands. • Adapts willingly to changes which occur. • Adjusts behaviour to be able to effectively work in the changed environment. • Manages their own stress when changes are challenging
Analytical Thinking	• Assesses situations/issues objectively using a planned, logical approach. • Applies a range of surveying techniques, including observation, interviewing, probing, listening, and reviewing documentation. • Evaluate issues in a manner that encompasses the range of surveying techniques to ensure the correct finding
Communication	• Delivers and receives communication clearly and honestly. • Explains positive and negative findings objectively. • Uses language which is appropriate for the audience and the situation. • Listens actively to information being delivered, seeks to understand it, and responds openly and honestly to others
Report Writing	• Writes reports in a way that the audience will understand readily what is being communicated to them. • Writes reports using language that is clear, concise, and succinct, avoiding ambiguity. • Ensures that recommendations are specific and clear so that facility staff know exactly why they obtained the rating and that it is clear what needs to be done to meet the standard and address the issues. • Writes reports accurately. If unsure of content, discuss issues with the team leader and/or team members. • Maintain data and facility confidentiality before and after any survey, in terms of data and findings, and do not disclose any information about the facility to any person outside of the team or the accreditation department.

Equal opportunities

The NHRA prides itself on its commitment to equal opportunities, which enables all interested parties, irrelevant of age, gender, culture, and ethnicity who meet the application criteria to attend training.

Special needs or requirements

The applicants are asked to declare their special needs or illnesses in the application form.

‘Please inform us if you have any special needs or requirements, this may be related to physical, sensory, or dietary needs. This information is confidential and enables us to ensure that we can meet these requirements during the training events.

Communication

Ongoing communication is carried out through email or WhatsApp in accordance with the NHRA confidentiality policy and information management. Trainees are asked to consent to their data being kept by the accreditation team on the surveyor database, which is kept on a secure NHRA drive.

Training

There is no charge for the training. Trainees are expected to cover their own travel expenses for the duration of the training. The whole on-site training surveys process will take approximately 3 months to 1 year, subjective to the number of surveys and number of trainees. Certain training events will include CPD points, and you will be informed of this. Trainees are expected to complete all parts of the training; however, it is understood that circumstances may change, and we ask trainees to inform us if they are not able to attend a session and repeated absence within a short period may require further discussion. See Appendix 2

Initial Training

The formal training commences with an in-person training event, which attendees must attend for the whole day workshop. Attendees are required bring a laptop or tablet with an internet connection. The formal training culminates with an exam to assess the attendees' understanding of the training content and requires a pass mark of a minimum of 25 for the multiple-choice questions and a minimum of 12 for the written exam.

All are informed of the outcome of the training, and those who acquire the required pass rate are onboarded via an email that sets out the next steps and gives access to the online Surveyor Database of information.

Post Onboarding

On-site survey – mentored by senior surveyor

The training of the selected applicants will be initiated, and the trainee will be assigned for on-site survey training, to accompany the senior surveyor in-person to the healthcare facility's visit.

The surveyor will be involved in the documents review, interviewing staff at the facility, on-site rounds, and trained on findings articulation, deciding on the compliance with the standards, and writing the recommendations.

Participation in the on-site survey should be 3-5 times and will depend on the evaluation of the trainer.

The final selection criteria will be based on the above and the following:

- Evaluation after on-site survey training.
- Recommendation by the surveyor training
- The current need for the surveyor's speciality

The on-site survey training guide is shared with the trainees through the new surveyors' database, to give them detailed instructions on this process-appendix 3.

Evaluation

The end of the training period the outcome of the training is based on a number of competencies:

The trainees should score:

Average of scores 3 out of 5 or more in:

- Knowledge of the trainee on the subject matter
- Trainee's level of participation and engagement in the survey process
- Trainee's ability to conduct impartial interviews (with non-leading questions) with healthcare facility staff.
- Trainee's overall attitude and demeanour as a surveyor
- trainee's readiness to be an independent surveyor

Those who do not pass the required score will be given the opportunity to continue with their training.

Ongoing education

We maintain our promise to the healthcare facilities to have the best pool of surveyors, who are keen to update themselves too, by providing them with continuous learning to guarantee the maximum benefit for the facilities, by:

- Providing up-to-date master database access for all surveyors, which includes rules and regulations from NHRA and other related entities, surveyors related departmental policies and procedures, etc....
- Mock Surveys
- Meetings, in-person and online
- Online seminars
- Workshops

Commitment

Team selection notification is released approximately one and months prior to the survey visit dates, and trainees are expected to notify the accreditation department of any conflict of interest or in case they have other commitments and are unable to participate in the survey. As a trainee surveyor, you are expected to show commitment to attend the survey dates they are assigned, unless there is an emergency.

Complaints and Appeals

All participants in the surveyor training programme have the right to make complaints and to appeal the decision. The Accreditation and Quality Section follows the NHRA complaints procedure. Complaints can be submitted through the following channels:

- In person at NHRA's office.
- By phone via NHRA’s customer service hotline.
- In writing via email or postal mail.
- Online through the TAWASAL’s official website complaint submission form.

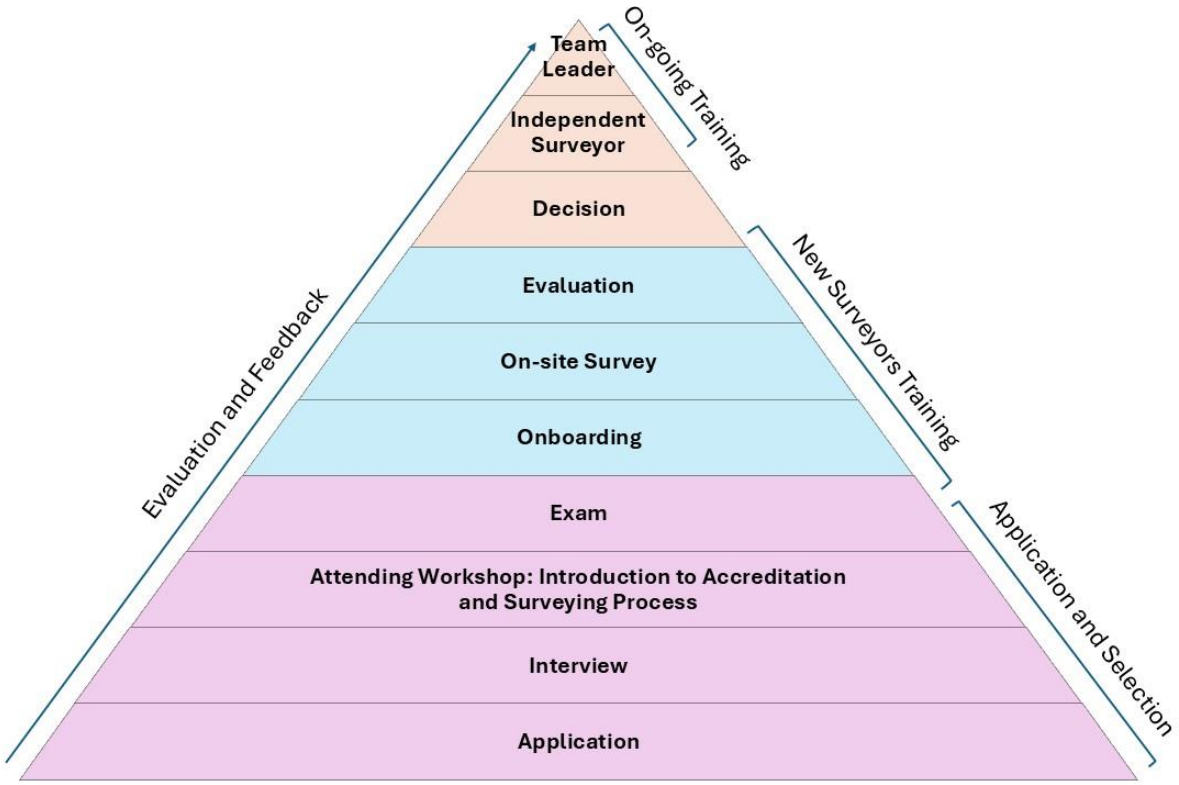
The NHRA Customer Service Team is responsible for the management of all complaints (See Appendix 4).

Records

As part of the NHRA surveyor training process, we keep information about yourself, your work, your CV, and your performance during the training, including results of any assessed exercises and attendance in ongoing training activities. If you have any questions about your records, please contact us; otherwise, we will assume that you consent to this process.

Appendix 1: Accreditation and Quality Group Management Structure

Appendix 2: NHRA Surveyor Training Outline



Appendix 3: Overview of On-Site Survey Process

nhra BAHRAIN
الهيئة الوطنية لتنظيم المهن والخدمات الصحية
NATIONAL HEALTH REGULATORY AUTHORITY

مملكة البحرين
Kingdom of Bahrain

Overview of On-Site Survey Process

Welcome to the accreditation team! As you prepare for your upcoming onsite survey training, we would like to provide some important instructions to help you prepare for this critical role.

Pre- Accreditation Visit Preparation:

- Review Accreditation Standards: Familiarize yourself with the NHRA accreditation standards and guidelines. These will form the basis of your assessments during the onsite visit. Pay close attention to the areas that align with your expertise.

- Surveyors Trainees Database: Please refer to the Accreditation policy, code of conduct, code of ethics, Confidentiality agreement, and other related documents. You can access those guidelines through the following link: Surveyors Trainees Database

- Familiarize Yourself with Data Collection Tools: Make sure you understand the Surveyor's tool you will use to gather and record survey data. Accurate and detailed documentation is critical.

- Documents Review: Before the onsite visit, review the organization's self-assessment and any preliminary documents provided. This will help you understand their strengths and areas for improvement, allowing you to focus your attention accordingly.

On-site Accreditation Survey Visit:

- Understand Your Role During On-Site Visit: As an accreditation surveyor trainee, you'll be working closely with an assigned senior surveyor. You will accompany him/ her during the survey visit, which will include rounds and interviews. You will be discussing your findings and reporting it to him/ her. You will learn from the senior surveyor the approach to deciding the compliance for each standard and writing recommendations.

Along with the senior surveyor, you are responsible for evaluating organizations to ensure they meet established quality, safety, and compliance standards. It's essential that you approach this task with objectivity, fairness, and professionalism throughout the survey process.

- Maintain Professional Conduct

  - Confidentiality: Protect sensitive information at all times. You will be asked to sign a confidentiality and conflict of interest form.
  - Integrity: Declare any potential conflicts of interest before the survey begins.
  - Professionalism: Approach each survey with respect, objectivity, and fairness.
  - Timeliness: be on time. Respect the time of your trainer and the facility.

- Dress code: smart professional, or formal traditional (such as Thoab or Abaya). Please refrain from wearing work uniforms or scrubs.

- Survey Methodology: You will use a combination of document reviews, interviews, and direct observations to assess compliance. Prepare to ask thoughtful questions and gather detailed information to make informed evaluations. At no time you are allowed to interact with the facility without the presence of your trainer.

- Collaborate with Your Team: You will be working with other surveyors as part of a team. Clear communication and teamwork will be essential in ensuring a thorough and balanced assessment of the organization.

Post-Survey Responsibilities:

After the survey, you will attend the surveyors' team meeting and the closing meeting with the facility representatives.

By following these guidelines, you'll be well-prepared for the onsite survey training and your future role as an accreditation surveyor.

Evaluation:

As part of the continual education of our surveyors, you will be evaluated by your assigned senior surveyor. This evaluation assesses you:

- knowledge of the trainee on the subject matter
- participation and engagement in the survey process
- ability to conduct impartial interviews
- overall attitude and demeanor as a surveyor
- readiness to be an independent surveyor
- commitment and punctuality
- cooperation with the survey team
- good communication skills
- attention to details
- preparedness for the survey
- ability to formulate recommendations

Your assigned senior surveyor will also assess where further training or improvements can be made. This includes:

- commitment and punctuality
- cooperation with the survey team
- communication skills

- attention to details
- preparedness for the survey
- ability to formulate recommendations

By collecting this information, we can work with you to ensure that you gain the required skills and feel confident in your role.

Please don't hesitate to reach out if you have any questions or need further clarification.

We're looking forward to working with you!

Accreditation and Quality Group
NHRA November 2024 V01

Appendix 4: Complaints Process Management at NHRA