BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR EMERGENCY MEDICAL SERVICES

Republic of Botswana

2.Human Resource Management

These forms are designed to be used by both hospital personnel and external surveyors. The following information must be provided after each survey, before submitting the completed survey forms.

1.NAME OF HOSPITAL/CLINIC/FACILITY:_____

2. BASELINE/INTERNAL SURVEY INFORMATION:

Title and name of person who completed this document: _____

Post and position held: _____

Date of survey: _____

3. EXTERNAL SURVEY INFORMATION:

Name of external surveyor: _____

Date of external survey: _____

GUIDE TO COMPLETION OF FORM

N.B. Hospital staff are please to use BLACK ink at all times. The external surveyors are requested to use RED ink at all times.

Please circle the rated compliance with the criterion, e.g. NA (Not applicable), NC (Non-compliant), PC (Partially compliant), C (Compliant).

The default category affected is designated on the form for
each criterion as follows:
1. patient and staff safety
2. legality
3. patient care
4. efficiency
5. structure
6. basic management
7. basic process
8. evaluation

The seriousness of the default is designated on the
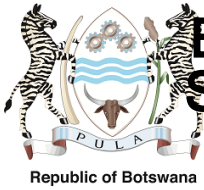form for each criterion as follows:
1. mild
2. moderate
3. serious
4. very serious

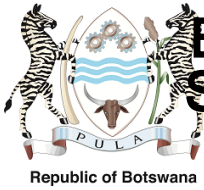| Documents Checked |
|---|
| Surveyor: .... |
| Surveyor: .... |

2.1 Personnel Management

2.1.1 Standard

Adequate and competent personnel are available to provide a safe and effective emergency medical service.

Standard Intent: A staffing plan reflects the knowledge, skills and availability of personnel required to provide an effective service.

Personnel act in accordance with job descriptions/performance agreement, and are evaluated in accordance with their assigned responsibilities. The in-service training needs of personnel in the service are continuously assessed and appropriate training provided to ensure a safe and effective service.

	Criterion	Comments
		Recommendations
Criterion 2.1.1.1 Critical: ·· Catg: Basic Management + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 2 Moderate	There is a documented process for staffing the emergency medical service.	
Criterion 2.1.1.2 Critical: ·· Catg: Basic Management + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 2 Moderate	The desired education, qualifications, skills and knowledge are defined for all personnel.	
Criterion 2.1.1.3 Critical: ·· Catg: Basic Management + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Each employee in the service has a written job description/performance agreement which defines their responsibilities.	

Criterion 2.1.1.4	There is at least one documented evaluation of personnel each year, or more frequently, as defined by the service.	
Critical: ˙˙		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

Criterion 2.1.1.5	New staff members are evaluated in accordance with the policies determined by the service.	
Critical: ˙˙		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

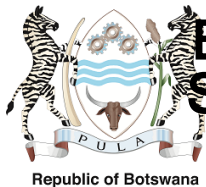| Criterion 2.1.1.6	The department or service to which the individual is assigned conducts the evaluation.	
Critical: ˙˙		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
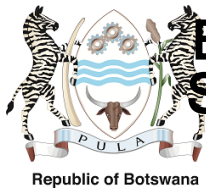
2.2 Personnel Orientation and Training

2.2.1 Standard

The manager of the emergency medical service ensures that there is a written, planned and organised orientation and induction programme available for new personnel.

Standard Intent: The decision to appoint an individual to the personnel of a service sets several processes in motion. To perform well, a new staff member needs to understand the entire service and how his or her specific responsibilities contribute to the service's mission. This is accomplished through a general orientation to the service and his or her role in the service, and a specific orientation to the job responsibilities of his or her position.

	Criterion	Comments
		Recommendations
Criterion 2.2.1.1 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	There is a written, planned orientation and induction programme for new personnel.	
Criterion 2.2.1.2 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	The orientation and induction programme introduces new personnel to relevant aspects of the Emergency Medical Services and governance structures.	
Criterion 2.2.1.3 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	The orientation and induction programme explains the relationships and lines of authority and communication within the service and collaboration with other relevant directorates.	
Criterion 2.2.1.4 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	The orientation and induction programme prepares personnel for their roles and responsibilities in the Emergency Medical Services.	

2.Human Resource Management

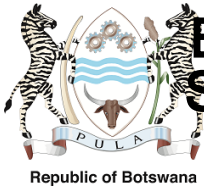| Criterion 2.2.1.5

Critical: ˙˙

Catg: Basic Process + Efficiency

Compliance

NA   NC   PC   C

Default Severity for NC or PC = 4
Very Serious | The orientation and induction programme introduces personnel to the applicable legislation and policies and procedures of the Emergency Medical Services. | |

2.2.2 Standard

The management of the Emergency Medical Service (EMS) ensures the provision of written in-service training programmes for personnel relating to issues relevant to the needs of the individual and to the objectives of the service.

Standard Intent: The service has a responsibility to ensure that personnel are educated in matters which affect their functioning in the specific organisation. Education is relevant to each staff member as well as to the continuing advancement of the organisation in meeting the community's needs and maintaining acceptable personnel performance, teaching new skills and providing training on new equipment and procedures. There is documented evidence that each staff member who has attended training has gained the required competencies.

The leaders of the organisation support the commitment to on-going in-service education by making available space, equipment and time for education and training programmes.

	Criterion	Comments
		Recommendations
Criterion 2.2.2.1 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	There is a system for identifying the needs of emergency service personnel for in-service training, consistent with EMS objectives and the development of individual staff members.	
Criterion 2.2.2.2 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	There is a written in-service training programme for personnel in the EMS, which is coordinated with the in-service training programme of the district.	

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Criterion 2.2.2.3	The in-service training programme ensures that all personnel are competent and updated when new systems or equipment are installed or new policies, procedures or legislation are introduced.	
Critical: ¨		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

Criterion 2.2.2.4	The in-service training programme includes management training.	
Critical: ¨		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 2 Moderate		

Criterion 2.2.2.5	The Emergency Medical Services manager ensures that personnel of the service are familiar with the district's/directorate's/cluster's and council's emergency plans and attend rehearsals at least annually.	
Critical: ¨		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		

Criterion 2.2.2.6	The Emergency Medical Services manager ensures that personnel attend training on health and safety.	
Critical: ¨		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

Criterion 2.2.2.7	There is a system to ensure that all personnel in the service participate in in-service training programmes and that records are kept.	
Critical: ¨		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
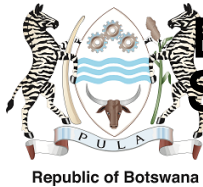
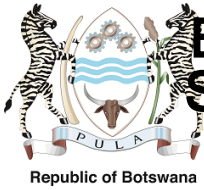### 2.2.3 Standard

The management of the Emergency Medical Service ensures that continuing professional development is supported.

Standard Intent: There is a process for informing the personnel of opportunities for continuing education and training, participation in research and investigational studies and to acquire advanced or new skills. These opportunities may be offered by the health facility, by a staff member's professional or trade association or through educational programmes in the community. The health facility supports such opportunities as appropriate to its mission and resources. Such support may be given through tuition support, scheduled time away from work, recognition for achievement and in other ways.

	Criterion	Comments
		Recommendations
Criterion 2.2.3.1 Critical: ¨ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	There is a system for identifying and addressing the training needs of EMS personnel, consistent with the EMS objectives.	
Criterion 2.2.3.2 Critical: ¨ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	The continuing education plan ensures the provision of information on advances in practice relating to EMS.	
Criterion 2.2.3.3 Critical: ¨ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	The plan ensures adequate opportunity to fulfil requirements for continued registration with the professional regulating body.	
Criterion 2.2.3.4 Critical: ¨ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Current information is available to EMS personnel to enable them to keep updated in their relevant fields of work.	

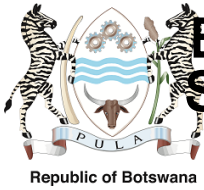
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2.Human Resource Management

Criterion 2.2.3.5	The EMS facilitates the attendance of EMS personnel at relevant conferences, meetings or seminars.	
Critical: ··		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 2 Moderate		
Criterion 2.2.3.6	Records of attendance are kept.	
Critical: ··		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

2.2.4 Standard

Where students are trained as part of undergraduate or postgraduate programmes, the Emergency Medical Service ensures formal training.

	Criterion	Comments
		Recommendations
Criterion 2.2.4.1	There is a designated member of the personnel of the EMS who coordinates student internship.	
Critical: ··		
Catg: Basic Management + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
Criterion 2.2.4.2	The training programme is structured in accordance with the guidelines of the appropriate registration body and training centres.	
Critical: ··		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

Republic of Botswana

2.Human Resource Management

Criterion 2.2.4.3	Training periods are recorded and evaluated for effectiveness.	
Critical: ˙˙		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

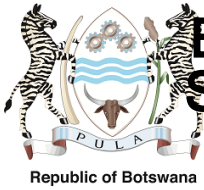## 2.3 Industrial Relations

2.3.1 Standard

Sound industrial relations, which are based on current labour legislation, are implemented and maintained in the organisation.

Standard Intent: Consistent application of fair labour practice, grievance and disciplinary procedures, and dismissal, demotion and retrenchment policies and procedures is essential to prevent labour unrest with its consequent negative effects on patient care. Membership of staff in trade unions and/or health professional organisations must be encouraged and there must be negotiation and consultation between these bodies, management of the organisation and the staff to promote harmonious working relationships. Current employment policies need to be known and applied.

The organisation's leaders thus have a responsibility to:

- be conversant with all current labour laws and regulations
- educate personnel managers in relevant aspects of labour law
- ensure that policies and procedures are developed, and
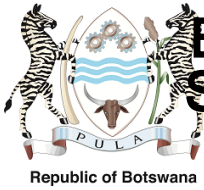- ensure that these policies and procedures are effectively implemented.

	Criterion	Comments
		Recommendations
Criterion 2.3.1.1	There are mutually agreed policies and procedures with the staff for the satisfactory conduct of industrial relations activities.	
Critical: ˙˙		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
Criterion 2.3.1.2	Written disciplinary procedures which meet the requirements of current legislation are available.	
Critical: ˙˙		
Catg: Basic Process + Legality		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		

2.Human Resource Management

Criterion 2.3.1.3 Critical: `` Catg: Basic Process + Legality **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	There is a grievance procedure in terms of current legislation.	
Criterion 2.3.1.4 Critical: `` Catg: Basic Process + Legality **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	There are dispute and appeal procedures.	
Criterion 2.3.1.5 Critical: `` Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	There are recognition agreements for trade unions and/or health professional organisations.	

2.4 Credentialing of Staff

2.4.1 Standard

The organisation has an effective process for gathering, verifying and evaluating the credentials (licence, education, training and experience) of those health professionals who are permitted to provide patient care without supervision.

Standard Intent: The organisation needs to ensure that it has qualified health professional staff members that appropriately match its mission, resources and patient needs. To ensure such a match, the organisation evaluates staff members' credentials at the time of their appointment.
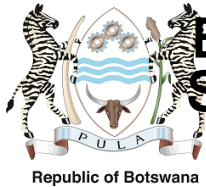
An individual's credentials consist of an appropriate current registration, completion of professional education and any additional training and experience. The organisation develops a process to gather this information, verify its accuracy where possible and evaluate it in relation to the needs of the organisation and its patients. This process can be carried out by the organisation or by an external agency such as a ministry of health in the case of public organisations. The process applies to all types and levels of employed persons (employed, honorary, contract and private practitioners).

Evaluating an individual's credentials is the basis for two decisions: whether this individual can contribute to fulfilling the organisation's mission and meeting patient needs, and, if so, what clinical services this individual is qualified to perform.

These two decisions are documented and the latter decision is the basis for evaluating the individual's on-going performance. Following appointment, the organisation confirms the qualifications of professional staff, including the authenticity of qualifications and licensure and their experience and competence. This includes clinical qualifications and also qualifications to operate vehicles. The process takes into account relevant laws and regulations.
Note link to criteria 10.4.1.1 and 10.4.2.2.

	Criterion	Comments
		Recommendations
Criterion 2.4.1.1 Critical: O Catg: Basic Process + Legality **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	Those permitted by law, regulation and the organisation to provide patient care without supervision are identified.	
Criterion 2.4.1.2 Critical: .. Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	The registration, education, training and experience of these individuals are documented.	

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Criterion 2.4.1.3 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	Such information is verified from the original sources when possible.
Criterion 2.4.1.4 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	There is a record on every healthcare professional staff member.
Criterion 2.4.1.5 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	The record contains copies of any required registration certificate(s).
Criterion 2.4.1.6 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	There is a process to review the records annually.
Criterion 2.4.1.7 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	A determination is made about the current qualifications of the individual to provide patient care services.
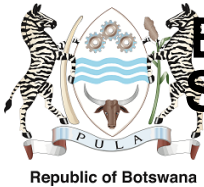
2.4.2 Standard

Staff members who provide patient care and other staff identified by the organisation are trained in basic or advanced cardiac, paediatric and trauma life support, as appropriate for their job description.

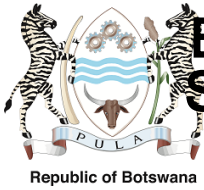|	Criterion	Comments
		Recommendations
Criterion 2.4.2.1 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Staff members to be trained in life support techniques are identified.	
Criterion 2.4.2.2 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	The appropriate level of training is provided.	
Criterion 2.4.2.3 Critical: ˙˙ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	The training is repeated every two years.	
Criterion 2.4.2.4 Critical: ○ Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	There is evidence of competency for each staff member.	
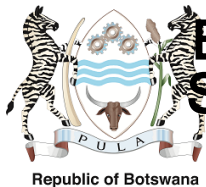
2.4.3 Standard

The organisation educates and trains all staff members about their roles in providing a safe working environment, including all facilities, equipment and vehicles.

Standard Intent: This relates to the organisation's risk management processes which are made known to personnel through appropriate training programmes and rehearsals, where applicable.

|	Criterion	Comments
		Recommendations
Criterion 2.4.3.1 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	For each component of the organisation's safety programme, there is planned education to ensure that staff members can effectively carry out their responsibilities.	
Criterion 2.4.3.2 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	Personnel have been trained regarding their role in internal emergencies.	
Criterion 2.4.3.3 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel are trained to operate and maintain medical equipment.	
Criterion 2.4.3.4 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel are trained to operate and maintain communication equipment.	

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Criterion 2.4.3.5	Personnel are trained in the maintenance of transport vehicles.	
Critical: ··		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 2 Moderate		

Criterion 2.4.3.6	Personnel are trained in vehicle operating safety, including staff and patient use of seat belts.	
Critical: ··		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

Criterion 2.4.3.7	Personnel are oriented to appropriate operation of vehicles according to existing traffic laws.	
Critical: ··		
Catg: Basic Process + Legality		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		

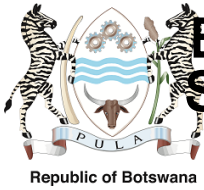| Criterion 2.4.3.8	Personnel training and testing are documented as to who was trained and tested and the results.	
Critical: ··		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
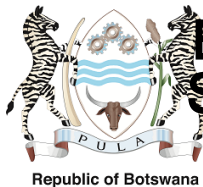
2.5 Personnel Records

2.5.1 Standard

There is documented personnel information for each staff member.

Standard Intent: Each staff member in the organisation has a record with information about his or her qualifications, results of evaluations and work history. These records are standardised and are kept current. The confidentiality of personnel records is protected. Personnel records are safely stored and their contents are monitored to ensure completeness.

	Criterion	Comments
		Recommendations
Criterion 2.5.1.1 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel information is maintained for each staff member.	
Criterion 2.5.1.2 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 2 Moderate	Personnel files are standardised.	
Criterion 2.5.1.3 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel files are kept current.	
Criterion 2.5.1.4 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 4 Very Serious	Personnel files contain the qualifications of the staff member.	

2.Human Resource Management

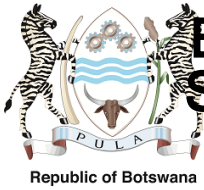|		
Criterion 2.5.1.5 Critical: ·· Catg: Evaluation + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel files contain the results of evaluations.	
Criterion 2.5.1.6 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel files contain the work history of the staff member.	
Criterion 2.5.1.7 Critical: ·· Catg: Basic Process + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel files contain a record of in-service education attended by the staff member.	

2.6 Debriefing

2.6.1 Standard

The organisation has a process to implement Critical Incident Debriefing.

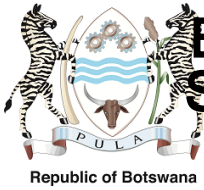|	Criterion	Comments
		Recommendations
Criterion 2.6.1.1 Critical: ·· Catg: Basic Management + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Properly trained and experienced counsellors are available to assist staff after major incidents.	

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2.Human Resource Management

Criterion 2.6.1.2	A comfortable room where there will be no interruptions is available.	
Critical: ··		
Catg: Basic Management + Physical Struct		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

Criterion 2.6.1.3	Personnel are permitted to participate in the debriefing as part of their work assignment.	
Critical: ··		
Catg: Basic Management + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

Criterion 2.6.1.4	Group or family debriefing sessions are arranged if indicated.	
Critical: ··		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 2 Moderate		

Criterion 2.6.1.5	Staff may only decline a debriefing session on signing a disclaimer.	
Critical: ··		
Catg: Basic Management + Pat & Staff Safety		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		

Criterion 2.6.1.6	Where indicated, staff members are referred for further professional assistance.	
Critical: ··		
Catg: Basic Process + Pat & Staff Safety		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

2.Human Resource Management

Criterion 2.6.1.7 Critical: ˙˙ Catg: Basic Management + Efficiency **Compliance** NA NC PC C Default Severity for NC or PC = 3 Serious	Sources of support for the counsellor(s) are identified.	