



# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR HOSPITALS

## 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

<p><b><u>Documents Checked</u></b></p> <p>Surveyor: .....</p> <p>Surveyor: .....</p>
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# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR HOSPITALS

## 2. Human Resource Management

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# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR HOSPITALS

## 2. Human Resource Management

### 2.1 Human Resource Management Support

#### 2.1.1 Standard

*Administrative support is provided for the organisation's human resource strategy in order for it to meet the need for an adequate number of suitably qualified and trained staff.*

**Standard Intent:** A designated individual ensures that administrative support personnel provide systems to enable the human resource strategy to be implemented. These include the collection, collation and analysis of data to provide and maintain an effective staffing structure.

Policies and procedures guide administrative support personnel in all matters relating to human resource management, e.g.:

- appointments, resignations and termination of service
- granting of leave and maintenance of leave records
- payment of salaries, payment of pension benefits; and
- storage, confidentiality and maintenance of staff records.

	Criterion	Comments
		Recommendations
<b>Criterion 2.1.1.1</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 4 Very Serious	A designated individual is responsible for providing support for the organisation's human resource strategy.	
<b>Criterion 2.1.1.2</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 4 Very Serious	The human resource manager is suitably qualified and experienced in human resource management.	
<b>Criterion 2.1.1.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	The human resource manager ensures that policies and procedures are available to guide the personnel and that they are implemented.	



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## 2.Human Resource Management

<b>Criterion 2.1.1.4</b> Critical: 0 Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The human resource manager uses information on staffing needs provided by clinical and managerial personnel to ensure adequate staff provision.	
<b>Criterion 2.1.1.5</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Details of the organisation's absenteeism, sickness rates and staff turnover rates are recorded and analysed, to allow for informed decision making by the management of the organisation.	
<b>Criterion 2.1.1.6</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Details of the staff establishment (i.e. available posts, filled and vacant posts) are recorded and analysed to allow for informed decision making by the organisation's management.	
<b>Criterion 2.1.1.7</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Receptionists, telephonists, clerical support personnel and porters are allocated to wards and departments in accordance with their needs.	



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## 2.Human Resource Management

### 2.1.2 Standard

*A personnel file is maintained for each member of staff.*

**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
<b>Criterion 2.1.2.1</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	A designated member of staff is responsible for the storage and retrieval of personnel records.	
<b>Criterion 2.1.2.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	There is documented personnel information on each staff member.	
<b>Criterion 2.1.2.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	Personnel files are standardised.	
<b>Criterion 2.1.2.4</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	Personnel files are reviewed at least annually.	



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## 2.Human Resource Management

<b>Criterion 2.1.2.5</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel files contain employment contracts/job description.	
<b>Criterion 2.1.2.6</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Personnel files contain the qualifications of the staff member.	
<b>Criterion 2.1.2.7</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Personnel files contain details of staff evaluations.	
<b>Criterion 2.1.2.8</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel files contain the work history of the staff member.	
<b>Criterion 2.1.2.9</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> 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.	



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## 2.Human Resource Management

<b>Criterion 2.1.2.10</b>	Only authorised persons have access to personnel records.	
Critical: ..		
Catg: Basic Process + Efficiency		
<b>Compliance</b>		
<b>NA NC PC C</b>		
Default Severity for NC or PC = 4 Very Serious		



# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR HOSPITALS

## 2.Human Resource Management

### 2.2 Staff Planning

#### 2.2.1 Standard

*The organisation's leaders plan for the provision of adequate numbers of suitably qualified personnel.*

**Standard Intent:** Appropriate and adequate staffing is critical to patient care. The organisation's clinical and managerial leaders carry out staff planning using recognised methods for determining staffing levels. For example, a patient acuity system is used for determining the number of registered nurses with paediatric intensive care experience required to staff a ten bed paediatric intensive care unit.

The organisation's mission, mix of patients, services provided and technology used are considered in the planning. Applicable laws and regulations are incorporated into the planning.

Staff retention rather than recruitment provides greater long-term benefit. Retention is increased when leaders support staff development. Thus, the leaders collaborate to plan and implement uniform programmes and processes related to the recruitment, retention and development of all personnel.

There is a written plan, which identifies the numbers and types of required personnel and the skills, knowledge and other requirements needed in each department and service. The plan is designed to address:

- the reassignment of personnel from one department or service to another in response to changing patient needs or staff shortages
- the consideration of staff requests for reassignment, based on cultural values or religious beliefs, and
- the policies and procedures for transferring responsibility from one individual to another (for example, from a physician to a nurse) when the responsibility would fall outside such an individual's normal area of responsibility.

Planned and actual staffing levels are monitored on an ongoing basis and the plan is updated as necessary. When monitored on a departmental or service level, there is a collaborative process for the clinical and managerial leaders of the organisation to update the overall plan.

	Criterion	Comments
		Recommendations
<b>Criterion 2.2.1.1</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 4 Very Serious	There are documented processes for staffing the organisation.	
<b>Criterion 2.2.1.2</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	The processes include personnel recruitment.	





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<b>Criterion 2.2.1.3</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The processes include numbers and categories of personnel required.	
<b>Criterion 2.2.1.4</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The processes include desired education, qualifications, skills and knowledge of required personnel.	
<b>Criterion 2.2.1.5</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The processes include assignment and reassignment of personnel.	
<b>Criterion 2.2.1.6</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The processes include personal development of the personnel.	
<b>Criterion 2.2.1.7</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The processes include staff retention.	



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## 2.Human Resource Management

### 2.3 Personnel Management

#### 2.3.1 Standard

*Each staff member's responsibilities are defined in a current description and performance agreement.*

**Standard Intent:** The job description and performance agreement provides details of accountability, responsibility, formal lines of communication, principal duties and entitlements. It is a guide for an individual in a specific position within an organisation. Key performance areas should be included in order to evaluate the staff member's performance.

	Criterion	Comments
		Recommendations
<b>Criterion 2.3.1.1</b> Critical: 0 Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Personnel employed by the organisation have written job descriptions and performance agreements, which define their responsibilities.	
<b>Criterion 2.3.1.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Job descriptions and performance agreements are reviewed according to organisational policy.	
<b>Criterion 2.3.1.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Each staff member accepts their job description and performance agreement by signing it.	



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## 2.Human Resource Management

### 2.3.2 Standard

*The organisation uses a defined process to evaluate personnel knowledge and skills to ensure that these are consistent with patient needs.*

**Standard Intent:** The organisation complies with laws and regulations that define the desired educational level, skill or other requirements of individual staff members, or define staffing numbers or the mix of personnel for the organisation. The organisation considers the mission of the organisation and the needs of patients in addition to the requirements of laws and regulations. The organisation defines the process for and the frequency of ongoing evaluation of personnel abilities. Ongoing evaluation ensures that training occurs when needed and that the staff member is able to assume new or changed responsibilities. While such evaluation is best carried out in an ongoing manner, there is a least one documented evaluation each year for each staff member.

	Criterion	Comments
		Recommendations
<b>Criterion 2.3.2.1</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	Key performance areas for each staff member are identified in their job descriptions and performance agreements.	
<b>Criterion 2.3.2.2</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	There is at least one documented evaluation of each staff member each year or more frequently as defined by organisational policy.	
<b>Criterion 2.3.2.3</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	New staff members are evaluated as defined by organisational policy.	



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## 2.Human Resource Management

### 2.3.3 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, dismissal, demotion and retrenchment policies and procedures are essential to prevent labour dispute, with its consequent negative effects on patient care. Membership of trade unions and/or health professional organisations must be encouraged. There must be negotiation and consultation between these bodies, the management of the organisation and the personnel 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 (national requirements will apply)
- 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
<b>Criterion 2.3.3.1</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Designated personnel are educated/trained in labour law legislation and related processes.	
<b>Criterion 2.3.3.2</b> Critical: '' Catg: Basic Management + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	There are mutually agreed processes for the satisfactory conduct of industrial relations activities, which meet the requirements of current legislation.	
<b>Criterion 2.3.3.3</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Disciplinary procedures are implemented.	



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## 2.Human Resource Management

<p><b>Criterion 2.3.3.4</b></p> <p>Critical: ..</p> <p>Catg: Basic Management + Efficiency</p> <p style="text-align: center;"><b>Compliance</b></p> <p style="text-align: center;">NA    NC    PC    C</p> <p>Default Severity for NC or PC = 4 Very Serious</p>	<p>Grievance procedures are implemented.</p>	
<p><b>Criterion 2.3.3.5</b></p> <p>Critical: ..</p> <p>Catg: Basic Management + Efficiency</p> <p style="text-align: center;"><b>Compliance</b></p> <p style="text-align: center;">NA    NC    PC    C</p> <p>Default Severity for NC or PC = 4 Very Serious</p>	<p>Dispute and appeal procedures are implemented.</p>	
<p><b>Criterion 2.3.3.6</b></p> <p>Critical: ..</p> <p>Catg: Basic Management + Efficiency</p> <p style="text-align: center;"><b>Compliance</b></p> <p style="text-align: center;">NA    NC    PC    C</p> <p>Default Severity for NC or PC = 3 Serious</p>	<p>There are recognition agreements with trade unions and/or health professional organisations, where applicable.</p>	



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## 2. Human Resource Management

### 2.4 Staff Orientation and Education

#### 2.4.1 Standard

*All staff members are orientated to the organisation and to their specific job responsibilities at the time of appointment.*

**Standard Intent:** The decision to appoint an individual to the staff of an organisation sets several processes in motion. To perform well, a new staff member needs to understand the workings of the entire organisation and how his or her specific responsibilities contribute to the organisation's mission. This is accomplished through a general orientation to the organisation and his or her role in the organisation, and a specific orientation to the job responsibilities of his or her position. The organisation includes, as appropriate, the reporting of medical errors, infection control practices, the organisation's policies on telephonic medication orders, and so on. Contract workers and volunteers are also orientated to the organisation and their specific assignment or responsibilities, such as patient safety and infection control.

	Criterion	Comments
		Recommendations
<b>Criterion 2.4.1.1</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	There are documented programmes for staff orientation to the organisation.	
<b>Criterion 2.4.1.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	New staff members are orientated to the organisation within a time frame determined by organisational policy.	
<b>Criterion 2.4.1.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Departmental and service managers implement orientation programmes for departmental and service personnel.	



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<b>Criterion 2.4.1.4</b>	Contract workers and/or volunteers are orientated to the organisation, their job responsibilities and their specific assignments.	
Critical: ..		
Catg: Basic Process + Efficiency		
<b>Compliance</b>		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

### 2.4.2 Standard

***Each staff member receives on-going in-service training and development to maintain or advance his or her skills and knowledge, based on identified needs.***

**Standard Intent:** The organisation has a responsibility to ensure that staff members are educated in matters which affect their performance in the organisation. In particular, the personnel are trained in health and safety matters, infection control and cardio-pulmonary resuscitation. The organisation collects and integrates data from several sources to understand the ongoing educational needs of the personnel. Such sources include monitoring data from the facility management programme, the introduction of new technology, skills and knowledge areas identified through the review of job performance, new clinical procedures and future plans and strategies of the organisation.

Education is relevant to each staff member as well as to the continuing advancement of the organisation in meeting patient needs and maintaining acceptable staff 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.

Each department or service manager ensures that in-service training is provided to the personnel of the particular department or service, e.g. medical staff members may receive education on infection control, advances in medical practice or new technology. Information management personnel may be provided with in-service training on computer software and technicians may receive on-the-job training relating to equipment repair.

The leaders of the organisation support the commitment to ongoing in-service education for the staff by making available space, equipment and time for education and training programmes. The education and training can take place in a centralised location or in several smaller learning and skill development locations throughout the facility. The education can be offered once to all or repeated for all personnel on a shift by shift basis so as to minimise the impact on patient care activities.

	Criterion	Comments
		Recommendations
<b>Criterion 2.4.2.1</b>	The organisation has a coordinated plan for in-service training and development.	
Critical: ..		
Catg: Basic Management + Efficiency		
<b>Compliance</b>		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		



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<b>Criterion 2.4.2.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Department and service managers have established in-service training and development programmes relevant to departmental and service personnel.	
<b>Criterion 2.4.2.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The organisation uses various sources of data and information to identify the in-service training and development needs of the personnel.	
<b>Criterion 2.4.2.4</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The organisation provides on-going in-service training and development for its personnel.	
<b>Criterion 2.4.2.5</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Staff competencies, where relevant, are assessed and recorded after in-service training and development.	





# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR HOSPITALS

## 2.Human Resource Management

### 2.4.3 Standard

**Staff members participate in continuing education, research and other educational experiences to acquire new skills and knowledge and to support job advancement.**

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

	Criterion	Comments
		Recommendations
<b>Criterion 2.4.3.1</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	There is a continuing educational strategy developed by the management of the organisation for all professional personnel in the organisation to fulfil the requirements for continued registration with the relevant professional bodies.	
<b>Criterion 2.4.3.2</b> Critical: .. Catg: Basic Process + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	There is a development strategy for the organisation to ensure that managers receive the training required to fulfil their responsibilities.	
<b>Criterion 2.4.3.3</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	The personnel are informed of opportunities to participate in advanced education, training, research and other experiences.	
<b>Criterion 2.4.3.4</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	The organisation supports staff participation in such opportunities.	



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## 2. Human Resource Management

<b>Criterion 2.4.3.5</b>	The organisation supports the need for relevant postgraduate qualifications.	
Critical: ..		
Catg: Basic Management + Efficiency		
<b>Compliance</b>		
NA    NC    PC    C		
Default Severity for NC or PC = 2 Moderate		

### 2.5 Credentialing of Staff Members

#### 2.5.1 Standard

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

**Standard Intent:** Healthcare professionals who are registered to provide patient care without clinical supervision are primarily responsible for patient care and care outcomes. These professionals usually include doctors, dentists, professional nurses, radiographers and members of other professions allied to medicine. The organisation identifies those permitted to work independently in compliance with applicable laws and regulations. The organisation is responsible for ensuring that these individuals are qualified to provide patient care without clinical supervision and for specifying the types of care they are permitted to provide within the organisation. The organisation needs to ensure that the staff complement of qualified health professionals appropriately matches 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 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 ongoing performance.

	Criterion	Comments
		Recommendations
<b>Criterion 2.5.1.1</b>	Those permitted by law, regulation and the organisation to provide patient care without supervision are identified.	
Critical: ..		
Catg: Basic Management + Legality		
<b>Compliance</b>		
NA    NC    PC    C		
Default Severity for NC or PC = 4 Very Serious		



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<b>Criterion 2.5.1.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The registration, education, training and experience of these individuals are documented.	
<b>Criterion 2.5.1.3</b> Critical: '' Catg: Basic Process + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Such information is verified from the original sources.	
<b>Criterion 2.5.1.4</b> Critical: 0 Catg: Basic Process + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The personnel record contains copies of any required registration certificate(s).	
<b>Criterion 2.5.1.5</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	There is a process to review the personnel records annually.	
<b>Criterion 2.5.1.6</b> Critical: '' Catg: Basic Process + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The organisation has a process to ensure that nurses and other professionals who are not employees of the organisation, but provide services to the organisation's patients, have valid credentials.	



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<b>Criterion 2.5.1.7</b>	The services to be provided are made known to appropriate individuals and units of the organisation.	
Critical: ..		
Catg: Basic Process + Efficiency		
<b>Compliance</b>		
<b>NA NC PC C</b>		
Default Severity for NC or PC = 3 Serious		

### 2.6 Quality Improvement

#### 2.6.1 Standard

*A formalised proactive quality improvement approach is maintained in the service.*

**Standard Intent:** This refers to the implementation of an organisational quality improvement process (Service Element 8).

It is the responsibility of the management of the organisation to ensure that standards are set throughout the organisation. Within each department or service it is the responsibility of managers to ensure that standards are set for the particular department. This requires coordination with the organisation's central/management/coordinating quality improvement structures or systems. Departmental managers use available data and information to identify priority areas which urgently require quality monitoring and improvement.

The following will be evaluated:

The medical staff members' essential clinical roles require them to actively participate in the organisation's efforts to evaluate their performances and clinical care outcomes. At any point during a staff member's monitoring and evaluation, if his/her performance is in question, the organisation has a process to evaluate that individual's performance.

	Criterion	Comments
		Recommendations
<b>Criterion 2.6.1.1</b>	There are formalised quality improvement processes for the service that have been developed and agreed upon by the personnel of the service.	
Critical: ..		
Catg: Evaluation + Efficiency		
<b>Compliance</b>		
<b>NA NC PC C</b>		
Default Severity for NC or PC = 4 Very Serious		
<b>Criterion 2.6.1.2</b>	Indicators of performance are identified to evaluate the quality of the service.	
Critical: ..		
Catg: Evaluation + Efficiency		
<b>Compliance</b>		
<b>NA NC PC C</b>		
Default Severity for NC or PC = 4 Very Serious		



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# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR HOSPITALS

## 2.Human Resource Management

<b>Criterion 2.6.1.3</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> <b>NA NC PC C</b> Default Severity for NC or PC = 4 Very Serious	The quality improvement cycle includes the monitoring and evaluation of the standards set and the remedial action implemented.	
<b>Criterion 2.6.1.4</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> <b>NA NC PC C</b> Default Severity for NC or PC = 4 Very Serious	The performance of individual staff members is reviewed when indicated by the findings of quality improvement activities.	
<b>Criterion 2.6.1.5</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> <b>NA NC PC C</b> Default Severity for NC or PC = 3 Serious	The performance of individual staff members is reviewed periodically, as established by the organisation.	