



# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

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 MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

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# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

### 1.1 Governance of the Mortuary Service

#### 1.1.1 Standard

***Governance responsibilities and accountabilities are described in bylaws, policies and procedures, or similar documents.***

**Standard Intent:** NB: Standards 1.1.1 to 1.2.3 and their criteria will not apply to mortuaries attached to hospitals, where this aspect is assessed under SE 1 Management and leadership and SE 2 Human Resource management.

According to the Oxford dictionary (Internet 2012), to govern is "to conduct the policy, actions and affairs of (a state, organisation or people) with authority." The same source defines governance as "the action or manner of governing a state, organisation, etc." It relates to decisions that define expectations, grant power or verify performance. It consists of either a separate process or part of management or leadership processes.

A governing body is the group of people given the power and authority to govern an organisation. Governing bodies can take the form of a board, a council, a steering committee or an assembly of elders or traditional owners. Their role is to plan strategic direction, set the organisation's goals, lead the organisation, make the policies and evaluate and support the management and personnel

There is a governing body responsible for directing the operation of the mortuary, which is accountable for providing quality mortuary services to its community or to the population that seeks care. The responsibilities and accountability of this entity are described in a document that identifies how they are to be carried out, and are known to those responsible for the management of the mortuary. The responsibilities of governing bodies lie primarily in approving plans and documents submitted by the managers of the mortuary. Those elements of management requiring approval by governance are documented.

The process and practices that will apply will vary significantly given the environment in which they are applied. Governance in the public sector, which includes Ministries, Boards and similar entities, takes into account legal and constitutional accountability and responsibilities.

In a business or nonprofit organisation governance, in addition to legal and constitutional accountability, relates to consistent management, policies, processes, guidance and decision rights for a given area of responsibility.

	Criterion	Comments
		Recommendations
<b>Criterion 1.1.1.1</b>	Documents describe governance accountability and responsibilities.	
Critical: ''		
Catg: Basic Management + Efficiency		
<b>Compliance</b>		
<b>NA    NC    PC    C</b>		
Default Severity for NC or PC = 2 Moderate		



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## 1. Management of Mortuary Services

<b>Criterion 1.1.1.2</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	There is an organisational chart or document which describes the lines of authority and accountability from governance and within the service.	
<b>Criterion 1.1.1.3</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 2 Moderate	The responsibilities of governance include providing support to the personnel in the health facility.	
<b>Criterion 1.1.1.4</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 4 Very Serious	The support from organisation managers includes regular supervisory visits, policies, guidelines, monitoring, written communication and education.	



# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

### 1.1.2 Standard

*The organisation's managers ensure that policies and procedures are implemented to support the activities of the mortuaries and to guide the personnel.*

**Standard Intent:** Policies and procedures are formulated at different levels of authority, e.g. national Acts and regulations, national health and labour departmental policies, and mortuary policies.

Organisational leaders must ensure that all policies applying to the mortuaries are available to the personnel, and that they are implemented and monitored as they relate to various departments, services and functions. Leaders should ensure that policies and procedures are available to guide the personnel in such matters as the use and care of resources, financial practices, human resource management and dealing with complaints.

The availability and application of specific policies and guidelines will be assessed and measured in the individual mortuaries.

	Criterion	Comments
		Recommendations
<b>Criterion 1.1.2.1</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The mortuary managers ensure that policies and procedures guide and support the activities and management of the mortuaries.	
<b>Criterion 1.1.2.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	A designated personnel member is responsible for compiling and indexing policies and procedures and ensuring their circulation, recall and review.	
<b>Criterion 1.1.2.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	Policies and procedures are signed/endorsed by persons authorised to do so.	



# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

<b>Criterion 1.1.2.4</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	Policies and procedures are compiled into a comprehensive manual which is indexed and easily accessible to all personnel.	
<b>Criterion 1.1.2.5</b> Critical: '' Catg: Evaluation + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	All policies and procedures are reviewed at appropriate intervals, dated and signed.	
<b>Criterion 1.1.2.6</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	There is a mechanism for ensuring that policies are known and implemented.	



# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

### 1.2 Human Resource Management

#### 1.2.1 Standard

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

**Standard Intent:** The company's leaders define the desired education, skills, knowledge and any other requirements as part of projecting personnel complements and needs.

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

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

Each staff member in the company has a record with information about his/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 1.2.1.1</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	There are documented processes for staffing the mortuary company's mortuaries.	
<b>Criterion 1.2.1.2</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	The desired education, qualifications, skills and knowledge are defined for all personnel.	



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## 1. Management of Mortuary Services

<b>Criterion 1.2.1.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	Documented personnel information is maintained on each staff member.	
<b>Criterion 1.2.1.4</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Each staff member's responsibilities are defined in a current job description, which is agreed to by the employee.	
<b>Criterion 1.2.1.5</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	All personnel are orientated and inducted to the mortuary and to their specific job responsibilities at the time of appointment.	
<b>Criterion 1.2.1.6</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Each staff member receives ongoing in-service education and training to maintain or advance his/her skills and knowledge, based on identified needs.	





# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

### 1.2.2 Standard

*There is an adequate number of suitably qualified and competent personnel to provide a safe and effective mortuary service.*

**Standard Intent:** A mortuary needs an appropriate number of suitably qualified people to fulfill its mission and meet client needs.

A staffing plan reflects the knowledge, skills and availability of personnel required to provide an effective service. Orientation and induction programmes assure the competence of personnel before they begin to carry out their functions. Personnel act in accordance with job descriptions 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.

A mortuary service should provide personnel with opportunities to learn and advance personally. Thus, in-service education and other learning opportunities should be offered to personnel.

	Criterion	Comments
		Recommendations
<b>Criterion 1.2.2.1</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	There is a process in place to recruit personnel.	
<b>Criterion 1.2.2.2</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 4 Very Serious	There is a process in place to evaluate the qualifications of new personnel.	
<b>Criterion 1.2.2.3</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA    NC    PC    C Default Severity for NC or PC = 3 Serious	There is a process in place to appoint, evaluate and terminate personnel.	



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## 1. Management of Mortuary Services

<b>Criterion 1.2.2.4</b> Critical: 0 Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Personnel employed in the service have a written job description which defines their responsibilities.	
<b>Criterion 1.2.2.5</b> Critical: .. Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	There is at least one documented evaluation of personnel each year, or more frequently, as defined by the organisation.	

### 1.2.3 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, and dismissal, demotion and retrenchment policies and procedures, is essential to prevent labour unrest with its consequent negative effects on customer care. Membership of personnel in trade unions and/or health professional organisations must be encouraged and 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 mortuary manager/supervisor has a responsibility to:

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

	Criterion	Comments
		Recommendations
<b>Criterion 1.2.3.1</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	There are mutually agreed policies and procedures with the personnel for the satisfactory conduct of industrial relations activities.	



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Republic of Botswana

## 1. Management of Mortuary Services

<b>Criterion 1.2.3.2</b> Critical: '' Catg: Basic Management + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	Written disciplinary procedures, which meet the requirements of current legislation, are available.	
<b>Criterion 1.2.3.3</b> Critical: '' Catg: Basic Management + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	There is a grievance procedure in terms of current legislation.	
<b>Criterion 1.2.3.4</b> Critical: '' Catg: Basic Management + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	There are dispute and appeal procedures.	
<b>Criterion 1.2.3.5</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	There are recognition agreements for trade unions and/or health professional organisations.	



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Republic of Botswana

## 1. Management of Mortuary Services

### 1.3 Management of the Mortuary

#### 1.3.1 Standard

*A mortuary manager/supervisor is responsible for operating the mortuary within applicable Laws and Regulations.*

**Standard Intent:** The manager is appointed to be responsible for the overall day-to-day operation of the mortuaries. These responsibilities are documented and known to the personnel of the mortuaries. The individual appointed to carry out these functions has the education and experience to do so.

The manager is responsible for the implementation of all policies, which have been approved by the governing body.

	Criterion	Comments
		Recommendations
<b>Criterion 1.3.1.1</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The mortuary manager/supervisor is responsible and accountable for the day-to-day operation of the mortuary service.	
<b>Criterion 1.3.1.2</b> Critical: '' Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The manager has the education and experience to carry out his or her responsibilities.	
<b>Criterion 1.3.1.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The manager ensures that approved policies are carried out.	



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## 1. Management of Mortuary Services

<b>Criterion 1.3.1.4</b> Critical: '' Catg: Basic Process + Legality <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The manager ensures compliance with applicable Laws and Regulations.	
<b>Criterion 1.3.1.5</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The manager implements processes to manage and control human, financial and other resources.	
<b>Criterion 1.3.1.6</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The manager is involved in the preparation of financial estimates for the mortuary.	
<b>Criterion 1.3.1.7</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	There are designated individuals appointed to act in the absence of the mortuary manager/supervisor to provide the service with direction at all times.	



# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

### 1.3.2 Standard

*The manager/supervisor of the mortuary service ensures that dated, written and signed policies and procedures are developed and maintained.*

**Standard Intent:** The mortuary manager/supervisor must ensure that all policies which apply to the organisation are available to the personnel, and that they are implemented and monitored as they relate to various departments, services and functions. Policies and procedures must be available to guide the personnel in such matters as allocation, use and care of resources, financial practices, human resource management and dealing with complaints.

	Criterion	Comments
		Recommendations
<b>Criterion 1.3.2.1</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The manager/supervisor ensures that policies and procedures are available to guide the service.	
<b>Criterion 1.3.2.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The manager/supervisor provides guidelines on professional conduct within the mortuary service.	
<b>Criterion 1.3.2.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Policies and procedures are signed by persons authorised to do so.	
<b>Criterion 1.3.2.4</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	Policies and procedures are compiled in a comprehensive manual, which is indexed and easily accessible to all personnel.	



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## 1. Management of Mortuary Services

<b>Criterion 1.3.2.5</b> Critical: .. Catg: <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 1 Mild	Each policy and procedure is reviewed, dated and signed.	
<b>Criterion 1.3.2.6</b> Critical: .. Catg: <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 1 Mild	There is a mechanism to ensure that policies and procedures are known to and implemented by personnel working in the mortuary service.	

### 1.3.3 Standard

*The mortuary service manager 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 staff of an organisation sets several processes in motion. To perform well, a new staff member needs to understand 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.

	Criterion	Comments
		Recommendations
<b>Criterion 1.3.3.1</b> Critical: .. Catg: Basic Management + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	There is a written, planned orientation and induction programme for mortuary service personnel who are new to the service.	
<b>Criterion 1.3.3.2</b> Critical: .. Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	The orientation and induction programme prepares personnel for their roles and responsibilities in the mortuary service.	



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## 1. Management of Mortuary Services

<b>Criterion 1.3.3.3</b>	The orientation and induction programme includes instruction on the manner of communication with visitors to the mortuary.	
Critical: ''		
Catg: Basic Process + Efficiency		
<b>Compliance</b>		
NA    NC    PC    C		
Default Severity for NC or PC = 2 Moderate		
<b>Criterion 1.3.3.4</b>	The orientation and induction programme includes health and safety and infection control policies as they apply to the mortuary service.	
Critical: ''		
Catg: Basic Process + Efficiency		
<b>Compliance</b>		
NA    NC    PC    C		
Default Severity for NC or PC = 2 Moderate		

### 1.3.4 Standard

**Management of the mortuary service ensures the provision of in-service training programmes for its personnel on issues pertinent to the needs of the individual and to the objectives of the service, according to the following criteria:**

**Standard Intent:** The organisation has a responsibility to ensure that personnel are educated in matters which affect their functioning in the specific organisation. In particular, personnel are trained in health and safety matters and infection control.

Education is relevant to each staff member as well as to the continuing advancement of the organisation in meeting client'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 personnel in-service education by making available space, equipment and time for education and training programmes.

	Criterion	Comments
		Recommendations
<b>Criterion 1.3.4.1</b>	The mortuary service provides documented in-service training programmes for its personnel consistent with service objectives.	
Critical: ''		
Catg: Basic Process + Efficiency		
<b>Compliance</b>		
NA    NC    PC    C		
Default Severity for NC or PC = 3 Serious		





# BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR MORTUARIES/FORENSIC SERVICES

## 1. Management of Mortuary Services

<b>Criterion 1.3.4.2</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	The in-service training programme ensures that all personnel are competent and updated when new systems and equipment are installed.	
<b>Criterion 1.3.4.3</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 2 Moderate	The in-service training programme provides supervisory training.	
<b>Criterion 1.3.4.4</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Personnel in the service receive in-service training to ensure competency.	
<b>Criterion 1.3.4.5</b> Critical: '' Catg: Basic Process + Pat & Staff Safety <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 4 Very Serious	The in-service training programme includes on-going training in emergency procedures (e.g. fire drill and security).	
<b>Criterion 1.3.4.6</b> Critical: '' Catg: Basic Process + Efficiency <b>Compliance</b> NA NC PC C Default Severity for NC or PC = 3 Serious	Records of the holding of in-service training sessions are kept, including records of attendance.	