



## SE02

# HUMAN RESOURCE MANAGEMENT

The healthcare facility recruits staff based on projected staffing needs in accordance with national laws and regulations. Qualifications are verified, new staff are suitably orientated, and all staff receive appropriate continuous (medical) education. Job descriptions guide staff in their role and responsibilities, and their individual performance is reviewed regularly.

*The SafeCare standards cover the full range of clinical services and management functions for healthcare facilities in 13 Service Elements. These Service Elements contain a number of standards that relate to specific services or functions. The rationale of each standard is explained by the standard intent and gives you an idea what the standard really entails.*

*Each standard contains measurable elements, also called criteria. Measurable elements are related to specific processes, assets or documents (e.g. process for triage, resuscitation equipment or a job description for the lab manager). Compliance to each measurable element is assessed, and scores awarded are either Fully Compliant (FC), Partially Compliant (PC), Non-Compliant (NC) or Not Applicable (NA). The combined scores of the underlying measurable elements reflect the level of compliance to the whole standard.*

### 2.1 PERSONNEL PLANNING

#### 2.1.1 There is a plan for the recruitment of healthcare facility staff.

##### STANDARD INTENT:

*Appropriate and adequate numbers of staff are critical in order to provide quality patient care. The healthcare facility's leaders define the number and desired education, skills, knowledge and any other requirements to meet the needs of patients.*

*To project staffing needs, healthcare facility leaders use factors such as the following:*

- *The type of services provided by the healthcare facility;*
- *The volume of outpatients and inpatients/bed occupancy;*
- *Catchment area population and their health needs.*

*Staffing levels (numbers) for professional staff are based on laws and regulations and/or accepted national norms/standards, such as the number of qualified individuals in certain critical care units. Actual staffing levels are used to evaluate the plan in terms of the number and mix of staff.*

**MEASURABLE ELEMENTS:**

- 2.1.1.1** There is a staffing plan based on accepted national or international norms.
- 2.1.1.2** There is a document that defines the recruitment and hiring process.
- 2.1.1.3** Utilization data is used to project staffing mix and number.
- 2.1.1.4** Staff absenteeism, sickness rates and turnover rates are recorded and analyzed to understand the appropriateness of the staffing plan.

**2.1.2 There is a (performance) review process for all staff in the healthcare facility.**

**STANDARD INTENT:**

*The performance of staff is reviewed regularly. This process ensures that the staff member's skills and performance remain consistent at expected levels.*

*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.*

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- *approving the healthcare facility's various strategic and operational plans and the policies and procedures needed to operate the facility on a daily basis;*
- *approving and periodically reviewing the healthcare facility's mission and ensuring that the public is aware of the mission;*
- *approving or providing operating budget(s) and other resources required to operate the healthcare facility and to meet the healthcare facility's mission statement and strategic plan, in which the value statements and the codes of behavior are defined;*
- *appointing or approving the healthcare facility manager or leadership team, and providing for an annual evaluation of the individual's performance using organizational policy or process. During the annual evaluation or performance monitoring processes the progress in the strategic plan are reviewed. Specific points of attention in these evaluation processes are e.g. expansion of the healthcare facility and*

*services, the review of the defined quality performance indicators (QPI's) and the implementation of quality improvement activities.*

**MEASURABLE ELEMENTS:**

- 2.1.2.1** There is a process to ensure that skills and performance of healthcare facility staff is at the expected level.
- 2.1.2.2** All staff members are evaluated at least once a year.
- 2.1.2.3** The department or clinical unit service to which the individual is assigned conducts the evaluation.
- 2.1.2.4** The evaluation for each staff member is recorded and entered into the staff member's personnel file.

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**2.2**  
**PERSONNEL FILES**  
**AND CREDENTIALS**

**2.2.1 Each staff member's responsibilities are defined in a current job description.**

**STANDARD INTENT:**

*Individual staff members have their responsibilities defined in a job description that is kept up to date.*

*The job description/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 organization.*

*The job descriptions are the basis for their assignments, orientation to their work, and evaluation of how well they fulfill job responsibilities.*

*This standards applies to all types of "staff" (for example, full-time, part-time, employed, voluntary, or temporary).*

**MEASURABLE ELEMENTS:**

- 2.2.1.1** Each staff member has a written job description which defines their responsibilities.
- 2.2.1.2** Each staff member signs their job description/performance agreement to show that they accept it.
- 2.2.1.3** Job descriptions are kept in individual staff files.
- 2.2.1.4** Job descriptions/performance agreements are kept current and reviewed according to organizational policy.

**2.2.2 Personnel files are maintained for all staff.**

**STANDARD INTENT:**

*Personnel records should be kept for all employees and should minimally contain the following information: name, address and other applicable contact information (including telephone number) as well as a copy of national identification document. The record also contains information about his/her qualifications, licenses if applicable, results of evaluations, and work history.*

*These records are kept up to date according to the healthcare facility policy. Because of the private nature of the files it is important to limit access to the files to authorized personnel only.*

**MEASURABLE ELEMENTS:**

- 2.2.2.1** The information and documents noted in the Standard Intent are documented for each staff member.
- 2.2.2.2** A designated staff member is responsible for the storage and retrieval of personnel records.
- 2.2.2.3** Only authorized staff has access to the personnel files.
- 2.2.2.4** Personnel files are kept current and reviewed annually.

**2.2.3 There is an effective process for gathering, verifying and evaluating the credentials (registration, education, training and experience) of healthcare professionals working in the facility.**

**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 healthcare facility needs to ensure that it has qualified health professionals who appropriately match its mission, resources and patient needs.*

*An individual's credentials consist of an appropriate current registration (license), completion of professional education, and any additional training and experience. There is a process for gathering this information, verifying its accuracy where possible, and evaluating it in relation to the needs of*

*the healthcare facility and its patients. This process can be carried out by the healthcare facility or by an external agency such as a ministry of health in the case of public healthcare facilities. The process applies to all types and levels of employed persons (employed, honorary, contract and private practitioners) who render patient care in the healthcare facility.*

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

**MEASURABLE ELEMENTS:**

- 2.2.3.1** There is a process for evaluating and verifying the credentials (license, education, training and experience) of nurses and other health professionals (non physicians) working in the healthcare facility.
- 2.2.3.2** The registration, education, training and experience of nurses and other health professionals (non physicians) are documented.
- 2.2.3.3** There is a process for evaluating and verifying the credentials (license, education, training and experience) of physicians.
- 2.2.3.4** The registration, education, training and experience of physicians are documented and used to assign clinical responsibilities.

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**2.3**  
**STAFF ORIENTATION**  
**AND EDUCATION**

**2.3.1 All staff members are orientated and inducted to the healthcare facility and to their specific job responsibilities at the time of appointment.**

**STANDARD INTENT:**

*The decision to appoint an individual to the staff of a healthcare facility sets several processes in motion. To perform well, a new staff member needs to understand the workings of the entire healthcare facility and how his/her specific responsibilities contribute to the healthcare facility's mission. This is accomplished through a general orientation to the healthcare facility and his/her role in the facility, and a specific orientation to the job responsibilities of his/her position. It is important to orientate and induct all all staff members.*

*Contract workers, volunteers and trainees are also oriented to the healthcare facility and their specific assignments or responsibilities, such as patient safety and infection prevention and control.*

**MEASURABLE ELEMENTS:**

- 2.3.1.1** New clinical staff members are oriented to the healthcare facility and to their job responsibilities and any specific assignments.
- 2.3.1.2** New non-clinical staff members are oriented to the healthcare facility and to their job responsibilities and any specific assignments.
- 2.3.1.3** Contract workers, trainees and volunteers are orientated to the healthcare facility, their job responsibilities and their specific assignments.
- 2.3.1.4** There are written programs for orientating and inducting staff to the healthcare facility.

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

**STANDARD INTENT:**

*The healthcare facility has a responsibility to ensure that the staff are educated in matters that affect their functioning in the healthcare facility. In particular, the staff are trained in, for example, health and safety matters, infection control and cardiac life support. The healthcare facility also collects and integrates information from several sources, such as staff evaluation, to understand the ongoing educational needs of the staff.*

*Education is relevant to each staff member as well as to the continuing advancement of the healthcare facility in meeting patient needs and maintaining acceptable performance, teaching new skills, and providing training on new equipment and procedures.*

**MEASURABLE ELEMENTS:**

- 2.3.2.1** All staff are provided with on-going in-service education/training.
- 2.3.2.2** There is a schedule for in-service education.
- 2.3.2.3** The healthcare facility uses various sources of data and information to identify the in-service training/education needs of the staff.
- 2.3.2.4** The healthcare facility management actively facilitates and supports Continuous Medical Education (CME) activities for all clinical staff.