



BOTSWANA NATIONAL HEALTH QUALITY STANDARDS FOR EMERGENCY MEDICAL SERVICES

Republic of Botswana

1. Management and Leadership

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:



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1. Management and Leadership



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1.1 Governance of the Organisation.

1.1.1 Standard

The responsibilities and accountability of the governance of the organisation are documented and implemented by the organisation's managers.

Standard Intent: According to the Oxford dictionary 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 health facility which is accountable for providing quality healthcare 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 management within the health facility. The responsibilities of governing bodies lie primarily in approving plans and documents submitted by the managers of the health facility. 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 non-profit 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.

It is important that the health facility has clear leadership, operates efficiently and provides quality healthcare services. The lines of communication for achieving these goals are presented in an organisational chart or other document.

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



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Criterion 1.1.1.2 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C	There is an organisational chart or document that describes the lines of authority and accountability from governance, and within the organisation. Default Severity for NC or PC = 3 Serious	
Criterion 1.1.1.3 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C	The responsibilities of governance include providing support to the personnel in the health facility. Default Severity for NC or PC = 2 Moderate	
Criterion 1.1.1.4 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C	The support from national or district managers includes regular supervisory visits, monitoring, written communications, training and development. Default Severity for NC or PC = 4 Very Serious	
Criterion 1.1.1.5 Critical: b Catg: Basic Management + Legality Compliance NA NC PC C	The organisation has a valid licence, issued by an acknowledged healthcare licensing authority, to operate as an emergency medical service. Default Severity for NC or PC = 4 Very Serious	



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1.1.2 Standard

The organisation provides patient treatment and transport services within business, financial, ethical and legal norms that protect patients and their rights.

Criterion	Comments
	Recommendations
Criterion 1.1.2.1 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The leaders establish a framework for the ethical management of the organisation.
Criterion 1.1.2.2 Critical: .. Catg: Basic Management + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The organisation honestly portrays its services to patients.
Criterion 1.1.2.3 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The organisation provides clear policies on the selection of receiving organisations.
Criterion 1.1.2.4 Critical: .. Catg: Evaluation + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	The organisation monitors the accuracy of bills.



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Criterion 1.1.2.5 Critical: .. Catg: Basic Management + Patient Care Compliance NA NC PC C	There is a committee or other mechanism to oversee all research within the organisation.	
Default Severity for NC or PC = 4 Very Serious		

Criterion 1.1.2.6 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C	The organisation discloses and resolves conflicts when financial incentives and payment arrangements compromise patient care.	
Default Severity for NC or PC = 3 Serious		

1.1.3 Standard

There is full disclosure of the ownership of the medical transport services organisation.

	Criterion	Comments
		Recommendations
Criterion 1.1.3.1 Critical: .. Catg: Basic Management + Legality Compliance NA NC PC C	The organisation has a document explaining the details of its ownership and licensure.	
Default Severity for NC or PC = 4 Very Serious		
Criterion 1.1.3.2 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C	The document is available via an accessible public forum.	
Default Severity for NC or PC = 3 Serious		



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Criterion 1.1.3.3	The document is available for all legal and/or publicly perceived organisational names.	
Critical: <input type="checkbox"/>		
Catg: Basic Management + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
Criterion 1.1.3.4	The document reveals any corporate or individual business or financial relationships that could be perceived as potential conflicts of interest, incentives, and/or payment for referrals.	
Critical: <input type="checkbox"/>		
Catg: Basic Management + Legality		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		

1.2 Senior Management and Medical Direction

1.2.1 Standard

A medical director with appropriate registration, education, and training provides oversight of the medical activities of the emergency medical services organisation.

Standard Intent: Each organisation employs or otherwise obtains the services of a medical doctor (supervising medical officer) who is accountable for oversight of the medical activities that take place within the organisation. To accomplish these oversight responsibilities, the medical director must have training and experience related to emergency medical services. The individual selected or appointed by the governing body to carry out these functions has the necessary qualifications such as the Diploma in Primary Emergency Care, Advanced Trauma Life Support (ATLS), Advanced Cardiac Life Support (ACLS), Advanced Paediatric Life Support (APLS), etc.

	Criterion	Comments
		Recommendations
Criterion 1.2.1.1	There is an appropriately licensed and trained medical director who is accountable for the oversight of all medical activities of the organisation.	
Critical: <input checked="" type="checkbox"/>		
Catg: Basic Management + Legality		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		



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Criterion 1.2.1.2 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The medical director is accountable for the development, implementation and monitoring of clinical dispatch functions.	
Criterion 1.2.1.3 Critical: .. Catg: Basic Management + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The medical director is accountable for the development, implementation and monitoring of all patient care and transport protocols.	
Criterion 1.2.1.4 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The medical director is accountable for the training and development and clinical performance monitoring of employees that provide medical care.	
Criterion 1.2.1.5 Critical: .. Catg: Evaluation + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The medical director is accountable for the medical components of the quality management and improvement programme.	
Criterion 1.2.1.6 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The medical director and the managerial leaders select clinical practice guidelines.	



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Criterion 1.2.1.7	The medical director and the managerial leaders adapt guidelines as appropriate for the patients served by the organisation and the resources available within the organisation.	
Critical: ..		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		
Criterion 1.2.1.8	Guidelines are used in clinical monitoring as part of a structured clinical audit.	
Critical: ..		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		
Criterion 1.2.1.9	Guidelines are reviewed and adapted on a regular basis after implementation.	
Critical: ..		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
Criterion 1.2.1.10	There is a quality control programme for point of care (POC) tests conducted by the organisation that meets or exceeds the manufacturer's recommendations.	
Critical: ..		
Catg: Evaluation + Patient Care		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		



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1.2.2 Standard

The organisation's medical direction and senior management are collectively responsible for defining the organisation's mission and creating the plans and policies needed to fulfil the mission.

Standard Intent: The identification of individual responsibilities does not ensure good management; communication and cooperation are required between those who govern, those who manage and those who use the service, particularly when the policy-making structure is separated from the operational facilities.

Criterion	Comments
	Recommendations
Criterion 1.2.2.1 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	Organisation leaders plan with the community leaders and the leaders of other organisations to meet the community's emergency and medical transport system needs.
Criterion 1.2.2.2 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The organisation plans community education consistent with its mission, services and patient population.
Criterion 1.2.2.3 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The organisation's medical direction and senior management leaders collaborate to provide uniform care processes.
Criterion 1.2.2.4 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	Similar care is provided in all patient care settings.



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Criterion 1.2.2.5	Protocols not to treat or transport are developed by senior management in conjunction with, and approved by, medical direction.	
Critical: ..		
Catg: Basic Management + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
Criterion 1.2.2.6	Treat and release procedures are developed in conjunction with and approved by medical direction.	
Critical: ..		
Catg: Basic Management + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

1.2.3 Standard

The organisation's medical direction and senior management ensure that policies and procedures which support the activities of the organisation are put into practice.

Standard Intent: The leaders ensure that all policies which apply to various departments, services and functions of the organisation are available to the staff, and that they are put into practice and monitored. Leaders should make sure that policies and procedures are available to guide staff in areas such as the management of resources, financial practices and human resource management.

	Criterion	Comments
		Recommendations
Criterion 1.2.3.1	The leaders ensure that there are policies and procedures to guide and support the different services offered by the organisation.	
Critical: ..		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		
Criterion 1.2.3.2	Policies and procedures are correctly filed and indexed.	
Critical: ..		
Catg: Basic Process + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 2 Moderate		



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Criterion 1.2.3.3 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C	Policies and procedures are signed and dated by persons authorised to do so.	
Criterion 1.2.3.4 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C	There is a process to ensure that staff and key volunteers are familiar with relevant policies and procedures.	
Criterion 1.2.3.5 Critical: .. Catg: Evaluation + Efficiency Compliance NA NC PC C	Each policy and procedure is reviewed when indicated and then dated and signed.	

1.2.4 Standard

The medical director identifies policies and procedures to guide the care of high-risk patients and the provision of high-risk services.

	Criterion	Comments
		Recommendations
Criterion 1.2.4.1 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C	The organisation's medical direction and managerial leaders have identified high-risk patients and services.	
Criterion 1.2.4.2 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C	A collaborative process was used to develop applicable policies and procedures.	



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Criterion 1.2.4.3 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	Policies and procedures guide the care of emergency patients with critical needs.	
Criterion 1.2.4.4 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	Policies and procedures guide the use of resuscitation services throughout the organisation.	
Criterion 1.2.4.5 Critical: .. Catg: Basic Process + Pat & Staff Safety Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	Policies and procedures guide the handling, use and administration of blood and blood products.	
Criterion 1.2.4.6 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	Policies and procedures guide the care of patients who are on life support or are comatose.	
Criterion 1.2.4.7 Critical: .. Catg: Basic Process + Pat & Staff Safety Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	Policies and procedures guide the care of patients with communicable disease and immune-suppressed patients.	



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Criterion 1.2.4.8 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	Policies and procedures guide the use of restraint and the care of patients in restraints.	
Criterion 1.2.4.9 Critical: .. Catg: Basic Process + Patient Care Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	Policies and procedures guide the care of vulnerable elderly, disabled and paediatric patients.	
Criterion 1.2.4.10 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	Staff members are trained in the policies and procedures.	

1.2.5 Standard

The medical director manages and is accountable for the medical care aspects of the emergency medical dispatch (EMD) system.

Standard Intent: The dispatch centre is the first point of contact for members of the public requesting emergency help. The dispatchers perform two critical functions: the prioritising of requests for service and the issuing of interim advice to the caller. These functions must be supervised and controlled by medical direction.

	Criterion	Comments
		Recommendations
Criterion 1.2.5.1 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The medical director is responsible for the clinical decisions and care rendered by the emergency medical dispatchers (EMDs).	



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Criterion 1.2.5.2 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The medical director approves and controls the EMDs' priority reference system.	
Criterion 1.2.5.3 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The protocol used by EMDs to dispatch aid to medical emergencies includes systematised caller interrogation questions.	
Criterion 1.2.5.4 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The protocol used by EMDs to dispatch aid to medical emergencies includes systematised dispatch life support instructions.	
Criterion 1.2.5.5 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The protocol used by EMDs to dispatch aid to medical emergencies includes systematised coding protocols that match the evaluated need with the vehicle response mode.	
Criterion 1.2.5.6 Critical: .. Catg: Evaluation + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	The medical director is responsible for the evaluation of medical care and pre-arrival instructions rendered by the EMD personnel.	



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Criterion 1.2.5.7	Managers measure compliance with protocol through on-going random case reviews for each EMD.	
Critical: ..		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

1.2.6 Standard

There is a method for medical direction to oversee the organisation's medication list and medication use.

	Criterion	Comments Recommendations
Criterion 1.2.6.1	Medications available are appropriate to the organisation's mission, patient needs and services provided.	
Critical: ..		
Catg: Basic Management + Physical Struct		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
Criterion 1.2.6.2	A collaborative process was used to develop the list (unless determined by regulation or an agency outside the organisation).	
Critical: ..		
Catg: Basic Management + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		
Criterion 1.2.6.3	There is a method for oversight of medication use within the organisation, under the responsibility of medical direction.	
Critical: ..		
Catg: Evaluation + Patient Care		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 4 Very Serious		



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Criterion 1.2.6.4	Accountability for tracking medications is assigned to one or more individuals by the medical director.	
Critical: ..		
Catg: Basic Management + Efficiency		
Compliance		
NA NC PC C		
Default Severity for NC or PC = 3 Serious		

1.2.7 Standard

Medication is stored in a locked storage device or cabinet that is accessible only to authorised personnel.

	Criterion	Comments	Recommendations
Criterion 1.2.7.1	Medications identified for special control (by law or organisational policy) are stored in a cabinet of substantial construction for which only authorised personnel have the keys.		
Critical: ..			
Catg: Basic Process + Physical Struct			
Compliance			
NA NC PC C			
Default Severity for NC or PC = 4 Very Serious			
Criterion 1.2.7.2	Medications identified for special control (by law or organisational policy) are accurately accounted for.		
Critical: <input checked="" type="checkbox"/>			
Catg: Basic Process + Legality			
Compliance			
NA NC PC C			
Default Severity for NC or PC = 4 Very Serious			
Criterion 1.2.7.3	The organisation has identified those adverse effects that are to be recorded in the patient's record and those that must be reported to the relevant authorities.		
Critical: ..			
Catg: Basic Management + Pat & Staff Safety			
Compliance			
NA NC PC C			
Default Severity for NC or PC = 4 Very Serious			



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Criterion 1.2.7.4	The organisation defines a medication error. Default Severity for NC or PC = 4 Very Serious	
Critical: ..		
Catg: Basic Management + Pat & Staff Safety		
Compliance		
NA NC PC C		
Criterion 1.2.7.5	Medication errors are reported in a timely manner using an established process. Default Severity for NC or PC = 4 Very Serious	
Critical: ..		
Catg: Basic Process + Pat & Staff Safety		
Compliance		
NA NC PC C		
Criterion 1.2.7.6	The organisation uses medication error reporting information to improve medication use processes. Default Severity for NC or PC = 3 Serious	
Critical: ..		
Catg: Evaluation + Efficiency		
Compliance		
NA NC PC C		



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1.3 Facility Management

1.3.1 Standard

A manager is responsible for operating the facility and for complying with applicable laws and regulations.

Standard Intent: A designated manager is identified and is responsible for the day-to-day operational function of the facility (ambulance station). The organisation's governance and management structure is presented in an organisational chart or other document. Lines of authority and accountability are shown in this document.

Criterion	Comments	Recommendations
	Compliance	
Criterion 1.3.1.1 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	A manager is responsible for the day-to-day operation of the facility.	
Criterion 1.3.1.2 Critical: .. Catg: Basic Management + Efficiency Compliance 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.	
Criterion 1.3.1.3 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The manager recommends policies to the governing body.	
Criterion 1.3.1.4 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	The manager carries out approved policies.	



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Criterion 1.3.1.5 Critical: .. Catg: Basic Process + Legality Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	The manager ensures compliance with applicable laws and regulations.	
Criterion 1.3.1.6 Critical: .. Catg: Basic Process + Legality Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	The manager responds to any reports from inspecting and regulatory agencies.	
Criterion 1.3.1.7 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The manager or director manages human, financial and other resources.	

1.4 Response and Deployment Plan

1.4.1 Standard

The organisation has a comprehensive response and deployment plan consistent with its mission and resources.

Standard Intent: A comprehensive response and deployment plan addresses location of facilities and distribution of vehicles and staff, i.e. including number and qualification and other resources. These should be deployed in a way that optimises their utility and provides uniform care across the area served.

	Criterion	Comments Recommendations
Criterion 1.4.1.1 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The organisation has a written response and deployment plan including the identification of response areas and availability of response units.	



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Criterion 1.4.1.2 Critical: .. Catg: Basic Management + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The plan includes coordination with other governmental, private, public safety and/or military agencies, and the appropriate conditions for turning patients over to these agencies.	
Criterion 1.4.1.3 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	The organisation designs and implements processes to provide coordination of services among other organisations and agencies in the community.	
Criterion 1.4.1.4 Critical: .. Catg: Evaluation + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	Actual demand has been reviewed against the plan.	
Criterion 1.4.1.5 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	When necessary, the plan is adjusted accordingly.	
Criterion 1.4.1.6 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The plan includes coverage of peak periods.	



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Criterion 1.4.1.7 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The plan includes response to multiple-victim incidents.	
Criterion 1.4.1.8 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The plan includes disaster response.	
Criterion 1.4.1.9 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	The response and deployment plan includes response time standards.	
Criterion 1.4.1.10 Critical: .. Catg: Basic Process + Legality Compliance NA NC PC C Default Severity for NC or PC = 4 Very Serious	The response time standards meet local, regional or national laws and regulations.	



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1.5 Oversight of Contracted Services

1.5.1 Standard

The leaders provide oversight of contracts.

Criterion	Comments
	Recommendations
Criterion 1.5.1.1 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	There is a process for leadership oversight of contracts.
Criterion 1.5.1.2 Critical: .. Catg: Basic Process + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	Services provided under contracts and other arrangements meet patient needs.
Criterion 1.5.1.3 Critical: .. Catg: Evaluation + Efficiency Compliance NA NC PC C Default Severity for NC or PC = 3 Serious	Contracts and other arrangements are monitored as part of the organisation's quality management and improvement programme.