

## **SPECIFIC REQUIREMENTS FOR A SECONDARY (REFERRAL) HOSPITAL**

A secondary (referral) hospital shall be defined as a facility with the following minimum requirements as listed under sections A to I below:

- A. Personnel**
- B. Services**
- C. Premises - Physical Design, Layout, Furnishing and Ancillary Facilities**
- D. Equipment Devices and Supplies**
- E. Wards**
- F. Catering**
- G. Safety and Security**
- H. Schedules**
- I. Records**

### **A. Personnel**

The minimum requirements regarding personnel for a secondary (referral) hospital must be separated according to the following

1. Board Members
2. Management Team
3. Sub-Committees
4. Heads of Departments/Units
5. Medical Practitioners
6. Additional professional staff
7. Auxiliary Staff
8. Ancillary staff (non-professional staff)

#### **1. Board Members (Act 525)**

- A Chairman who shall not be an employee of the hospital;
- The Chief Administrator of the hospital (Medical Director)
- The Dean of the relevant Medical School;

- The Director of Administration of the hospital;
- The Director of Nursing Services of the hospital;
- The Director of Finance of the hospital;
- The Director of Pharmacy of the hospital;
- The Dean of the Dental School, where applicable; and
- Three other persons who by their qualification and experience can contribute to the work of the Board at least one of whom shall be a woman

## **2. Management Team**

- Chief Executive Officer for the hospital must have a masters degree
- Director of General Administration must have a master's degree in hospital management and at least five years post qualification experience
- Director of Finance must have a master's degree and a professional certificate in accounting (CA, ACCA or equivalent) and at least five years post qualification experience
- Director of Audit must have a master's degree in audit and a professional certificate in accounting (CA, ACCA or equivalent) and at least five years post qualification experience
- Director of Human Resources must have a master's degree in human resource management and at least five years post qualification experience
- Director of Procurement must have a master's degree and at least five years post qualification experience
- Director of Diagnostic Services must have a minimum of a master's degree, with at least five years post qualification experience and must be in good standing with the Allied Health Professions Council or the Medical and Dental Council as applicable.
- Director of Clinical Services should be a senior specialist or a consultant in good standing with the Medical and Dental Council

- Director of Public Health Services should be a senior specialist or a consultant in good standing with the Medical and Dental Council
- Director of Nursing Services should be at the level of Deputy Director of Nursing (DDNS) with a minimum of a master's degree in nursing, and a certificate in Midwifery and Public Health and must be in good standing with the Nursing and Midwifery Council.
- Director of Pharmaceutical Services must be a pharmacist with a minimum of a masters in Pharmacy. (MPharm) with at least 5 years' experience post qualification and in good standing with the Pharmacy Council

### **3. Sub-Committees**

- A Finance and Administration Committee
- A Technical and Planning Committee
- A Human Resource Management Committee
- A Clinical Services Committee
- A Nursing Services Committee
- A Disciplinary Committee.

### **4. Heads of Departments/Units**

- Each department/ Unit should be headed by senior specialist or consultant in good standing with the Medical and Dental Council on a full time basis.
- Director of nursing service should be at the level of Deputy Director of Nursing (DDNS) with a minimum of a master's degree in nursing, and a certificate in Midwifery, Public Health and must be in good standing with the Nursing and Midwifery Council.
- Director of Pharmacy must be a pharmacist with a minimum of a masters in Pharmacy. (MPharm) with at least 5 years' experience post qualification and in good standing with the Pharmacy Council
- Laboratory must be headed by a biomedical scientist with a minimum of a master's degree in biomedical sciences, with at least

5 years' experience post qualification and in good standing with the Allied Health Professions Council

## **5. Medical Practitioners**

- At least 13 medical Officers (in good standing with the Medical and Dental Council).
- Specialists (part time or full time) in all mandatory and applicable optional specialty services provided for the hospital

## **6. Additional Professional Staff**

- At least 150 Professional Nurses /Nurse Practitioners/Midwives in good standing with Nursing and Midwifery council)
- At least 4 Pharmacists (in good standing with the pharmacy council)
- At least 4 Medical Laboratory Scientists (in good standing with Allied Health Professions Council)
- At least 2 Physiotherapists
- At least 1 Doctor Anesthetist must have at least five years post qualification experience and to be in good standing with approved council in Ghana).
- At least 3 physician assistant anesthetists in good standing with Medical and Dental Council
- 1 Doctor Radiographer (must have at least five years post qualification experience and to be in good standing with the Medical and Dental Council of Ghana).
- At least 3 Radiography assistants (must have at least five years post qualification experience and to be in good standing with the Allied Health Professions Council of Ghana).

## **7. Auxiliary Staff**

- Health Assistants-Clinical

- Health Assistants- Community Health Nurses

#### **8. Ancillary staff (non-professional staff)**

- Hospital Assistants/orderlies (at least 4 per department)
- Ward assistants (at least two per ward)
- Gardeners/grounds keeper(s)
- Cleaning staff
- Security staff

#### **B. Services**

- General Services
  - First line treatment
  - Primary Health Care services
  - Health promotion and preventive services
  - Out-patient services for general, medical, surgical, pediatric and maternal care.
  - In-patient services, for general, medical, surgical, pediatric and maternal care.
- Maternal and Child Health Services
  - Short and Long term Family Planning
  - Antenatal services
  - Postnatal services
  - Expanded Program on Immunisation
  - Reproductive and Child Health Services
  - Prevention of Mother to Child Transmission Care
  - Deliveries and caesarian sections
- Mandatory Specialty Health Departments and Services
  - Eye Care Department
  - ENT Department
  - Dental Department
  - Mental Health Department

- Public Health Department
- General Surgery Department
- Obstetrics and Gynecology Department
- Pediatric Department
- Internal Medicine Department
- Optional Specialty Health Departments and Services
  - Plastic and Reconstructive Surgery
  - Dialysis Department
  - Radiology Department
  - Oncology Department
  - Orthopedics Department
  - Urology Department
  - Nephrology Department
  - Cardiology Department
  - Neurology Department
  - Pathology/Mortuary Department
- Emergency Services Support
  - First Aid training
  - First Aid box maintenance
  - Emergency Care service & referral system
  - Comprehensive emergency plan development
  - Ambulance services
- Medical Diagnostic Services
  - Laboratory services
  - Ultrasound services
  - X-ray services (optional)
  - MRI services
  - CT services
  - Mammography services
  - EEG, ECG
- Additional Services

- Blood Bank
- Pharmacy services
- Referral point for all health care facilities
- Any other requirement that may be prescribed by the Board.

### **C. Premises**

- Information desk
- Waiting and reception area of at least 4 x 3 metres size with seating facilities, a reception table, a registration table, medical record keeping facilities, a wheel chair/patients' trolley, adequate ventilation, a weighing scale and stadiometer for heights;
- Triage Area
- Nurses bays
- Doctors rooms
- Staff common rooms
- Patient/staff Cafeteria
- Administrative department
- Consulting rooms of at least 4 x 3 metres with an examination couch, a wash hand basin, thermometer, stethoscope, diagnostic set, sphygmomanometer, table and chairs, and adequate ventilation;
- Treatment rooms of at least 2 x 3 metres with instruments cabinet, with washable floors and floor drains
- Wards
  - Observation ward with minimum of 2 beds, locker and over-bed table for each bed, ward screen
  - Separate wards for males and females with locker and over-bed table for each bed
  - Children's wards with locker, over-bed table, ward screens for each bed, sleeping couch for parents, play area for children

- Maternity wards with beds, lockers and over-bed-table for each bed, fetal stethoscope, commode
  - i. Lying in room with beds
  - ii. Labour room -The labour room must have a delivery bed, infusion stand, delivery lamp and delivery set, oxygen system, resuscitative equipment, suction machine
- Units and Departments
  - Fevers unit
  - Laboratory unit
  - Blood Bank unit
  - Pharmacy unit
  - Central Sterile supply department
  - Accident and Emergency Department (Centralized within facility with a small theatre for emergency procedures)
  - Individual specialty departments/units as listed under services above
  - Operating theatres with sluice, washable floors and floor drains, oxygen system, anesthetic machines, patient monitors, theatre lamp, theatre table, resuscitative equipment and attached recovery rooms
  - Sluice room with adequate water supply
  - X-ray rooms with protective gear and changing area
  - Medical records department with up to date records
- Clean patients' toilet and bath facilities with adequate water supply;
- Mosquito proof doors and windows
- Adequate general water supply
- Washable floors with floor drains
- Constant electricity supply with alternative power supply in good working condition
- At least 350 bed capacity
- Any other requirement that may be prescribed by the Board.



#### **D. Equipment, Devices and Supplies**

- Thermometers
- Stethoscopes,
- Sphygmomanometers,
- Diagnostic sets,
- Glucometers
- Weighing scales (for adults and babies);
- Stadiometers
- Fetoscopes
- Sterilizers/autoclaves;
- Dressing trolleys/trays with cotton swab, needles and syringes, galipot dressing, forceps needle holder, antiseptics and disinfectants, gauze/bandages, disposable gloves, injection trolley and equipment, wash hand basin and dressing stool;
- Emergency trays containing needles and syringes, scalp vein needles, iv giving set, injection hydrocortisone, injection adrenaline, 5% dextrose, normal saline, injection aminophylline, gloves;
- Suture Kits containing needles, nylon, analgesics, iodine, gauze etc
- Resuscitative equipment including ambubag, masks, flow meter, oxygen trolley, suction machine (auto or pedal) and drip stand;
- Baby resuscitation table
- Special maternity emergency packs available for obstetric emergencies (eg PPH, eclampsia), emergency medicines (ergotmetrine, oxytocin, magnesuim sulphate, hydrocortisone, IV fluids).
- Vaginal examination tray with gallipot, receiver and vaginal speculum
- Delivery tray containing episiotomy scissors, kocher forceps, artery forceps, mucous extractor, suction device, surgical scissors, straight scissors (long), needle & syringe, surgical gloves, disposable gloves, draw mackintosh, tape rule, sterilizer (for delivery pack), kidney dish with cover (2), kidney dish without cover (2), suturing materials, gauze bowl;
- Delivery bed;

- Adult Hospital Beds
- Paediatric hospital bed
- Baby Cots
- Wheelchair (s)
- Stretcher (s)
- Patient trolley (s)
- Immobilization devices (splint, slings)
- Possession of appropriate equipment and staff to render services in the fields of specialization;
- Procedures for processing (transport, disposal) of used medical devices, supplies and equipment
- Any other requirements that may be prescribed by the Board.

#### **D. Wards**

- Handwashing facilities (e.g veronica bucket etc) at the entrance to each ward
- Separate Wards for males, females, children and maternity cases
- Each ward to have beds, ward screens and drip stands
- Each bed to have locker and over-bed table
- Clean bathing facilities to be provided for each ward with adequate water supply
- Clean toilet facilities to be provided for each ward with adequate water supply

#### **E. Catering**

- Catering facilities or agreement to be made with an approved catering facility certified by the Ghana FDA for all clinics/hospitals with wards
- Provision of breakfast lunch and dinner
- Designed menus for different dietary requirements
- Crockery, cutlery and napkins
- Food covers for delivery of cooked meals to patients
- Trolleys and trays for food delivery

- Food hygiene and food safety certificates for catering staff
- Clean washable floors with drains
- Clean walls with light paint
- Windows and doors intact without gaps
- Washable counter tops for food preparation areas
- Adequate water supply
- Storage facilities for cooked and raw food (fridges, freezers, shelves and cupboards)
- Clear Separation of areas for handling raw and cooked food
- Covered trash cans for disposal of food items

## **F. Safety and Security (Refer to Sections 1 to 14 below)**

### **1. Structural**

- a. Unobstructed access to facility
- b. Easily accessible to the disabled and aged
- c. Parking area
- d. Roof walls and ceiling intact
- e. Windows and Doors for facility intact with mosquito netting
- f. Outer walls with clearly identified 24 hour security manned entrance and exit point(s)
- g. Facilities for storage of outer garments and personal items away from work area
- h. Adequate working space
- i. Clear separation of different general areas (reception, registration, consulting, diagnostics, treatment, observation areas and wards)
- j. Separate work and storage areas are provided within the hospital for administration tasks and associated paperwork/reference material.
- k. Separation of areas for different specialties

### **2. General**

- a. Non-slip floors
- b. Unobstructed walkways, paths and corridors

- c. Adequate illumination
- d. Adequate ventilation

### **3. Signage**

- a. Department/Unit Identification signs
- b. Directional signs
- c. Warning signs
- d. Health promotion/prevention posters (HIV, Malaria, Tuberculosis etc.)
- e. Emergency evacuation diagram clearly displayed in all areas
- f. Entry and exit signs
- g. Hazard/safety signage on entrance/s clearly visible and contains information including:
  - i. Authorized access only
  - ii. No food or drink allowed
  - iii. Medical Doctor(s) contact details
  - iv. Laboratory supervisors contact details
  - v. Dispensing technician/pharmacists contact details

### **4. Hygiene and Sanitation**

- a. Fairly distributed number of pedal operated dust bins
- b. Means of decontamination of hands
- c. Posters on appropriate handwashing technique
- d. Posters on appropriate use of toilet facilities
- e. Signs for disposal of different types of waste
- f. Cleaning time tables for all rooms, offices and bathrooms

### **5. Food Hygiene and Safety**

- a. Appropriate Storage and handling of food and drink;
- b. Prevention of contamination of food and drink;
- c. Handling and storage of utensils;
- d. Cleaning schedules for food preparation areas
- e. Calibration and maintenance of food thermometers

### **6. Protective Clothing and Gear**

- a. Aprons

- b. Masks
- c. Gloves
- d. Goggles /Protective eye gear
- e. Delivery boots/wellington boots
- f. Covered shoes
- g. Patient gowns
- h. White coats for medical personnel
- i. Protective laboratory hair nets
- j. Protective laboratory coats
- k. Protective laboratory feet covers
- l. Provision for washed and clean linens

## **7. Biohazards**

- a. Procedures for handling, storage, treatment, transportation and disposal of waste (colour codes for different waste etc)
- b. Sharps disposal
- c. Consumables disposal
- d. Biological waste disposal
- e. Incineration procedures for biological waste
- f. Protocols and procedures for managing accidents with sharps
- g. Protocols and procedures for managing cross contamination

## **8. Emergency**

- a. Exit doors clearly marked and can be opened from inside (not padlocked)
- b. Exit doors unobstructed from inside and outside the building
- c. Fire equipment (fire blanket, extinguisher) is accessible and clear of obstruction
- d. Fire equipment (fire blanket, extinguisher, hose reel) have been inspected/tagged within the last 6 months.
- e. Fire exit and escape (for structures 2 storey and above) clearly marked and devoid of obstruction
- f. A first aid kit is located in the near vicinity.

## **9. Biosafety**

- a. Procedures in place to account for all samples reagents or materials
- b. Protocol and procedures for prevention of spread of infectious diseases
- c. Protocol and procedures for managing patients with infectious diseases
- d. There is appropriate Biosafety signage at the laboratory entrance and on storage room doors/vessels
- e. All cultures or biohazardous materials are correctly labelled.
- f. A supply of disinfectant for decontamination purposes is available and is clearly labelled.
- g. Instructions for dilution of disinfectant is clearly displayed e.g chlorine solution
- h. Diluted bleach is stored away from heat and is kept in lightproof containers with the preparation date displayed.
- i. A supply of hospital grade antiseptic for washing hands is available at all exits
- j. All gowns stored in manner that prevents cross contamination
- k. All keyboards have protective covers.
- l. Protocols in place for safe storage, handling and transport of dangerous substances and of waste containing dangerous substances

## **10. Biosecurity**

- a. There is appropriate signage at the entrance to all areas
- b. All GMO and Quarantine samples labelled appropriately
- c. All samples, reagents, liquids are appropriately stored in appropriate storage vessels
- d. All samples are secondary contained (fridges and freezers count as secondary containment within a lab)
- e. Security arrangements are in place and various areas have restricted access
- f. There are locks on fridges and freezers.
- g. Procedures are in place for the transport of materials
- h. All surfaces (including furniture) within the facility are smooth, impermeable to water and resistant to any decontaminant materials.

- i. There are appropriate pest control procedures in place (spraying, weeding etc.)
- j. All windows and walls are intact and sealed and there are no gaps.

### **11. Chemicals, Handling and Storage**

- a. Chemicals stored in appropriate containers.
- b. Containers are labelled correctly (e.g. not handwritten, label contains minimum chemical name and pictogram depicting hazard level).
- c. Chemicals are stored according to compatibility.
- d. Compatibility chart is readily available.
- e. Dangerous goods are stored under COSHH guidelines (Control of Substances Hazardous to Health).
- f. COSHH cabinets must be used, labelled and maintained in accordance with COSHH practices and other international best practices including but not limited to
  - i. Self-closing and close fitting doors
  - ii. Locking automatically (flammable)
  - iii. Locking mechanism in 2 or more places (flammable/corrosive)
  - iv. Self-releasing locking mechanism (oxidizing agents and organic peroxides)
  - v. Clearance from ignition/heat sources (flammable, oxidizing agents, organic peroxides)
  - vi. Ventilation
  - vii. COSHH approved labels for various hazards (toxic, danger to environment, corrosive etc.)

### **12. Flammable Liquids (if applicable)**

- i. Must be stored in suitable closed vessels in limited quantities in fire resistant cabinets or bins designed to retain spills
- ii. Cabinets to be located in designated well ventilated areas away from the immediate area for processing but not placed in a way to jeopardize the means of escape from other areas

- iii. Must be stored away from other dangerous substances that can increase the risk of fire or compromise the integrity of the storage container or cabinet

### **13. Compressed Gas (if applicable)**

- a. Compressed gas cylinder contents are appropriately identified.
- b. Cylinders are secured appropriately by bracket or chain.
- c. All cylinders are at least 3M away from ignition sources, combustible material and are stored according to dangerous goods class with compatible gases.
- d. Empty cylinders are separated from full cylinders and clearly labelled.
- e. Appropriate resources (e.g. cylinder trolley) are available for transporting gas cylinders.
- f. The regulator is appropriate for the gas being used (e.g. stainless steel for corrosive gases, brass for non-corrosive gases).
- g. Gas lines are labelled and free of leaks, kinks, signs of wear & tear.
- h. Gas use is confined to areas with good local exhaust ventilation.

### **14. Radiation**

- a. Access to Designated Radiation Areas limited only to authorised persons.
- b. Suitable radiation/contamination monitoring equipment is available and in working condition.
- c. X-ray and other radiation producing equipment is kept in a room solely dedicated to it.
- d. Ionizing equipment is contained in appropriate enclosures.
- e. Enclosures have interlocks preventing users from being within the confines of the enclosure.
- f. Visible and audible signals are provided inside and outside enclosures to provide warning before and during irradiation.
- g. Fail-safe mechanisms are provided to prevent generation of X-rays.
- h. The laboratory is secured against unauthorised access.
- i. Radiation storage sites are lockable, secured and shielded as required.
- j. All work with radioactive material is segregated from other work.



- k. Spill trays and absorbent bench coverings are available.
- l. The counting apparatus is in a separate room.
- m. All containers are labelled appropriately.
- n. Routine radiation monitoring of all technical staff & doctor through  
DRP/BARC
- o. The monitoring equipment has been calibrated and up to date.
- p. The radioisotope laboratory is placarded with
  - i. The identification of the laboratory,
  - ii. Main potential hazards,
  - iii. Personal protective equipment is to be worn,
  - iv. After hours contact name and phone number.

#### **G. Schedules**

- Preventive maintenance schedules for the building housing the facility together with fixtures
- Preventive maintenance scheduled for equipment used in the facility
- Standard Operation Procedures
- Fire practices, drills, fire alarm tests and their results and action taken where applicable
- Any other applicable schedule or drill.

#### **H. Records**

- Facility equipment records;
- National health insurance scheme claim forms and other records;
- Facility inspection records;
- Waste tracking log book;
- Occupational log books to record results of all staff investigations;
- Log books for recording accidents and injuries at the facility;
- Log books for recording potential and actual infections

- Routine (monthly/quarterly) data on ailments/illnesses/conditions reported at the facility
- Any other relevant records prescribed by the board

## **All Departments**

### **Personnel**

- At least two senior specialists or consultants for each department (must be in good standing with the Medical and Dental Council of Ghana).
- At least two Deputy Directors of Nursing Services for each department (must be in good standing with Nursing and Midwifery Council.)

### **Services**

- All specialized services as listed in section B above

### **Premises- Physical Design, Layout, Furnishing and Ancillary Facilities**

1. Standard consulting room(s);
2. Adequate air conditioning units;
3. Adequate illumination
4. Adequate ventilation
5. Washable floors
6. Screen
7. Examination couch

### **Equipment, Devices and Supplies**

1. Specialized equipment for specialized services
2. Dressing trolley/tray with cotton swab, needles and syringes, galipot dressing, forceps needle holder, antiseptics and disinfectants, gauze/bandages, disposable gloves, injection trolley and equipment, wash hand basin and dressing stool;
3. Sterilizer/autoclave;
4. Emergency tray containing needles and syringes, scalp vein needles, iv giving set, injection hydrocortisone, injection adrenaline, 5% dextrose, normal saline, injection aminophylline, gloves;
5. Resuscitative equipment including ambubag, oxygen trolley, suction machine (auto or pedal) and drip stand;

## **Operating Theatre of a Hospital**

### **Personnel**

- At least two senior specialists or consultants (must to be in good standing with the Medical and Dental Council of Ghana).
- At least two professional nurses /nurse practitioners/midwives (must have at least five years post qualification experience and in good standing with Nursing and Midwifery Council.)
- Peri-operating nurse (must have at least five years post qualification experience and in good standing with Nursing and Midwifery Council.)
- Critical care nurses (must have at least five years post qualification experience and in good standing with Nursing and Midwifery Council.)
- At least 1 Doctor Anesthetist must have at least five years post qualification experience and to be in good standing with approved council in Ghana).
- At least 3 physician assistant anesthetists in good standing with Medical and Dental Council

### **Services**

- Major Surgeries
- Minor surgeries

### **Premises - Physical Design, Layout, Furnishing and Ancillary Facilities**

8. Standard theatre room and attached recovery room
9. Operating table;
10. Autoclave;
11. Adequate air conditioning units;
12. Adequate water supply
13. Adequate illumination
14. Adequate ventilation
15. Washable floors with floor drains
16. Sluice rooms

17. Constant electricity supply with alternative power supply in good working condition
18. Incinerator
19. Covered dump pit

### **Equipment, Devices and Supplies**

1. Autoclave/central sterile supply department
2. Adequate resuscitative equipment;
3. Anesthetic machine;
4. Patients monitors
5. Oxygen system
6. Theatre lamp,
7. Theatre table,

### **Safety**

- Availability of a safe place to keep corpses up to 12 hours before collection
- Septic tanks with good drainage

## **Blood Bank in a Hospital**

### **Personnel**

- At least two Medical Doctors (must have at least five years post qualification experience and to be in good standing with the Medical and Dental Council of Ghana).

### **Premises - Physical Design, Layout and Furnishing**

1. Standard room;
2. Adequate air conditioning units;
3. Operating light source;
4. Washable floor.

### **Equipment, Devices and Supplies**

1. Blood Bank Fridge
2. Transfusion Records Book
3. Blood Donors card.

OR An arrangement with a nearby healthcare facility with a blood bank

For the following departments/units please refer to the specific requirements for the respective facilities

1. Eye care department of a hospital
2. ENT department of a hospital
3. Dental department of a hospital
4. Mental health department of a hospital
5. Maternity ward of a Hospital
6. Laboratory unit of a Hospital
7. Pharmacy of a Hospital
8. Diagnostic Units of a Hospital (X-ray, MRI, Ultrasound, CT, Mammography, Bone Densitometry)