

# Guideline for the Management of Federal Hospitals in Ethiopia

2015

Addis Ababa



Federal Democratic Republic of Ethiopia  
Ministry of Health



Federal Democratic Republic of Ethiopia  
Ministry of Education

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# **Guideline for the Management of Federal Hospitals**

Whereas, the Ministry of Health has been entrusted with the administration of Federal Hospitals by proclamation No.691/ 2010;

Whereas, the Ministry of Education is responsible for expanding and leading higher education in accordance with proclamation No. 691/2010;

Whereas, the Federal Ministry of Health ensures that all health services within the country are provided according to the standards set for the various levels and disciplines as stipulated in the Federal Hospital Administration Council of Ministers Regulation No. 167/2009;

Whereas the changing environment and contemporary global view of health care requires designing better systems to address organizational flows and patient care through changes in the management and academic culture of Federal Hospitals focusing on quality of care, patient safety under updated clinical protocols, and modern research methods;

Whereas, the mission of the Federal Hospital is dedicated to innovation and excellence in patient care, teaching, research and service to the communities, having regard to the high national priority accorded to the growth of higher education that enables the country to meet its increasing demand for competent, knowledgeable and skilled human power and that gives the Federal Hospital special responsibility in the effort to enhance Ethiopia's overall capacity of higher education;

Whereas, the Higher Education Proclamation No. 650/2009 and Council of Ministers Regulations No. 210/2011 not only confer considerable financial and administrative autonomy to the country's public institutions of higher education, with a view to make their financial and administrative systems adaptable to the requirements of the core activities of institutions of higher education, but also determine, in broad terms, the organizational structures and the powers and duties of the major units of the institutions;



Whereas, in order to make the Federal Hospitals management efficient and effective, it is found necessary to establish a new and coordinated guideline for the hospitals;

Whereas, it is necessary to align and coordinate the different but complementary missions of Federal Hospitals;

Now, therefore, in accordance with the Federal Hospital Administration Regulation No. 167/ 2009, this guideline is issued jointly by the Ministries of Education and Health.



# Part One

## General Provisions

### 1. Short title

This guideline can be cited as “Guideline for the Management of Federal Hospitals in Ethiopia”.

### 2. Definitions

Unless otherwise specified, in this guideline,

- 1.1. “Federal Hospital” means a hospital that provides health care, medical education, and research and is accountable to the Ministry of Health or RHB or a University.
- 1.2. “Ministry” and “Minister” means the Federal Ministry of Education or Health and the Federal Minister of Education or Health, respectively.
- 1.3. “University” means a government higher education institution that runs a teaching, and health service delivery hospital.
- 1.4. “Board” means the governing body of the Federal Hospital.
- 1.5. “Management” means the management of the Federal Hospital.
- 1.6. “Department” means the basic units where service and teaching are undertaken.
- 1.7. “Senate” shall mean the Senate of the University established and empowered as per Proclamation No. 650/2009 and the Council of Ministers Regulations No.210/2011.

### 3. Issuing authorities

This guideline is jointly issued by the Ministries of Education and Health of the Federal Democratic Republic of Ethiopia.

### 4. Scope of implementation

This guideline is applicable to all institutions providing hospital services, medical education and undertaking research in Ethiopia.





## 5. Objectives of the guideline

### 5.1. General Objective

- To improve the leadership, governance and management of Federal Hospitals

### 5.2. Specific Objectives

- To improve the quality, access, availability and equity of health care services in the Federal Hospitals.
- To attain and maintain quality standards of service in the Federal Hospitals.
- To provide the Federal Hospital with sufficient decision making and managerial autonomy
- To support the establishment and maintenance of centers of excellence in tertiary medical care
- To support the training of competent, responsible, committed and ethical health care professionals.
- To establish and maintain a system that supports the alignment of the three complementary functions of medical services, medical education and research outputs.
- To establish and maintain a system that clearly defines roles, responsibilities and accountabilities amongst the different stake holders of the Federal Hospital.
- To establish and maintain systems where scopes of work and accountabilities are defined for the boards, management bodies, professionals and authorities
- To build high performance teams at all levels and sections with transparency, accountability and good public image
- To generate a unified system that promotes unity of action by different departments and units within Federal Hospitals



## Part Two

### Principles

#### 6. Principles of quality service, teaching and research:

- 6.1. Complete and seamless integration of patient care, medical education and research under one institution and management produces better results.
- 6.2. Federal Hospitals need to be led by boards that are empowered overseeing the core activities of the institutions.
- 6.3. The functions of the Federal Hospital must be centered on patients and students as major customers.
- 6.4. All legislations need to accommodate the peculiarities of Federal Hospitals, mutatis mutandis.
- 6.5. “Departments” are the basic functional units of the Federal Hospital for the patient services, medical education and research.
- 6.6. Teams form the core groups running activities at all levels and they need to be empowered.
- 6.7. The federal institution board and management need to be adequately represented in the Federal Hospital boards.
- 6.8. Federal Hospital boards shall include change agents, entrepreneurs, and community and Civil Society Organization representatives and politically empowered, and selected in a manner that is transparent and representative of all stake holders.
- 6.9. Appointment of all Federal Hospital positions will be participatory, transparent and merit based.
- 6.10. All members of the department are jointly and individually responsible and accountable for all the three functions of medical care, teaching and research.
- 6.11. Performance based evaluation and evidence based practice are core to the activities of the Federal Hospital.
- 6.12. Physician engagement, participation and leadership at all levels ensure ownership, responsibility and accountability.
- 6.13. Development of management and leadership capabilities among staff and trainees is a sine qua non for the productivity of the Federal Hospitals.



## Part Three

### 7. Organizational Structure of Federal Hospitals

The Federal Hospital shall have:

- 7.1 A governing board
- 7.2 Chief Executive Director to be nominated by the board and appointed by the Minister of Health or the concerned University president as appropriate
- 7.3 Chief Directors for Clinical and practical teaching services, Academic and Research affairs ,Administration and Business affairs
- 7.4 Executive management committee under the CED and composed of all chief Directors
- 7.5 Senior Management team composed of clinical directors and relevant departments
- 7.6 Academic commission organized based on relevant regulations
- 7.7 Necessary staff



## Part Four

### Roles and responsibilities

#### 8 Ministry of Education (MOE)

- 8.1 MOE through its universities is responsible for the overall management of University hospitals.
- 8.2 MOE continues to provide the necessary human, material and financial resources for the Federal Hospitals that function under the integrated Federal Hospital systems.
- 8.3 MOE establishes a designated unit and assigns senior management members for the joint committee with MOH to oversee the implementation of this guideline.
- 8.4 MOE actively monitors the quality of education, research and health care in the Federal Hospitals.
- 8.5 MOE monitors the efficiency, competence and ethics of federal staff and students.

#### 9 Ministry of Health (MOH)

- 9.1 The MOH ensures quality of health care is provided in Federal Hospitals and is responsible for administration of Federal Hospitals
- 9.2 The MOH is represented in the Federal Hospital boards and appoints boards to Federal hospitals under it.
- 9.3 The MOH provides resources and technical assistance to the Federal Hospitals.
- 9.4 The MOH establishes designated unit to support Federal Hospitals and assigns senior management members to the joint committee that oversees the implementation of this guideline.



- 9.5 The MOH actively monitors the quality of medical services, teaching and research in the Federal Hospitals.
- 9.6 The MOH registers and renews licensure for the clinical staff in accordance with their performance and ethics.
- 9.7 The RHBs perform the roles and responsibilities designated to the MOH in their respective areas in close consultation with MOH to support the Federal Hospitals.

## 10 Federal Hospital Boards

### 10.1 Roles and Responsibilities

- 10.1.2. Determine the mission and vision that articulates the goals and values of Federal Hospitals.
- 10.1.3. Are accountable to the University President or the Minister of Health as appropriate
- 10.1.4. The university president nominates the board and gets approved by the university board as appropriate
- 10.1.5. Approve policies, plans and strategies to govern the Federal Hospital's operation and clarify the goals and mandates.
- 10.1.6. Formulate plans for improving standards of health services where quality and equity are assured.
- 10.1.7. Formulate plans to improve the standards of medical education and research.
- 10.1.8. Ensure the implementation of policies and programs by the appropriate departments and units of the hospital while functioning at the strategic level.
- 10.1.9. Approve the annual budget of the Federal Hospital and ensure adequate resources are available for medical services, teaching and research, and evaluate performance on quarterly basis.
  - 10.1.9.1. Nominate the CED to be approved by respected University president or MOH minister as appropriate and define his/her authority and duties and assess his / her performance at least annually.



- 10.1.10. Determine staff benefits in a value based manner in accordance with relevant government directive rather than on fee for service basis
- 10.1.11. Oversee the proper implementation of Health Care Financing Regulations.
- 10.1.12. Review the board's effectiveness through performance based evaluation parameters periodically.
- 10.1.13. Enforce the strict application of quality management tools like EHRIG and University senate regulations when appropriate, mutatis mutandis.
- 10.1.14. Ensure legal and ethical integrity and maintain accountability and transparency.
- 10.1.15. Ensure community and stake holder involvement in the Federal Hospital service planning and delivery and the facilitation of the teaching learning process
- 10.1.16. Ensure sufficient management and administrative capacities as well as adequate information systems in the Federal Hospital
- 10.1.17. Ensure flat organizational hierarchies, devise mechanisms to empower staff, train leaders and mobilize intellectual capital

## 10.2 Membership

The Federal Hospital Board shall have nine members appointed by the Minister of Health or University President as appropriate

The board shall have the following members:

- Vice president of the university
- One member from university board
- One individual nominated by the MOH or RHB
- Head of the local Administration
- One community representative
- One individual from Civic Society Organizations
- One individual nominated for having entrepreneurial and change promoting credential



- The CED
- One staff representative

10.2.1 The Board chairperson shall be appointed by the University president or the Minister of Health as appropriate

10.2.2 The tenure of membership shall be three years and board members may be reappointed only for two consecutive terms. However, the duration of membership shall not be applicable for those members holding membership due to their responsibility in the office.

10.2.3 Nomination of members to the board will take in to consideration the gender and professional mix, community representation, professional efficiency, time and experience, ethical and entrepreneurial credentials, commitment to change and political empowerment.

### **10.3 Committees of the Board**

10.3.1 The board shall have different committees on standing or ad-hoc basis.

10.3.2 The members of the committees shall be selected from the board members. Each standing committee shall have an approved term of reference.

10.3.3 The board may invite non-board member experts to work with committees as appropriate

### **10.4 Board Accountability**

Board members have individual and joint responsibility and accountability for the decision they pass.

### **10.5 Allowances of Board Membership**

Federal Hospital Board membership is considered to be a voluntary and honorary activity. However, allowances for board duties will be determined by the Minister of Health or University president in accordance with relevant Directives.



## 10.6 Revocation of Board Membership

Membership of the board may be revoked when:

- 10.6.1 The board member has no interest to continue membership.
- 10.6.2 The board member changes residence
- 10.6.3 In the case of a representative board member, when the constituency loses faith in him/ her and requests a replacement
- 10.6.4 The board member has failed to fulfill his/her duties of membership, such as frequent absence from board meetings

## 10.7 Meeting procedure

- 10.7.1 Frequency of Board meetings
- 10.7.2 The Board shall meet at least once every month but may convene Extra-ordinary meetings as appropriate.

## 10.8 Voting principle

- 10.8.1 Decisions making of the board shall be by consensus as much as possible
- 10.8.2 When voting is necessary, decisions by the Board shall be made by majority vote (50% + 1 of a full quorum).
- 10.8.3 In the case of a tie, the Chairperson has the deciding vote.
- 10.8.4 Voting may only take place when the full quorum of Board members is present.

## 10.9 Quorums

The quorum shall be the chairperson or vice chairperson, CED and half of other board members.

## 11 Chief Executive Director (CED)

- 11.1.1 Is appointed by the Federal Hospital board and approved by the university president or the MOH as appropriate
- 11.1.2 The CED position shall be equivalent to vice president of the university mutatis mutandi.





- 11.1 Is accountable for medical services, teaching and research undertaken by the Federal Hospital
- 11.2 Nominates the chief clinical Director (CCD), the Chief Academic and Research Director (CARD) and the Chief Administration and Development Director (CADD) to be approved by the board. These with the CED constitute the executive management team of the Federal Hospital.
- 11.3 The CED keeps the management structure flat with delegation of authority and empowerment of the chief directors and heads of departments and units, there by focusing on key strategic issues.
- 11.4 Ensures that departments and units are empowered to deliver the best available medical services, quality education and relevant research in a transparent, accountable and result focused manner.
- 11.5 Chairs the academic commission whose members constitute the heads of departments and the chief officers to deal with specific academic and research issues based on the appropriate senate regulations as applicable.
- 11.6 The CED is a member and secretary of the Federal Hospital board.
- 11.7 The CED is in charge of formulation, coordination, direction and supervision of all units of the Federal Hospital undertaking medical services, federal and research.
- 11.8 The CED forms different units or offices in his secretariat to assist him fulfill his obligations.
- 11.9 The CED establishes mechanisms to measure the quality of medical care, medical education and relevant research and strives for continuous improvement.
- 11.10 The CED oversees compliance with all relevant government regulations.
- 11.11 The CED is the chief spokesperson for the Federal Hospital's various audiences and represents the institution in its dealings with third parties.
- 11.12 The CED shall keep current with emerging issues and technologies and ensure that staff members are also kept current in these areas through training, access to resources and relevant opportunities.
- 11.13 The CED is evaluated biannually by the Federal Hospital board based on the job description.



The CED shall submit regular performance reports to MOH, RHB and University as appropriate

- 11.14 Responsible for hiring and firing staff based on relevant civil service regulations
- 11.15 Submits outsourcing and private wing establishment proposals to the board for approval
- 11.16 Shall undertake other activities assigned by the board as appropriate

## **12 Chief Academic and Research Director (CARD)**

- 12.1 Is nominated by the CED and appointed by the Federal Hospital board from among other candidates who are screened by their respective departments
- 12.2 The CARD is accountable to the CED.
- 12.3 Formulates standards and work procedures relevant to the academic units in the Federal Hospital in line with university wide or national policies, rules and regulation as appropriate.
- 12.4 Coordinates and endorses research proposals for approval and funding.
- 12.5 Designs and enforces quality assurance mechanisms for academic programs.
- 12.6 Facilitates the mobilization and generation of resources to support the activities of the Federal Hospitals academic units.
- 12.7 Participates in the executive management team with the chief directors and the CED.
- 12.8 Facilitates and oversees the proper and optimal distribution of federal learning materials and equipment, library resources, facilities, halls, auditorium, classrooms, laboratories and computers etc.,
- 12.9 Initiates and facilitates external relations with a view of forging partnerships with academic and research institutions, philanthropists and the industry.
- 12.10 Coordinates collective planning and work towards aligning the academic units and their programs with greater inter disciplinary ties and joint operations.
- 12.11 The CARD facilitates the smooth operation of the Registrar office and the library.



- 12.12 The CARD ensures that research at the Federal Hospital shall be primarily on promoting the relevance and quality of medical education and medical services to make them evidence based and guide health policy formulations of the country.
- 12.13 Shall undertake other activities assigned by the CED as appropriate

### **13 Chief Clinical Director (CCD)**

- 13.1 Is nominated by the CED from among other candidates who are screened by their respective departments and appointed by the Federal Hospital board.
- 13.2 Is accountable to the CED.
- 13.3 Forms the executive management team with the CED, CARD and CADD.
- 13.4 The CCD should have a diverse set of leadership and management skills, as well as considerable health care/hospital experience as a clinician with some management expertise.
- 13.5 The CCD plans and coordinates the activities of the clinical departments and units of the hospital to render quality medical services and medical education.
- 13.6 The CCD ensures the recruitment and retention of a qualified work force that enables the hospital to discharge its activities.
- 13.7 The CCD establishes mechanisms to measure the quality of care and programs to continuously strive for improved levels of quality.
- 13.8 The CCD oversees compliance with all relevant government regulations in regard to quality service and patient safety.
- 13.9 The CCD interacts with the CADD and CARD to facilitate the clinical services, teaching and research undertaken in the Federal Hospital.
- 13.10 The CCD forms a senior management team for the Federal Hospital comprised of heads of clinical departments, nursing director or matron, heads of laboratory, pharmacy and hospital quality committee, outpatient, emergency and inpatient directors and representative of Finance and administration and any other leader deemed necessary.



- 13.11 The senior management committee chaired by the CCD sets up different committees to facilitate operation and smooth decision making.
- 13.12 The CCD in collaboration with CARD shall oversee the practical training provided in the hospital
- 13.13 shall undertake other activities assigned by the CED as appropriate

#### **14 Chief Administrative and Development Director(CADD)**

- 14.1 The CADD is nominated by the CED and appointed by the Federal Hospital board from the candidates available.
- 14.2 The CADD is accountable to the CED and forms the executive management team with the CCD and the CARD
- 14.3 The CADD actively interacts with the CCD and CARD to facilitate the clinical services, medical education and research.
- 14.4 The CADD ensures the recruitment and retention of a qualified workforce that enables the Federal Hospital discharge its activities.
- 14.5 The CADD ensures that human resource development manual is developed and submitted to the board and implement this upon approval.
- 14.6 The CADD prepares the annual combined budget of the hospital for clinical, teaching and research activities for approval by the board.
- 14.7 The CADD oversees compliance with all relevant government regulation including safety regulation, employment regulations, and finance and audit regulations.
- 14.8 The CADD establishes mechanisms to measure and continually improve the quality of support functions.
- 14.9 The CADD establishes and meet goals for the maintenance and improvement of hospital buildings and campuses and all physical assets including medical equipment and vehicles.
- 14.10 The CADD is responsible for providing quality student services.
- 14.11 The CADD provides financial over sights advising the CED on mechanisms of generating income and minimizing expenses.



- 14.12 The CADD ensures the proper implementation of fee waiver mechanisms and reimbursements.
- 14.13 The CADD supports work force recruitment and retention, protecting the health and the wellbeing of hospital staff, and creating opportunities for staff development including leadership opportunities.
- 14.14 The CADD ensures that all the necessary resources are available for the delivery of quality medical service for patients, quality education for trainees and quality research output by the institution.
- 14.15 The CADD establishes different committees or working groups to facilitate the objectives of medical care, teaching and research of the organization.
- 14.16 The CADD facilitates the use of information technology for the day to day operations of the Federal Hospital and for the accurate safe recording, storage and retrieval of clinical and other hospital data.
- 14.17 The CADD ensures that all posts and vacancies are filled on competitive bases based on merit.
- 14.18 The CADD ensures that job security, tenure and incentives are provided and are linked to job performance to introduce and implement change in operations.
- 14.19 The CADD makes ongoing assessment and ensures that management and leadership capacity building trainings are made available to address the changing roles and patterns of medical care teaching and research.
- 14.20 The CADD works with all management members to develop the clinical management and leadership capabilities of all staff and students through ongoing trainings, workshops, seminars, etc.
- 14.21 Shall undertake other activities assigned by the CED as appropriate



## 15 Clinical Services Directors

- 15.1 Clinical service directors are nominated by the CCD from among the candidates screened by the departments and appointed by the CED.
- 15.2 The outpatient, the inpatient and emergency and critical care services will each have a director.
- 15.3 The directors are accountable to the CCD.
- 15.4 The directors work in collaboration with all departments to facilitate the smooth running of clinical services, student teaching and research.
- 15.5 The directors along with heads of clinical departments constitute the senior management team assisting the CCD discharge his/her responsibilities.
- 15.6 The nominees for clinical service director posts need to have the endorsement of clinical departments through the senior management team.
- 15.7 The directors need to be medical professionals in good standing.
- 15.8 The directors continuously monitor the efficiency and quality of service of their respective units and strive to deliver the best care ensuring equity in the process.
- 15.9 The directors use evidence based tools like EHRIG to track the progress of their units.
- 15.10 Shall undertake other activities assigned by the CCD as appropriate

## 16 Departments

- 16.1 Departments constitute the basic units where clinical service, medical education and research are undertaken, and as such are responsible for all the three activities.
- 16.2 Department heads are nominated by CARD in consultation with CCD from among the candidates presented by department staff and are appointed by the CED.
- 16.3 Department chairs are accountable to the CCD for medical care as well as report to CARD for academic affairs



- 16.1 The departments will have academic commissions, graduate commissions and management committees based on the scope of work they are accomplishing.
- 16.2 All staffs in departments are supervised by the department chair in collaboration with the various units under the chief clinical director.
- 16.3 The CED shall delegate the departments to manage reasonable amount of financial resources
- 16.4 Department heads have the authority to use all the resources assigned to the department for the activities of clinical services, teaching and research.
- 16.5 Department heads ensure that quality health care is delivered to patients in time and equity guaranteed, evidence based and timely education is delivered to students and ethical and relevant research is done in the departments.
- 16.6 Department heads interact with all chief directors and service directors in the execution of their duties.



## Part Five

### 17 Rights, Duties and responsibilities

#### 17.1 Patients have rights to:

- 17.1.1 Medical care.
- 17.1.2 No discrimination
- 17.1.3 Participate in decision making.
- 17.1.4 A healthy and safe environment.
- 17.1.5 Be treated by a named health care provider.
- 17.1.6 Be involved in teaching and research voluntarily.
- 17.1.7 Safety and security.
- 17.1.8 Receive visitors when hospitalized.
- 17.1.9 Informed consent.
- 17.1.10 Refuse treatment.
- 17.1.11 Be referred for second opinion.
- 17.1.12 Continuity of care.
- 17.1.13 Confidentiality and privacy.
- 17.1.14 Medical information.
- 17.1.15 Redress complaints.

#### 17.2 Patient Responsibilities

- 18.1 Provision of information.
- 18.2 Compliance with instructions.
- 18.3 Take responsibility for refusal.
- 18.4 Respect and consideration for the other patients and health workers.
- 18.5 Respect the rules and regulations of the Federal Hospital.
- 18.6 Leave a will.





### 17.3 Student rights

Subject to relevant laws and regulations, students have the right to:

- 17.3.1 Learn, enquire, understand and know.
- 17.3.2 Protection of their constitutional human rights and freedoms, personal safety and security of their personal property.
- 17.3.3 Be evaluated solely on academic basis based on the Federal Hospitals standards.
- 17.3.4 Participate in a free exchange of ideas in an open academic environment.
- 17.3.5 Have access to patients under the strict supervision of the clinical instructors.

### 17.4 Duties of students

Students are duty bound to observe and respect the country's laws and the rules and regulations of the Federal Hospital.

- 17.4.1 Attend classes, seminars, bedside teaching, clinical conferences, etc., and respect the individual authority of any academic staff in the leadership and management of the teaching learning process.
- 17.4.2 Interact with members of the hospital community in a respectful and courteous manner.
- 17.4.3 Respect the privacy and dignity of all patients they are interacting with.
- 17.4.4 Make proper use and care of hospital property.
- 17.4.5 Refrain from unlawful and unethical practices.



## 17.5 Consultant Staff

### 17.5.1. Policy Premises on Federal Hospital Consultant Staff

- 17.5.1.1** The consultant staff of the Federal Hospital shall endeavor to attain the requisite level of competence and expertise in their respective discipline and to maintain and improve such competence and expertise by keeping abreast with new developments and changes in their respective fields of study.
- 17.5.1.2** On its part, the Federal Hospital shall strive to create conducive environment that nurtures excellence and assists the staff in the endeavor to develop itself and discharge its responsibility with efficacy.
- 17.5.1.3** The Federal Hospital shall also clearly define what is required of its consultant staff in the areas of clinical services, teaching and research.
- 17.5.1.4** The Federal Hospital shall develop policies with respect to benefits, ranks and promotion in accordance with relevant government directives.
- 17.5.1.5** The Federal Hospital is also duty bound to work out detailed rules and regulations governing the clinical practice and academic rights, freedom and responsibilities of its staff. Such rules and regulations shall have the purpose of regulating opportunities for regular research and sabbatical leaves to enable academic staff members to complete research projects, to pursue courses of study at other universities or to engage in activities related to their Federal Hospital duties and areas of specialization, which will advance their capacities as teachers and scholars.
- 17.5.1.6** The Federal Hospital, in implementing the provisions of this Guideline regarding its consultant staff, shall adhere to policies on and procedures for general clinical and academic human resource, staff recruitment and appointment, staff development, staff productivity and promotions, mentorship and succession of staff, separation and termination of employment.



## Rights of Consultant Staff

### The consultant staff:

- 17.5.2.1 Shall have the right to exercise academic freedom, which includes the right to fulfill their functions of providing clinical service, teaching, doing research, writing, learning, exchanging and disseminating information
- 17.5.2.2 Are entitled to freely practice and teach without any interference, subject to the generally accepted principles, standards, and methods of clinical service and teaching; and carry out research without interference, subject to the universal principles and methods of scientific enquiry;
- 17.5.2.3 As researchers, may not be denied information or permission to do, or hindered in any way from doing, research on any ground except for reasons of public health and morality, or, in circumstances of clear, present, and imminent danger to the nation and its independence;
- 17.5.2.4 Are entitled to disseminate their research findings within or outside the Federal Hospital through any media; dissemination of research findings may not, however, be exercised in the name of the Federal Hospital without the approval of the appropriate authority;
- 17.5.2.5 Shall have the right to conduct research and render consultancy services in accordance with internal regulations of the Federal Hospital; and take sabbatical and research leaves to conduct research and studies beneficial to the Federal Hospital and the country in accordance with the pertinent provisions of this Guideline;
- 17.5.2.6 Shall enjoy transparent, fair, and equitable administration and system of remuneration and benefits that shall be instituted by the Federal Hospital Board;



- 17.5.2.7 Shall participate in the formulation of the Federal Hospital's plans, rules and regulations, and in curricula and clinical practice development, and make comments on the quality and appropriateness of the teaching-learning process; and be informed on the plan, development, direction, condition and performance of the institution;
- 17.5.2.8 Are entitled to be informed about their performance results and of any records kept in their personal file without their prior knowledge as well as enjoy confidential maintenance of information in their personal file except when the official business of the Federal Hospital or the provisions of pertinent laws require otherwise;
- 17.5.2.9 Shall receive due process in disciplinary matters and demand and receive redress in cases of injurious decisions;
- 17.5.2.10 Are entitled to further education and training for professional development in accordance with the relevant provisions of this guideline and polices of the Federal Hospital;
- 17.5.2.11 Shall have the right to be promoted and assume new academic and administrative rank on the basis of merit in accordance with the pertinent provisions of this Guideline and in accordance with national norms and standards the Government may issue as necessary;

### **17.5.3 Duties of Consultant/Academic Staff**

- 17.5.3.1 A consultant/academic staff of the Federal Hospital is required to be a scholar with full devotion to the advancement of the frontiers of knowledge in accordance with the best traditions developed by great scholarly circles. It shall be his/ her primary duty to carry out his/ her functions in the best interest of the Federal Hospital and that of the Nation, having due regard to the rules of his/ her profession.



- 17.5.3.2 Devote his/ her energy, working time and attention to clinical service, teaching, research and community services;
- 17.5.3.3 Without limitation to the generality of the provisions of sub-Article I of this Article, a member of the consultant/Academic staff shall undertake to:
- 17.5.3.3.1. Give course lectures, tutorials, seminars, bed side teaching and other forms of instruction to students related to the contents of the course in line with the policies and general guidelines set forth by his/ her department or unit;
  - 17.5.3.3.2. Endeavor to stay abreast of the latest thinking in his/ her area of specialization and shall periodically update his/ her teaching material, within the resources available;
  - 17.5.3.3.3. Encourage, guide and permit students to freely and rationally question and examine issues and various lines of thoughts in the course of their study;
  - 17.5.3.3.4. Refrain from any act of discrimination against any individual or group on the basis of race, ethnicity, sex or creed, disabilities or any other unreasonable ground;
  - 17.5.3.3.5. Refrain from imposing his/ her political views and religious beliefs on his students or patients within the Federal Hospital premises in any form;
  - 17.5.3.3.6. Avoid acts and situations that are intimidating to students;
  - 17.5.3.3.7. Develop relationship of mutual respect with the Federal Hospital Community;
  - 17.5.3.3.8. Observe the code of ethics relevant to his/ her profession;
  - 17.5.3.3.9. Conduct research work and, having regard to the advancement of knowledge in his/ her profession and the development needs of the country;



Organize, direct and develop the activities of his/ her unit where such is required by the Federal Hospital;

- 17.5.3.3.10. Conduct classes regularly and inform his/ her immediate supervisor and students in advance in the event he/ she is not available for teaching on justifiable grounds and give make-up classes afterwards;
- 17.5.3.3.11. Not handover a course he/ she is assigned to teach to any other person without the prior approval of the department head;
- 17.5.3.3.12. Make him/ herself available for consultation, student advisement, academic guidance and counseling;
- 17.5.3.3.13. Submit examinations, marked examination papers and grades on time to his/ her department;
- 17.5.3.3.14. Take good care of all Federal Hospital property under his/ her possession;
- 17.5.3.3.15. Accept additional clinical service and teaching assignments with due compensation when compelling circumstances arise;
- 17.5.3.3.16. Accept instructions of his/ her superiors where such instructions are not contrary to the law and the terms and conditions of his/ her contract of employment.
- 17.5.3.3.17. Caring for inpatients and outpatients coming to the department and ensuring safe, high quality and efficient care;
- 17.5.3.3.18. Ensuring that patients' records are appropriately recorded and kept through the direct supervision of such work by residents and interns;
- 17.5.3.3.19. Making ward rounds and taking primary care in the planning of the patient's management;
- 17.5.3.3.20. Running outpatient referral clinics which will be his/ her primary responsibility. The consultant will be assisted by residents in running an outpatient service but the ultimate responsibility will be that of the consultant;



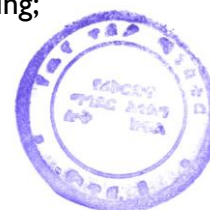
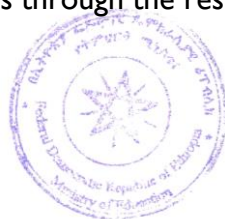
- 17.5.3.3.21. Being available to residents throughout the day for any consultation and to provide back-up coverage for physicians attending all patients coming to the department he/she is working in;
- 17.5.3.3.22. Being assigned at outpatient and inpatient service departments and taking primary responsibilities for these services;
- 17.5.3.3.23. Ensuring that reasonable number of cases are seen per day without compromising the quality of service;
- 17.5.3.3.24. Participating in team-based quality improvement and client satisfaction initiatives;
- 17.5.3.3.25. Regularly communicating treatment plans to colleagues, patients and/or families;
- 17.5.3.3.26. Performing necessary invasive diagnostic and therapeutic procedures (including surgeries), commensurate with his/her training and experience, or supervising residents doing the same;
- 17.5.3.3.27. Participating in the informal education of nurses and other auxiliary staff;
- 17.5.3.3.28. Participating in all hospital activities intended to improve patient care and set acceptable standards in areas such as infection prevention, clinical audit etc;
- 17.5.3.3.29. Participating in all educational conferences without compromising emergency and regular clinical care
- 17.5.3.3.30. Taking up administrative responsibilities in clinical care, academic management and committee activities;
- 17.5.3.3.31. Taking up night/weekend and holiday on call duties;
- 17.5.3.3.32. Following all hospital and university rules and regulations;
- 17.5.3.3.33. Planning annual leaves, research leaves and all other leaves with his/her department and unit head to ensure continuity of clinical and academic responsibilities; and
- 17.5.3.3.34. Ensuring that services are given with the full consideration of ethical standards and liability issues.



## 17.6 Residents

### 17.6.1 Duties

- 17.6.1.1 Respect the rules, policies and regulations of the Federal Hospital
- 17.6.1.2 Reporting to his/her duty station on time according to the schedule worked out by the department;
- 17.6.1.3 Evaluating patients in the outpatient, emergency and inpatient departments promptly and recording relevant information immediately;
- 17.6.1.4 Instituting appropriate investigations and treatment;
- 17.6.1.5 Keeping records of time and date in patient admission, interventions, referral, consultation, discharge and formal hand-over of cases;
- 17.6.1.6 Consulting supervisor in the management of difficult cases both in regular and duty hours, failure of which may entail both academic as well as legal consequences;
- 17.6.1.7 Writing discharge summaries, referral letters and death certificates;
- 17.6.1.8 Performing procedures that are commensurate with his/her level of training and assisting in other procedures;
- 17.6.1.9 Teaching medical students and supervising interns and junior residents;
- 17.6.1.10 Participating actively in all departmental educational activities including reading, consulting, morning meetings, journal clubs, seminars, grand rounds, mortality meetings, etc;
- 17.6.1.11 Participating in clinical research conducted in the department
- 17.6.1.12 Participate in clinical audits and other quality initiatives
- 17.6.1.13 Taking more clinical, teaching and administrative responsibilities as he/she advances through the residency training;





- 17.6.1.14 Participating in the administrative activities of wards/outpatient departments in conjunction with head nurses, Chief Resident and Head of Department;
- 17.6.1.15 As part and parcel of one's training, working on night, weekend and holiday duties as per the assignment put up by the department;
- 17.6.1.16 Ensuring that cases during duty hours are properly handed over to the next personnel on duty;
- 17.6.1.17 Conducting all activities in a professional and ethical manner.
- 17.6.1.18 Take over classes with the approval of the head of the academic unit in emergencies, such as sickness or other unavoidable absence of the staff assigned, provided that such arrangement shall not continue beyond four weeks and provided further that in the above instance a resident shall not be given the responsibility for more than half of the course time.

## 17.7 Interns:

### 17.7.1 Duties:

- 17.7.1.1 Reporting to his/her duty station on time according to the schedule worked out by the department;
- 17.7.1.2 Respects the rules, policies and regulations of the Federal Hospital
- 17.7.1.3 Clerking patients as soon as they appear in the outpatient department or admitted to the ward and keeping clear and concise records;
- 17.7.1.4 Consulting the resident or the attending physician on the management of the patient and ensuring that the agreed upon management is carried out;
- 17.7.1.5 Ensuring that laboratory and other investigations are ordered and carried out and the results are collected and appropriately documented;
- 17.7.1.6 Writing periodic progress notes the frequency of which will be dictated by the seriousness of the patient's illness;



- 17.7.1.7 Performing or assist in various clinical procedures in the OPD, emergency, ward operation theatre or labor ward according to the guidelines of the specific department;
- 17.7.1.8 Writing discharge summaries which, however, should be countersigned by residents or attending physicians;
- 17.7.1.9 Updating his/her knowledge through reading and participation in educational activities of the department including morning meetings, mortality conferences, journal clubs, etc;
- 17.7.1.10 Assisting or participating in research activities conducted in the department;
- 17.7.1.11 Working on night, weekend and holiday duties as per the assignment put up by the department;
- 17.7.1.12 Conducting all activities in a professional and ethical manner.



## Part Six

### 18 Financial Administrations

- 18.1. All financial activities of Federal Hospitals are undertaken under a unified system that operates on the principles underlined in relevant government regulations.
- 18.2. Federal Hospitals are primarily financed by the Federal Ministry of Education but need to find alternative sources through innovative means to ultimately cover their operational and expansion costs
- 18.3. Hospital senior management with the active participation of staff at department and unit levels, prepare work plans and budget for the Federal Hospitals based on guidelines issued by MOFED / BOFED.



## Part Seven

### 19 Monitoring and Evaluation

- 19.1. The Federal Hospital will develop a Quality management Strategy to be approved by the board.
- 19.2. The Federal Hospital is committed to high quality patient services and medical education that are safe, effective, ethical and meet the needs and expectations of communities served.
- 19.3. The Quality Management Strategy establishes the structures of activities by which the Federal Hospital ensures the continuing quality of services and medical education provided, ongoing improvement of the quality of services and education provided and obtaining evidence to show that services and federal meet the given requirements.
- 19.4. A Quality management Committee will be established by the Federal Hospital to oversee all quality management activities. The chair of the Quality management committee will be a member of the senior management team and will provide reports to the team regularly.
- 19.5. The Quality management activities will include: Risk management, Safe Surgery, Incident reporting, Clinical effectiveness, Teaching effectiveness, Professional competence, Patient focused care, Student focused education, Patient and public involvement in health service and medical education planning and delivery, participate in regional and national review meetings and supportive supervision activities and Submit regular KPI and performance reports to RHB, MOH and MOE.



## Part Eight

### 20 Miscellaneous Provisions

#### 20.1. Revision of the guidelines

This guideline may be amended by the Ministries of Health and Education following the recommendations of the Federal Hospital Boards.

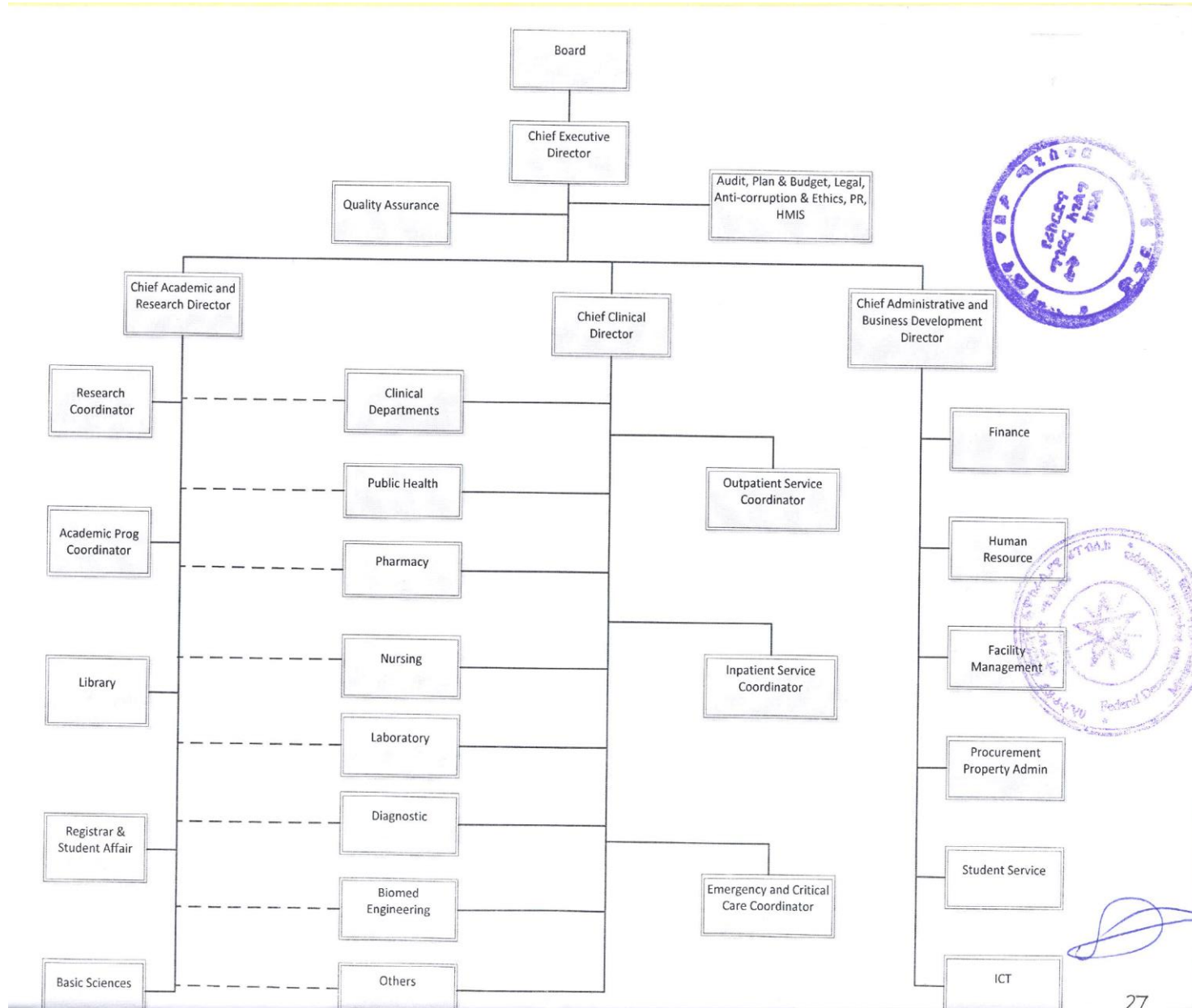
#### 20.2. Power to issue internal directives

Without prejudice to the provisions of this guideline, the Federal Hospital Board may issue internal directives necessary for the proper implementation of this guideline.

#### 20.3. Duty to cooperate

All members of the Federal Hospital community have the duty to cooperate with the management with a view to facilitating implementation of the guideline.





#### 20.4. Effective date

This guideline shall enter into force on the date the Ministers of Education and Health sign on it.

Signature:   
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Signature: **Kesete-birhan Admasu Birhane (Dr.**  
Date: March 11, 2015 **Minister**  
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Minister of Health



Signature:   
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Signature: **Shiferaw Shigutie**  
Date: March 11, 2015 **Minister**  
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Minister of Education

