

**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF HEALTH AND SOCIAL WELFARE**



**STAFFING LEVELS FOR MINISTRY OF HEALTH AND
SOCIAL WELFARE DEPARTMENTS, HEALTH
SERVICE FACILITIES, HEALTH TRAINING
INSTITUTIONS AND AGENCIES
2014-2019
REVISED**

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ABBREVIATION

AIDS	Acquired Immuno-Deficiency Syndrome
AMO	Assistant Medical Officer
CHMT	Council Health Management Team
CPD	Continuous Professional Development
CSSC	Christian Social Service Commission
DAHRM	Director of Administration and Human Resource Management
DDH	Designated District Hospital
DHR	Director of Human Resource Development
DPP	Director of Policy and Planning
DED	District Executive Director
DMO	District Medical Officer
ECSAHC	East, Central and South African Health Community
FBO	Faith Based Organization
HIV	Human Immunodeficiency Virus
HTIs	Health Training Institutions
HMIS	Health Management Information System
HRD	Human Resource Development
HRH	Human Resource for Health
HRHSP	Human Resource for Health Strategic Plan
HRHSW	Human Resource for Health and Social Welfare
HSR	Health Sector Reforms
IHRDC	Ifakara Health and Research Development Centre
IMR	Infant Mortality Rate
IPD	In - Patient Department
JICA	Japan International Cooperation Agency
MMAM	Mpango wa Maendeleo ya Afya ya Msingi
MDGs	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MMR	Maternal Mortality Rate
MOEVT	Ministry of Education and Vocational Training
MOHSW	Ministry of Health and Social Welfare
MOF	Ministry of Finance
NACTE	National Council for Technical Education
NHP	National Health Policy
NSGRP	National Strategy for Growth and Reduction of Poverty
OPD	Outpatient Department

OPRAS	Open Performance Appraisal System
PHSDP	Primary Health Services Development Programme
PMORALG	Prime Minister's Office Regional Administration and Local Governments
PMTCT	Prevention of Mother to Child Transmission
POPSM	President's Office Public Service Management
RAS	Regional Administrative Secretary
RHMT	Regional Health Management Team
RMO	Regional Medical Officer
VA	Voluntary Agencies
WHO	World Health Organization
ICT	Information and Computer Technology
ADNE	Advanced Diploma in Nursing Education
EN	Enrolled Nurse
TN	Trained Nurse
NM	Nurse Midwife
RCH	Reproductive and Child Health

FOREWORD

The development of Health Sector Staffing Levels guideline 2014 – 2019, is the implementation of what is advocated in the National Health Policy, The third Health Sector Strategic Plan 2009 – 2015 (HSSP III) and the Human Resource Strategic Plan 2008 – 2013. The guideline facilitate planning and deployment of human resources in a manner that ensures skills mix for quality health service delivery within the health facilities, quality education in the health Training Institutions, efficient managerial and regulatory function.

Year 2015 is the target year for the achievement of the Millennium Development Goals (MDGs). Achievements of various targets to a great extent depend on proper utilization of its health workers in a rational way. The staffing guideline therefore, contributes to country's efforts to reduce child and maternal mortality and to control important infectious diseases, as well as to improve the environment and access to clean and safe water.

Implementation of Health Services Development Programme and the Human Resources for Health Strategic Plan depends very much on the availability of health workers. One way of ensuring the availability is through the use of staffing guideline to tell the surplus and take appropriate actions such as re distribute the excess staff.

This document provides guidance on how to staff different health facilities, training Institutions, Ministry's Directorates and Regulatory Bodies and Councils. It is expected that this document will be the basis for determining staff requirement, re distribution of surplus staff as well as determining the shortage.



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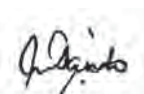
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EXECUTIVE SUMMARY

This staffing guideline reflects the strategic intentions of the health sector in ensuring provision of quality services to the people. The guideline is planned to be valid for five years starting 2014 up to 2018. It provides types of staff in terms of cadre, quality in terms of qualifications and quantity in terms of numbers of staff required. All levels of service delivery are reflected from lower level up to the top level i.e. Dispensary, Health Centre, District Hospital, Regional Hospital, Regional Referral Hospital, Referral Hospital and National Hospital.

Tanzania is among Sub Saharan countries, which are facing various human resource problems in the key areas of planning, development and management. It is until recent years that the crucial role of HRH in the health systems in these countries has been appreciated. Many health programs have consistently experienced shortages of suitable health personnel as one of the major constraints in not accomplishing intended objectives. This has been noted when looking at the high disease burden, which might lead into failure to achieve millennium Development Goals (MDGs). It is now accepted that the HRH is not only strategic capital but also the most important resource for the performance of the health system. It is also recognized that HRH is an integral part of the health system linked with health service provision and performance of the health service providers in a relationship of mutual dependence.

The health status shows that, over the past ten years Under Five Mortality Rate and Infant Mortality have been reduced. However Maternal Mortality and Neonatal Mortality remain persistently high. The health system is gradually expanding, but not enough to cover the unmet needs of the population. There is an acute shortage of staff: only 47% of the required personnel is in place to provide health services. The limited number of HRH must therefore be well planned. In essence this staffing guideline seeks to facilitate the proper planning.

The HRH is well reflected in all National health sector policies, such as Government Reforms. The National Strategy for Growth and Poverty Reduction (MKUKUTA) provides the global direction for achievement of the Millennium Development Goals (MDGs). The Health Policy was updated in 2007, providing the Government's vision on long-term developments in the health sector.

The Health Sector Reform Program (HSRP) continues with further strengthening of Local Government Authorities and hospitals to improve performance. The Primary Health Service Development Program (MMAM) aims at improving accessibility and quality of the health services. The Human Resources for Health Strategic Plan targets at solving the human resources crisis in the sector.

The Staffing guideline consists of ten sections, which outlines staffing for various levels. Within each level specific functions have been outlined, essentially the entire document can be categorized into four main areas i.e service delivery, Training, Managerial, Social Welfare and Regulatory levels. Every level describes function, Cadre, Proposed numbers and criteria.

Section 1 provides detailed information on the background of the document it also outlines the objectives, methodology, criteria used in determining the numbers of the staff required and lastly limitation of the document. Section 2 describes staffing levels for Dispensaries and Staffing levels

for Health Centers then followed by staffing levels for District Health Management Team, District Hospital staffing levels, Regional Management Teams and Regional Referral Hospital, then National and Referral Hospitals which includes Muhimbili National Hospital (MNH), Kilimanjaro Christian Medical Centre (KCMC), Bugando Medical Centre, Mbeya Referral Hospital, Muhimbili Orthopaedic Institute (MOI), Ocean Road Cancer Institute (ORCI), Mirembe Mental Hospital and Kibong'oto Hospital. Section 7 describes staffing level for Health Training Institutions. Section 8 describes the staffing levels for the Department of Social Welfare, then Ministry of Health Departments. Section 9 describes the staffing levels for Medical Professional Councils.

1. INTRODUCTION

The staffing level review exercise is among the tasks earmarked need to be carried out in the effort to ensure the provision of Health Services of high quality, effective and accessible to all. The current staffing levels were developed in 1999 and it was meant to be applied for about 5 years. After the five years of use. Its applicability has raised a number of concerns in both Training Institutions and health services delivery facilities. Health Sector Reform requirements, which aim at quality health care provision and high quality training brought up a lot of changes in health sector. These changes had impact on several areas including Human Resource area. The need to put up staffing guideline basing on the health service requirement was one among several action earmarked to be done, in order to come up with realistic human resources requirements so as to facilitate implementation of the reforms.

Objectives

The general objective of the review was to specify the right number of qualified staff, skill mix at the right place in line with PHSDP. Some of the specific concerns which necessitated the need to review staffing levels were as follows:-

- Change in policies and work standards
- Emergence of new diseases e.g. HIV/AIDS
- Increased essential health care packages
- New equipment/working tools.
- Increased community awareness on health service needs and demands.
- Increased role of Zonal Training Centres i.e Research, Supervision, Consultancies, Training. Seminars and Workshops Coordination and fieldwork related activities.
- New teaching methodologies
- The need to comply with National Accreditation Council for Technical Education (NACTE) requirements.
- Change in curriculum to incorporate new programme e.g. IMCI, emergence medicine, and management skills.

Methodology and criteria for determining staffing levels

The process of reviewing the staffing levels for the health sector started in November 2011; the task was led by the MoHSW through the department of Human Resources Development. The process included two major stages. Stage one included working sessions and stage two was field visits. The specific details of each stage is outlined below:-

Stage One

Working Sessions

In this approach series of working sessions were conducted during which the participants from various health facilities basing on their knowledge and experiences provided inputs relevant for development of proposed staffing levels.

Presentation and Discussion was also adopted. The presentations were on various methodologies for determining staffing levels, also presentation on various policy changes in the health sector. These presentations were done by the HRH professionals within the MoHSW, PO-PSM and PMO-RALG to

selected technical health professionals and professional councils at the beginning of the task. Later, discussion basing on the presentation led to the defining of the functions, cadre, responsibilities, roles, numbers and criteria, which were the bases for further discussions.

Stage Two

Field Work

The field visits covered all levels of Health Services. The sample included 20 Dispensaries, 24 Health Centers, 35 District Hospitals, 13 Regional Hospitals, 3 Special Hospitals, 4 Referral Hospitals and 40 Training Institutions.

Survey/Physical Observation was adopted in order to carry out workload assessment basing on what is being done and to establish specific number e.g. patients, number of specimen, equipments, methodology etc. It was through this method whereby the magnitude of workload was concretely determined.

Interviews were also done to various health managers and health workers, heads of sections and departments were interviewed in relation to what is being done, number of staff involved, magnitude of work, methods, work standards etc.

Criteria for Setting Staffing Levels

The process of setting staffing levels is complex such that more than one criterion have been applied depending on the type of services to be provided. The participants generally agreed these criteria jointly during the working sessions using their expert judgement and various set standard guidelines by the Ministry. Many factors have been considered in determining the appropriate number of staff needed such as the number of shifts, number of wards, number of beds, number of patients/students, type of institutions, number of specialities and sensitivity/nature of health services provided, number and type of equipment used. For the Training Institutions assessment of curriculum demands e.g. number of teaching hours/sessions, teaching methodology etc.

2. STAFFING LEVELS FOR DISPENSARY

Introduction

This is a health facility, which offers health services as first level in primary health care on outpatient's basis. A standard dispensary consists of outpatient, maternal, child health services and community health services within its catchment area.

Most of the dispensaries possess 2 beds for observation (Bed rest) and 1 - 2 delivery beds.

Table 1: Staffing Level for the Dispensary

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
OPD/Emergency	Clinical Officer/ Clinical Assistant	1	2	▪ Average of 40 Patients per day
	Nurse	1	2	
Pharmacy	Pharmaceutical Assistant	1	1	▪ Average of 40 Prescriptions per day
RCH	Nurse	1	2	▪ Average of 30 Patients per day
Delivery	Registered Nurse, Antenatal and /Postnatal Nurse	2	3	▪ Average of 30 Clients per day
Laboratory	Laboratory Assistant	1	1	▪ Average of 20 specimen examined per day
General Cleanliness	Medical Attendant	1	1	1 Dispensary compound for both categories
Community Services	Community health worker/Social welfare Assistant	1	2	Link person between the community and the dispensary
Security	Security Guard	2	2	Security of the dispensary infrastructure, drugs, medical equipment, tools and all other resources
Administration	Data Clerck	1	1	Data work with ICT Skills
	Revenue Collector	1	1	Revenue collection
	Health insurance Expert	1	1	Health Insurances claims
	Account assistant	1	1	Accounting activities
Total		15	20	

3. STAFFING LEVELS FOR HEALTH CENTRES

Introduction

This is a health unit, which offers services to both outpatients and inpatients including maternal and child health services. It is the first referral centre for dispensaries in its catchments area. A health centre consists of outpatient department, maternal and child health services, 24 beds medical ward for female and male, obstetrics theatre, diagnostic services, mortuary and surf-burner (improvised incinerator). The summarized staffing levels for the Health Centre is as following:-

Table 2: Staffing Levels for Health Centre

Cadre needed	Minimum Number	Maximum number
Medical Doctor	1	1
Assistant Medical Officer	1	1
Radiographer Technologist	1	1
Clinical Officer	2	3
Assistant Nursing Officer	1	2
Nurses	9	13
Ophthalmic Nursing Officer	1	1
Optometrist	1	1
Medical recorders	1	1
Medical Attendant	6	8
Health Laboratory Technologist	1	1
Assistant Laboratory Technologist	1	2
Pharmaceutical Technologist	1	1
Assistant Pharmaceutical Technologist	0	1
Assistant Dental Officer	0	1
Dental therapist	1	1
Assistant Social Welfare Officer	1	1
Community Health Worker/Social Welfare Assistant	1	1
Assistant Environmental Health Officer	1	1
Mortuary attendant,	1	1
Dhobi	1	3
Security Guard	2	2
Data Clerck	1	1
Revenue Collector	1	1
Health insurance Expert	1	1
Account assistant	1	1
TOTAL	39	52

The distribution of the workers in the Health Centre depends on the functional areas (sections) as shown in the following table below..

Service Offered	Cadre Needed	Minimum	Maximum
OPD/Emergency services	Medical Doctor	1	1
	Radiographer Technologist	1	1
	Assistant Medical Officer	1	1
	Clinical Officer	2	3
	Assistant Nursing Officer	1	1
	Nurses	1	2
	Medical recorders	1	1
	Medical Attendant	1	2
Eye Care Services	Ophthalmic Nursing Officer	1	1
	Optometrist	1	1
Laboratory	Health Laboratory Technologist	1	1
	Assistant Health Laboratory Technologist	1	1
	Medical Attendant	1	1
Pharmacy	Pharmaceutical Technologist	1	1
	Assistant Pharmaceutical Technologist	1	1
Primary Oral Health	Assistant Dental Officer	1	1
	Dental therapist	1	1
	Nurse	1*from OPD	1*from OPD
	Medical Attendant	1*From OPD	1
VCT	Clinical Officer	1*from OPD	2*from OPD
	Nurses	1	1
CTC	Assistant Medical Officer	1*from OPD	1*from OPD
	Clinical Officer	1*from OPD	1*from OPD
	Nurses	1	2
	Assistant Pharmaceutical Technologist	1*from Pharmacy	1*from Pharmacy
HBC Services	Nurse	1*from OPD	1*from OPD
RCH	Assistant Nursing Officer	1*from OPD	1
	Nurse	2	2
Administartion	Data Clerck	1	1
	Revenue Collector	1	1
	Health insurance Expert	1	1
	Account assistant	1	1
Community Services	Assistant Social Welfare Officer	1	1
	Community Health Worker/Social Welfare Assistant	1	1
	Assistant Envir. Health Officer	1	1

Service Offered	Cadre Needed	Minimum	Maximum
IPD (Female ward)	Assistant Medical Officer	1*from OPD	1*from OPD
	Clinical Officer	1*from OPD	2*from OPD
	Nurses	2	3
	Medical Attendant	2	2
IPD (Male ward)	Assistant Medical Officer	1*from OPD	1*from OPD
	Clinical Officer	1*from OPD	2*from OPD
	Nurses	2	3
	Medical Attendant	2	2
Mortuary Services	Mortuary attendant,	1	1
Laundry	Dhobi	1	3
Security	Security Guard	2	2
Total		39	52

4. STAFFING LEVELS FOR CHMT AND DISTRICT HOSPITAL

4.1 Council Health Management Team (CHMT)

Introduction

Council Health Management Team (CHMT) deals with management of Health at District level. It is responsible for coordinating preventive, curative, rehabilitative, supervision and promotes health activities. The composition of CHMT is made up of Core and Co-opted members. The number of core member of CHMT is proposed to be eight (8) as listed below

CHMT Core Members

The staffing levels for the Core members are as follows

SN	Titles	Staffing Level
1.	District Medical Officer	1
2.	District Nursing Officer	1
3.	District Health Officer	1
4.	District Health Secretary	1
5.	District Laboratory Technician	1
6.	District Pharmacist	1
7.	District Dental Officer	1
8.	District Social Welfare Officer	1
	Total	8

Qualifications

- District Medical Officer - Medical Officer with Master in Public Health (MPH)/ Health Management
- District Nursing Officer – Advanced Diploma /Degree in Nursing and Masters in Public Health Nursing or health related field
- District Health Secretary – Bachelor of Public Administration (Health Service Management)/ Masters in Health Service Management/Health Policy and Planning or health related field
- District Health Officers – B.Sc. in Environment / M.Sc. in environment or health related field
- District Pharmacist- B.Sc. Pharmacy
- District Laboratory Technician- B.Sc. Laboratory Technology- B.Sc. Laboratory
- District Dental Officer- B.Sc. in Dental (DDS)
- District Social Welfare Officer- Bachelor of Arts in Social works/Sociology

CHMT Co-Opted Members

Co-opted CHMT members will mostly be attached to the District hospitals performing their normal professional tasks as according to their job description. Co-opted members will be required to join core CHMT member, when the need arise for technical advice, supervision and management of the respective field. The staffing levels for the Co-opted members includes:

1.	Medical Officer In-charge	1
2.	District Cold Chain Operator (DCCO)	1
3.	Nursing Officer In-charge	1
4.	District TB and Leprosy Coordinator	1
5.	District Mental Health Coordinator	1
6.	District Eye Care Coordinator	1
7.	District Reproductive and Child Health Coordinator	1
8.	District AIDS Coordinator	1
9.	Hospital Health Secretary - District Hospital	1
10.	District Radiographer Coordinator	1
11.	Accountant	1
12.	Principal of Training Institution available	1
13.	One Representative from Regional Hospital available	1
14.	District Malaria Coordinator	1
15.	M&E Specialist	1
16.	Information, Education, and Communication Coordinator	1
17.	Community-Based Education Coordinator	1
18.	Non Communicable Diseases Coordinator	1
19.	Private Health Facilities Coordinator	1
20.	Traditional and Alternative Medicine Coordinator	1
21.	Elderly/ Geriatric Services Coordinator	1
22.	Nutritionist Coordinator	1
23.	Family Planning Coordinator	1
24.	Research and Global Health Coordinator	1
	Total	24

As an integral component of the Council Management Team, CHMT ensures that health and social welfare interventions are conducted within the overall framework of national policies, guidelines, set standards and within the context of the health sector's role towards the reduction of poverty and economic development. For the purpose of realizing these roles and responsibilities, in each CHMT shall comprise of Management and technical Committees as follows:

Management Committee:

The Management Committee will comprise the core CHMT members and Medical Officer Incharge of the hospital. This management committee is charged with the responsibility of quality management of health services at the Council level. It is the team that advises the Council Management Team on matters related to ensuring improvement and maintenance of the health status of the population within the Council through advice on the overall planning, implementation, delivery, monitoring and evaluation of quality health care. The team is there to ensure that health and social welfare related planning and interventions are conducted in an integrated and holistic manner involving all stakeholders and using available resources within the Council.

Technical Committee:

This includes core CHMT members, Co-opted Members and also new members who will be given responsibility to manage areas that are currently not contained in CHMT. The Technical Committee has the duty to oversee and discuss the technical and professional issues on improving quality of promotive, preventive, curative and rehabilitative health services at the Council level.

The working definition for District Hospital in this document refers to the last referral point at the District level. It comprises beds ranging from 100 – 175. It consists of 7 wards i.e. Medical Ward (Female and Male), Surgical Ward (Female and Male), Obstetric/Gynaecology ward, Labour Ward, Paediatric Ward.

Outpatient services in the District hospitals include-

- Out Patient Services General 80 – 120 (daily attendance)
- Maternal and Child Health Services 40 – 50 clients per day
- Teaching/Training Services (coaching and supervising students during practical sessions and field-work)
- Outreach Services for MCH, Mental Health.

4.2 District Hospital

Table 3: Summary of Staffing Levels for the District Hospital

Sn	Cadre needed	Minimum	Maximum
1	Medical Officer	8	23
2	Assistant Medical Officer	16	39
3	Dental Officer	1	1
4	Assistant Dental Officer	1	2
5	Dental Therapist	1	2
6	Nursing Officer	12	24
7	Assistant Nursing Officer	33	34
8	Nurse	33	41
9	Health Laboratory Technologist	3	4
10	Assistant Health Laboratory Technologists	2	4
11	Radiology Scientist	1	1
12	Radiographer technologist	2	3
13	Nutritionist	1	1
14	Occupational Therapist	1	2
15	Ophthalmologist	1	1
16	Optometrist	1	3
17	Physiotherapist	1	2
18	Social Welfare Officer	2	3
19	Pharmacist	1	2
20	Pharmaceutical Technologists	2	3
21	Assistant Pharmaceutical Technologists	1	8
22	Assistant Environmental Health Officer	2	3
23	Economist	1	1
24	Insurance Expert	2	2
25	Bio Medical Technologist	2	4
26	Medical Record Technician	3	5
27	Health secretary	1	1
28	Medical Attendant	44	59
29	Mortuary Attendant	2	5
30	Computer System Analyst	1	1
31	Computer Operator	1	1
32	Accountants	1	1
33	Accounts Assistant	1	2
34	Assistant Accountant	1	2
35	Assistant Supplies Officer	1	1
36	Electrical Technician	0	4
37	Personal Secretary	1	1
38	Plumber	0	1
39	Security guard	4	4
40	Cook	2	2
41	Dhobi	3	4
42	Driver	3	5
	Total	200	312

The ditribution of the Staffing Levels for District Hospital:

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
Administration	Medical Officer (In charge)	1	1	Manage 318 or more Number of employees
	Nursing Officer (Matron)	1	1	
	Health secretary	1	1	
	Driver	3	5	One driver per vehicle Vehicles including ambulance
	Personal Secretary	1	1	Secretarial Services
	Security guard	4	4	2 points to be guarded One guard per point 2 shifts per day
Accounting	Accountants	1	1	Provides financial services to 318 employees and carry out financial transactions related to service delivery
	Assistant Accountant	1	2	
	Accounts Assistant	1	2	
Information Technology	Computer System Analyst	1	1	
	Computer Operator	1	1	
Supplies	Assistant Supplies Officer	1	1	
Social Welfare Services	Social Welfare Officers	2	2	Average of 120 – 360 clients per day
General Clinic	Medical Officer	1	5	1 MO and 2 AMOs for each of following General Medicine <ul style="list-style-type: none"> • Gynecology • Pediatrics • Surgery • 3 shifts/day
	Assistant Medical Officer	2	13	
	Nursing Officer	1	2	
	Assistant Nursing Officer	2	4	
	Nurse	3	5	
Medical Records	Medical Record Technician	3	5	Average of 120 – 360 medical record files/day 2 shifts/day
M & E	M & E Officer	1	1	M&E Activities
Radiology Department	Radiology Scientist	1	1	Radiological activities
	AMO - Radiologist	1	1	
	Radiographer technologist	2	3	
Casualty and Emergency	Medical Officer	1	2* from General clinic	3 shifts per day Average of 120 – 360 patients/day
	Assistant Medical Officer	1	2* from General clinic	
	Assistant Nursing Officer	1	4	
	Nurse (Anaesthetist)	1	2	
	Medical Attendant	3	3	
Surgical Services	Medical Officer	1	2* from General Clinic	3 shifts per day
	Assistant Medical Officer	1	4* from General Clinic	
	Nursing Officer	1	2* from	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
			General Clinic	
	Assistant Nursing Officer	1	3* from General clinic	
	Nurse	1	3* from General clinic	
Internal Medicine	Medical Officer	1	3* from General clinic	3 shifts/day
	Assistant Medical Officer	1	3* from General clinic	
	Nursing Officer	1	3* from general clinic	
	Assistant Nursing Officer	1	3* from General clinic	
	Nurse	1	3* from General clinic	
	Medical Attendant	1	1	
Obstetrics and Gynaecology	Medical Officer	1	2* from General clinic	3 shifts/day
	Assistant Medical Officer	1	2* from General clinic	
	Nursing Officer	1	3* from General clinic	
	Assistant Nursing Officer	1	2* from General clinic	
	Nurse	1	3* from General clinic	
	Medical Attendant	1	1	
RCH Clinic	Assistant Medical Officer	1	2* from General clinic	3 shifts/day
	Nursing Officer	1	2	
	Assistant Nursing Officer	2	4	
	Nurse	4	4	
Elderly/Geriatric Services	Medical Officer	1	2	
	Assistant Medical Officer (Psychiatrist)	1	2	
	Pharmacist	1	2	
	Assistant Nursing Officer	1	2	
	Social Welfare Officer	1	1	
	Medical Attendant	1	2	
Nutrition	Nutritionist	1	1	Average of 143 clients

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Medical Attendant	1	2	served/day
Oral Health	Dental Officer	1	1	
	Assistant Dental Officer	1	2	
	Dental Therapist	1	2	
	Medical Attendant	1	2	
Eye Care Services	Ophthalmologist	1	1	
	AMO - Ophthalmology	1	3	
	Nursing Officer (Ophthalmology)	1	2	
	Optometrist	1	3	
	Medical Attendant	1	2	
Mental health	Assistant Medical Officer (Psychiatrist)	1	2	
	Assistant Nursing Officer (Psychiatric)	1	2	
	Social Welfare Officer	1	1*from Social welfare Unit	
Physiotherapy	Physiotherapist	1	2	
	Occupational Therapist	1	2	
	Medical Attendant	1	1	
Theatre	Assistant Medical Officer (Anaesthetist)	3	2	Average of 3-5 Number of operations (major and minor) 3 shifts/day
	Assistant Nursing Officer	1	2* from General clinic	
	Nurse (Anaesthetist)	3	3* from General clinic	
	Medical Attendant	3	3	
Female Surgical ward	Medical Officer	1	9	Minimum: Average of 32 patients/day
	Assistant Medical Officer	1	4	
	Nursing Officer	1	2* from General clinic	Maximum: Average of 24 patients per day 3 shifts/day NO/ANO/Nurse to patient ratio 1:8
	Assistant Nursing Officer	3	3* from General clinic	
	Nurse	4	1 from Female ward	
	Medical Attendant	4	4	
Male Surgical ward	Medical Officer	1	4	Category A: Average of 32 patients/day
	Assistant Medical Officer	1	6	
	Nursing Officer	1	4	Category B: Average of 24 patients per day 3 shifts/day NO/ANO/Nurse to patient ratio 1:8
	Assistant Nursing Officer	3	4	
	Nurse	4	2* from General clinic	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Medical Attendant	4	4	
Female Internal medicine ward	Medical Officer	1* from Other services above	2* from General clinic	Category A: Average of 32 patients/day 3 shifts/day Category B: Average of 24 patients per day NO/ANO/Nurse to patient ratio 1:8
	Assistant Medical Officer	1* from Other services above	3* from General clinic	
	Nursing Officer	1	4	
	Assistant Nursing Officer	3	2* from General clinic	
	Nurse	4	4* from General clinic c	
	Medical Attendant	4	1* from General clinic	
Male Internal Medicine ward	Medical Officer	1* from Other services above	2* from General clinic	Category A: Average of 32 patients/day 3 shifts/day Category B: Average of 24 patients per day NO/ANO/Nurse to patient ratio 1:8
	Assistant Medical Officer	1* from Other services above	3* from General clinic	
	Nursing Officer	1	1* from General clinic	
	Assistant Nursing Officer	3	2	
	Nurse	4	7	
	Medical Attendant	4	3	
Labour Ward	Nursing Officer	1	3	Category A: Average of 16 patients/day Category B: Average of 8 patients per day 3 shifts/day NO/ANO/Nurse to patient ratio 1:4
	Assistant Nursing Officer	4	1* from Labour ward	
	Nurse	6	6	
	Medical Attendant	4	8	
Obstetrics Ward	Nursing Officer	1*from Labour ward	1*from Labour ward	Category A: Average of 32 patients/day Category B: Average of 24 patients per day 3 shifts/day NO/ANO/Nurse to patient ratio 1:8
	Assistant Nursing Officer	2	4	
	Nurse	4	8	
	Medical Attendant	3	6	
Paediatrics Ward	Medical Officer	1	4	Category A: Average of 32 patients/day Category B: Average of 24 patients per day 3 shifts/day NO/ANO/Nurse to patient ratio 1:8
	Assistant Medical Officer	1* from Other services above	8	
	Nursing Officer	1	8	
	Assistant Nursing Officer	4	1	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Nurse	4	4	
	Medical Attendant	4	6	
Pharmacy	Pharmacist	1	2	Average of 184 prescriptions / day 3 shifts/day
	Pharmaceutical Technologist	2	3	
	Assistant Pharmaceutical Technologist	1	8	
	Medical Attendant	1	3	
Laboratory	Laboratory Technologist	3	4	Average of 97 specimens investigated per day 3 shifts per day 22min. Average time per routine investigation
	Assistant Laboratory Technologist	2	4	
	Medical Attendant	2	3	
	Mortuary Attendant	2	5	
Central Sterilization and Supplies	Assistant Nursing Officer	1* from Other services above	4	Average of 70 trays per day 3 shifts per day
	Nurse	1	1	
	Medical Attendant	2	7	
Maintenance	Bio Medical Technologist	4	2	> 10 Number of machines/day
	Electoral Technician	1* from Other services above	4	
	Plumber	1* from Other services above	1	
Environment Management	Assistant Environmental Officer	2	3	1 hospital compound 1 shift/day
Laundry	Dhobi	3	4	Average of 70 linen per day
Catering	Cook	2	2	Average 117 patients per day
	Medical Attendant	1* from Other services above	3	
Total		200	310	

5. STAFFING LEVELS FOR RHMT AND REGIONAL REFERRAL HOSPITALS

5.1 Regional Health Management Team (RHMT)

Introduction

Regional Health Management Team deals with management of Health services in the Region. It is responsible for coordinating preventive, curative and rehabilitative and promotes health activities. The composition of RHMT is made up of Core and Co-opted Members. The number of core member of RHMT is proposed to be eight (8) as listed below.

RHMT Core Members

The staffing for the core members is as follows:

SN	TITLES	Staffing Level
1.	Regional Medical Officer	1
2.	Regional Nursing Officer	1
3.	Regional Health Officer	1
4.	Regional Health Secretary	1
5.	Regional Laboratory Technologist	1
6.	Regional Pharmacist	1
7.	Regional Dental Officer	1
8.	Regional Social Welfare Officer	1
	Total	8

Required Qualification and Skills of RHMT Members

- ☐ **Regional Medical Officer (RMO)**
 - ☐ Medical Doctor (MD) and Masters in Public Health or other health related field

- ☐ **Regional Nursing Officer (RNO)**
 - ☐ Bachelor of Science in Nursing
 - ☐ Masters in Public Health Nursing or other health related field

- ☐ **Regional Health Officer (RHO)**
 - ☐ Bachelor of Science in Environmental Health/Sanitation
 - ☐ Masters in Environmental Health Science or other health related field

- ☐ **Regional Health Secretary (RHS)**
 - ☐ Bachelor of Public Administration (Health Service Management)
 - ☐ Masters in Health Service Management /Health Policy and Planning or other health related field

- ☐ **Regional Laboratory Technician**
 - ☐ BSc Laboratory Technology

- ☐ **Regional Pharmacist**
 - ☐ BSc Pharmacy

- **Regional Dental Officer**
 - BSc in Dental (DDS)
 - MSc in Dentistry

- **Regional Social Welfare Officer**
 - Bachelor of Arts in Social works/Sociology

Co-opted RHMT Members

Co-opted RHMT members mostly will be attached to the regional hospitals performing their normal professional tasks according to their job description.

Co-opted members will be required to join core RHMT member, when the need arise for technical advice, Supervision and management of the respective field.

The staffing for Co-opted RHMT members includes the following:

SN	Titles	Staffing Level
1.	Medical Officer In-charge Regional Hospital	1
2.	Regional Cold Chain Operator (RCCO)	1
3.	Nursing Officer In-charge Regional Hospital	1
4.	Regional TB and Leprosy Coordinator	1
5.	Regional Mental Health Coordinator	1
6.	Regional Eye Care Coordinator	1
7.	Regional Reproductive and Child Health Coordinator	1
8.	Regional AIDS Coordinator	1
9.	Hospital Secretary - Regional Hospital	1
10.	Regional Radiographer Coordinator	1
11.	Accountant - Regional Hospital	1
12.	Principal of Training Institution available	1
13.	One Representative from Referral Hospital available	1
14.	Regional Health Policy, Planning and Management Analyst	1
15.	Reginal Malaria Coordinator	1
16.	M&E Specialist	1
17.	IEC Coordinator	1
18.	CBE Coordinator	1
19.	NCD Coordinator	1
20.	Private Health Facilities Coordinator	1
21.	Traditional and Alternative Medicine Coordinator	1
22.	Elderly/ Geriatric Services Coordinator	1
23.	Nutritionist Coordinator	1
24.	Family Planning Coordinator	1
25.	Research and Global Health Coordinator	1
	Total	25

As an integral component of the Regional Secretariat, RHMT ensures that health and social welfare interventions are conducted within the overall framework of national policies, guidelines, set

standards and within the context of the health sector's role towards the reduction of poverty and economic development. For the purpose of realizing these roles and responsibilities, in each RHMT shall comprise of Management and technical Committees as follows:

Management Committee:

The Management Committee will comprise the core RHMT members and Medical Officer Incharge of the hospital. This management committee is charged with the responsibility of quality management of health services in a region. It is the team that advises the Regional Secretariat on matters related to ensuring improvement and maintenance of the health status of the population within the region through advice on the overall planning, implementation, delivery, monitoring and evaluation of quality health care. The team is there to ensure that health and social welfare related planning and interventions are conducted in an integrated and holistic manner involving all stakeholders and using available resources within the region.

Technical Committee:

This includes core RHMT members, Co-opted Members and also new members who will be given responsibility to manage areas that are currently not contained in RHMT. The Technical Committee has the duty to oversee and discuss the technical and professional issues on improving quality of promotive, preventive, curative and rehabilitative health services to LGAs and the region as a whole.

5.2 Regional Referral Hospital

A Regional Hospital is the last Referral point at the regional level. It comprises of beds ranging from 176 to 450 with 9 or more wards. i.e. Surgical (male and female) Medical (male and female), Paediatric, Labour, Post-Natal, Ante-Natal, Obstetrics & Gynaecology and I.C.U. The regional hospital also have other departments like X-Ray, Main pharmacy, Physiotherapy, Laboratory, Kitchen, Laundry, Mortuary, Stores, Operating Theatre, Administration and Outpatient.

Outpatient department comprise the following sections

- Specialised Services
- Consultation Clinics
- Dispensing Pharmacy
- Counselling Clinics and social welfare activities
- Casualty (i.e. Dressing, Min-Operation Room)
- Injection Rooms
- MCH and Family Planning Services
- NHIF/Private Clinics
- Medical Records
- Dental Clinic/Oral health Clinic
- Eye Clinic and Optometry
- Dermatology Clinic
- TB & Leprosy Clinic
- ENT Clinic

Regional Referral Hospital Staff Summary

Sn	Cadre	Minimum	Maximum
1	Specialist	21	24
2	Medical Officer	20	30
3	Assistant Medical Officer	23	23
4	Dental Surgeon	2	3
5	Assistant Dental Officer	3	4
6	Dental Therapist	2	4
7	Anesthesiologist	1	3
8	Obstetrics & Gynecology	3	1
9	Occupational Therapist	1	1
10	Ophthalmologist	1	2
11	Optometrists	2	3
12	Paediatricians	1	2
13	Nursing Officer	31	37
14	Assistant Nursing Officer	77	131
15	Nurse	91	137
16	Health Laboratory scientist	1	1
17	Health Laboratory Technologists	8	10
18	Assistant Health Laboratory Technologist	6	10
19	Dental Laboratory Technologist	2	4
20	Radiologist	1	1
21	Radiographer	1	4
22	Assistant Radiographer	2	3
23	Bio Medical Engineer	1	1
24	Biomedical Technologists	1	2
25	Pharmacist	1	4
26	Pharmaceutical Technologists	3	5
27	Assistant pharmaceutical Technologists	5	14
28	Physiotherapist	1	2
29	Assistant Physiotherapy Technologist	2	4
30	Nutritionist	2	2
31	Environmental Health Officer	1	1
32	Assistant Environmental Health Officer	2	4
33	Technologist/Technician (Prosthetic)	1	3
34	Assistant Technologists	2	4
35	Epidemiologist	1	1
36	Economist/M&E Specialist	1	1
37	Social Welfare Officer	6	6
38	ICT Technician	1	2
39	Data Clerk	1	2
40	Medical Record Technician	2	4
41	Medical recorder	1	2
42	Mortuary Attendant	3	5
43	Medical Attendant	98	131

Sn	Cadre	Minimum	Maximum
44	Health Secretary	1	1
45	Personal Secretary	1	2
46	Accountant	1	2
47	Assistant Accountant	1	2
48	Accounts Assistant	2	3
49	Procurement & Supplies Officer	1	1
50	Assistant Supplies Officer	1	2
51	Cook	2	4
52	Kitchen Attendant	2	2
53	Drivers	8	9
54	Security guard	12	14
	Total	468	681

The distribution of staffing levels for the regional referral hospital according to functional area in the hospital is as shown in the table below

Table 4: Staffing Level for Regional Referral Hospital

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
OUT PATIENT DEPARTMENT				
General Clinics	Specialist	1	12	Average of 500 outpatient per day Specialists for following specialties - 2 Surgery - 3 Pediatrics - 3 Gynecology & obstetrics - 3 Physician - 1 ENT 5 MO for each specialty Surgery Pediatrics Gynecology & obstetrics Medical
	Medical Officer	2	20	
	Nursing Officer	2	2	
	Assistant Nursing Officer	3	24	
	Medical Attendant	2	12	
NHIF Services	Specialist (Physician)	1	1*from General Clinic	Average of 100 patients per day
	Medical Officer	2	1*from General Clinic	
	Assistant Nursing Officer	1	2	
	Nurse	2	6	
	Medical recorder	1	2	
	Medical Attendant	1	2	
Casualty and Emergency	Specialist - Surgeon	1	1*from OPD	Average of 100 emergency cases per day 3 shifts per day
	Medical Officer	2	3*from OPD	
	Assistant Medical Officer (Anaesthesia)	2	3	
	Nursing Officer	1	1	
	Assistant Nursing Officer	3	9	
	Nurse (Anesthetist)	3	12	
	Medical Attendant	4	4	
Surgical Services	Specialist	1	2	
	Medical Officer	2	1	
	Assistant Medical Officer	2	2	
	Nursing Officer	1	1	
	Assistant Nursing Officer	2	2	
	Nurse	2	2	
Internal Medicine	Specialist	2	2	
	Medical Officer	2	2	
	Assistant Medical Officer	2	2	
	Nursing Officer	1	1	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Assistant Nursing Officer	1	1	
	Nurse	1	1	
	Medical Attendant	1	1	
Orthopedic Clinic	Specialist (Orthopaedic)	1	1	2 shifts per day 30 patients per day
	Medical Officer	1	2	
	Assistant Medical Officer	1	0	
	Assistant Nursing Officer	1	2	
	Nurses	2	4	
	Technician (Prosthetic)	1	3	
	Medical Attendant	3	2	
Obstetrics and Gynaecology	Specialist	2	2* from OPD	
	Medical Officer	2	4* from OPD	
	Assistant Medical Officer	1	1	
	Nursing Officer	1	1	
	Assistant Nursing Officer	2	4	
	Nurse	3	3	
	Medical Attendant	1	3	
Physiotherapy	Physiotherapist	1	2	Average of 20 patients/day 2 shifts per day
	Assistant Physiotherapy Technologist	2	4	
	Occupational Therapist	1	1	
	Medical Attendant	From OPD	From OPD	
Paediatric	Specialist	2	2	
	Medical Officer	2	2	
	Assistant Medical Officer	1	1	
	Nursing Officer	1	1	
	Assistant Nursing Officer	2	1	
	Nurse	3	1	
Dental clinic	Dental Surgeon	1	2	Average of 30 patients/day 2 shifts per day
	Dental Officer	2		
	Assistant Dental Officer	3	4	
	Dental Therapist	2	4	
	Dental Laboratory Technologist	2	4	
	Assistant Nursing Officer	1	1	
	Nurses	2	3	
	Medical Attendant	2	2	
CTC Clinic	Medical Officer	1	2*from OPD	Average of 115 patients/day 1 shifts per day
	Assistant Medical Officer	1	2* from OPD	
	Nursing Officer	2	3	
	Assistant Nursing Officer	3	2	
	Nurse	4	4	
	Medical Attendant	4	4	
	Social Welfare Officer	2	2	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Data Clerk	1	2	
ENT Clinic	Specialist ENT	1	1	Average of 30 patients/ day 1 shifts per day
	Medical Officer	1	2	
	Nursing Officer	1	1	
	Assistant Nursing Officer	1	2	
	Nurses	1	3	
	Medical Attendant	1	2	
RCH clinic	Obstetrician/Gynaecologist	1	2*from OPD	Average of 65 patients/ day 1 shift per day
	Paediatricians	1	2*from OPD	
	Medical Officer	1	2*from OPD	
	Assistant Medical Officer	1	2*from OPD	
	Nursing Officer	1	1	
	Assistant Nursing Officer (public health)	4	4	
	Nurses	4	6	
	Medical Attendant	1	3	
Elderly/Geriatric Services	Medical Officer	1	2	
	Assistant Medical Officer (Psychiatrist)	1	2	
	Pharmacist	1	2	
	Nursing Officer	1	2	
	Social Welfare Officer	1	1	
	Medical Attendant	1	2	
Eye Care Services	Ophthalmologist	1	1	Average of 70 patients/ day 1 shifts per day
	Assistant Medical Officer (Ophthalmology)	1	2	
	Nursing Officer (Ophthalmology)	1	1	
	Optometrists	2	3	
	Medical Attendant	2	2	
Psychiatric clinic	Specialist - Psychiatrists	1	1	Average of 20 patients/ day 1 of shifts per day
	Assistant Medical Officer (Psychiatrists)	1	2	
	Nursing Officer	1	1	
	Assistant Nursing Officer (Psychiatrists)		3	
	Nurses		3	
	Social Welfare Officer	1	2	
	Medical Attendant	2	2	
	Medical Record Technician	2	4	
Male Surgical ward	Specialist (Surgeon)	1	3* from OPD	NO/ ANO/ Nurse to patient ratio 1:8 Average of 20 patients/ day
	Medical Officer	1* from OPD	5* from OPD	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Assistant Medical Officer	1	1	3 shifts/day
	Nursing Officer	1	1	
	Assistant Nursing Officer	4	3	
	Nurses	5	4	
	Medical Attendant	6	6	
Female Surgical ward	Specialist (Surgeon)	1* from male ward	3* from OPD	NO/ANO/Nurse to patient ratio 1:8 Average of 20 patients/day 3 shifts/day
	Medical Officer	1* from OPD	5* from OPD	
	Assistant Medical Officer	1		
	Nursing Officer	1	1	
	Assistant Nursing Officer	4	3	
	Nurses	5	4	
	Medical Attendant	6	6	
Pediatrics ward	Pediatrician	1* from OPD	3* from OPD	NO/ANO/Nurse to patient ratio 1:8 NO/ANO/Nurse to patient ratio 1:8 Average of 20 patients/day 3 shifts/day
	Medical Officer	1* from OPD	5* from OPD	
	Nursing Officer	1	1	
	Assistant Nursing Officer	2	3	
	Nurses	4	4	
	Medical Attendant	4	4	
Orthopedic Female ward	Specialist (Orthopedic)	1* from Orthopaedic Clinic	1* from OPD	NO/ANO/Nurse to patient ratio 1:8 Average of 20 patients/day 3 shifts/day
	Medical Officer	1* from Orthopaedic Clinic	2* from OPD	
	Nursing Officer	1* from Orthopaedic Clinic	1	
	Assistant Nursing Officer	1* from Orthopaedic Clinic	2	
	Nurses	1* from Orthopaedic Clinic	5	
	Medical Attendant	1* from Orthopaedic Clinic	3	
Orthopedic male ward	Specialist (Orthopedic)	1* from Orthopaedic Clinic	1* from OPD	NO/ANO/Nurse to patient ratio 1:8 Average of 20 patients/day 3 shifts/day
	Medical Officer	1* from Orthopaedic Clinic	2* from OPD	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Nursing Officer	1*from Orthopaedic Clinic	1	
	Assistant Nursing Officer	1*from Orthopaedic Clinic	2	
	Nurses	1*from Orthopaedic Clinic	5	
	Medical Attendant	1*from Orthopaedic Clinic	3	
Obstetric/ Gynecology (Antenatal ward)	Obs/Gynecologist	1	2* from OPD	NO/ ANO/Nurse to patient ratio 1:8 Average of 20 patients/day 3 shifts/day
	Medical Officer	4	2* from OPD	
	Nursing Officer	1	1	
	Assistant Nursing Officer	3	5	
	Nurses	3	3	
	Medical Attendant	3	3	
Labor ward	Obstetrics & Gynecology	*1fromAnte natal ward	2* from OPD	NO/ ANO/Nurse to patient ratio 1:8 Average of 20 patients/day 3 shifts/day
	Medical Officer	*1fromAnte natal ward	4*from OPD	
	Nursing Officer	1	1	
	Assistant Nursing Officer	4	4	
	Nurses	8	8	
	Medical Attendant	4	4	
Obstetric/ Gynecology (Postnatal ward)	Obstetrician Gynecologist	1	2* from OPD	NO/ ANO/Nurse to patient ratio 1:8 Average of 16 patients/day 3 shifts/day
	Medical Officer	4* from Antenatal	2* from OPD	
	Nursing Officer	1	1	
	Assistant Nursing Officer	3	3	
	Nurses	2	2	
	Medical Attendant	3	3	
Obstetric/ Gynecology (Neonatal ward)	Obstetrician Gynecologist	1* from OPD	1	NO/ ANO/Nurse to patient ratio 1:8 Average of 20 patients/day 3 shifts/day
	Medical Officer	*1fromAnte natal ward	2* from OPD	
	Assistant Medical Officer	2		
	Nursing Officer	2	1	
	Assistant Nursing Officer	4	8	
	Nurses	3	8	
	Medical Attendant	3	8	
Male Medical ward	Specialist (Physician)	1* from OPD	4* from OPD	NO/ ANO/Nurse to patient ratio 1:8 Average of 20
	Medical Officer	4	6* from	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
			OPD	patients/ day 3 shifts/ day
	Assistant Medical Officer	1* from OPD	0	
	Nursing Officer	1	1	
	Assistant Nursing Officer	1	3	
	Nurses	4	5	
	Medical Attendant	4	3	
Female Medical ward	Specialist (Physician)	4	4* from OPD	NO/ ANO/ Nurse to patient ratio 1:8 Average of 16 patients/ day 3 shifts/ day
	Medical Officer	1* from OPD	6* from OPD	
	Assistant Medical Officer	1* from OPD	0	
	Nursing Officer	1	1	
	Assistant Nursing Officer	5	3	
	Medical Attendant	4	3	
Psychiatric Male ward	Specialist (Psychiatrists)	1	1* from OPD	NO/ ANO/ Nurse to patient ratio 1:1 Average of 5 patients/ day 3 shifts/ day
	AMO Psychiatrists	2	3* from OPD	
	Nursing Officer	1	2	
	Assistant Nursing Officer	4	7	
	Nurses	6	6	
	Social Welfare Officer	1	1	
	Medical Attendant	2	3	
Psychiatric Female ward	Specialist (Psychiatrists)	1	1* from OPD	NO/ ANO/ Nurse to patient ratio 1:1 Average of 5 patients/ day 3 shifts/ day
	Assistant Medical Officer (Psychiatrists)	2	3* from OPD	
	Nursing Officer	1	2	
	Assistant Nursing Officer	4	7	
	Nurses	6	6	
	Social Welfare Officer	1	1	
	Medical Attendant	2	3	
TB Male ward	Specialist (Physician)	1	1 from OPD	NO/ ANO/ Nurse to patient ratio 1:8 Average of 16 patients/ day 3 shifts/ day
	Medical Officer	1* from OPD	2* from OPD	
	Nursing Officer	1	1	
	Assistant Nursing Officer	1	2	
	Nurses	2	3	
	Medical Attendant	6	8	
TB Female ward	Specialist (Physician)	1	1* from OPD	NO/ ANO/ Nurse to patient ratio 1:8

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Medical Officer	1* from OPD	2* from OPD	Average of 16 patients/day 3 shifts/day
	Nursing Officer	1	1	
	Assistant Nursing Officer	1	2	
	Nurses	2	3	
	Medical Attendant	6	8	
Grade I ward	Specialist (Physician)	1* from OPD	1* from OPD	NO/ ANO/Nurse to patient ratio 1:8 Average of 16 patients/day 3 shifts/day
	Medical Officer	1* from OPD.	2* from OPD.	
	Nursing Officer	1	1	
	Assistant Nursing Officer	2	2	
	Nurses	3	3	
	Medical Attendant	4	4	
Theatre	Specialist (Surgeon)	1	3*from OPD	
	Medical Officer	1	4*from OPD	
	Anesthesiologist	1	3	
	Assistant Medical Officer (anesthetist)	1	4	
	Nursing Officer (Theatre N)	1	4	
	Assistant Nursing Officer	4	7	
	Nurses	4	7	
	Medical Attendant	3	4	
ICU	Specialist	1	1*from OPD	NO/ ANO/Nurse to patient ratio 1:1 Average of 3 patients/day 3 shifts/day
	Medical Officer	1	2*From OPD	
	Assistant Medical Officer	1	0	
	Nursing Officer	1	1	
	Assistant Nursing Officer	3	4	
	Nurses	4	9	
	Medical Attendant	4	4	
Central sterilization	Assistant Nursing Officer	1	3	Average of 120 trays per day
	Nurses	3	4	
	Medical Attendant	3	4	
Laboratory	Health Laboratory scientist	1	1	Average of 148 specimens per day. These numbers will
	Health Laboratory Technologist	8	10	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Assistant Health Laboratory Technologist	6	10	include: Molecular biology, mycology, water bacteriology, parasitology, bacteriology, mycobacteriology, virology, and serology.
	Medical Attendant	3	5	
Mortuary	Medical Officer (Pathology)	1*from OPD	1*from OPD	Average of 8 bodies per day 2 shifts per day
	Prosector (Mortuary)	1	1	
	Mortuary Attendant	2	4	
X- Ray	Radiologist	1	1	Average of 42 x-rays per day Average of 25 ultra sounds
	Radiographer	1	4	
	Assistant Radiographer	2	3	
	Medical Attendant	1	1	
Pharmacy	Pharmacist	1	4	Four Pharmacist 2 Dispensing 1 Storage 1 ARV 14 Assistant Pharmaceutical Technologist 8 for dispensing 2 for infusion 1for compounding 3 ARV Average of 223 prescription per day
	Pharmaceutical Technologist	3	5	
	Assistant pharmaceutical Technologist	5	14	
	Medical Attendant	2	2	
Procurement	Procurement & Supplies Officer	1	1	
	Assistant Supplies Officer	1	2	
Maintenance	Bio Medical Engineer	1		
	Biomedical Technician	1	2	
	Assistant Technician - Electrical	1	2	
	Assistant Technician -civil	1	2	
Transport	Drivers	8	9	
Catering	Nutritionist	2	2	
	Cook	2	4	
	Kitchen Attendant	2	2	
Environmental Health, food safety and Sanitation	Environmental Health Officer	1	1	
	Assistant Environmental Health Officer	2	4	
Epidemiology & M&E	Epidemiologist	1	1	
	M&E Specialist	1	1	
ICT	ICT Technician	1	2	
Administration	Medical Officer (in charge)	1	1	
	Nursing Officer (matron/patron)	1	1	

Function	Cadre	Minimum Number	Maximum Number	Criteria for Maximum Number
	Health Secretary	1	1	
	Personal Secretary	1	2	
	Accountant	1	2	
	Assistant Accountant	1	2	
	Accounts Assistant	2	3	
	Security guard	12	14	
	Total	468	680	

6. STAFFING LEVELS FOR NATIONAL AND SPECIALIZED REFERRAL HOSPITALS

The national and specialized hospitals are referral hospitals at national level, they provide referral health services and also used as a teaching hospitals for medical professionals. The hospitals are Muhimbili National Hospital, KCMC hospital, Bugando hospital, Mbeya Referral Hospital, Muhimbili Orthopaedic (MOI) Hospital, Ocean Road Cancer institute (ORCI), Mirembe Mental Health Hospital, Kibong'oto Hospital, Comprehensive Community Based Rehabilitation In Tanzania (CCBRT) and Lugalo Military Hospitals. The staffing levels of these hospitals are as following.

6.1 Muhimbili National Hospital

Introduction

It is a National Referral hospital, which offers super speciality health services to outpatients and inpatients, as well as training and research. It is a level I tertiary hospital care. The minimum number of inpatient beds is 1,500. The Hospital provides high specialized services to both outpatients and inpatients, the services includes Medical, Surgical, paediatric Obstetrics/gynaecology, cardiac, renal etc. The Hospital has 25 departments, 7 outpatients' clinics that operate every day including RCH and CTC, 50 wards which admits inpatients every day. Likewise the hospital has 18 operating theatre located in different blocks, and a mortuary with a capacity to store 80 bodies. Averages of 1000 patients are served per day. The projected number of staff required is 5,664.

The Government owns the Hospital and its running cost comes from the Government. the hospital has undergoing reforms with the aim of improving the quality of health services that is being provided.

Table 5: Staffing levels for Muhimbili National Hospital.

Function	Cadre	Proposed Number	Criteria
Executive Management			
Executive Management	Executive Director	1	Manage about 2800 personnel & 8 Directorates
	Deputy Executive Director-Clinical Services	1	
	Deputy Executive Director-Administration	1	
	Director of Surgical Services	1	
	Director of Medical Services	1	
	Director of clinical support Services	1	
	Director of Nursing services	1	
	Director of Technical service	1	
	Director of Human Resource and Administration	1	
	Director of Information, communication and Technology (ICT)	1	
	Director of Finance and Planning	1	
	Chief Internal Auditor	1	
	Head, Procurement Management Unit	1	
	Head, Legal Unit	1	
	Head, Public Relations Unit	1	
Head, Teaching, Research & Consultancy Coordination Unit	1		
Head, Quality Improvement & Clinical Audit Unit	1		
Administration	Executive Assistant	1	
	Personal Secretary	1	
	Registry Clerk	1	
	Office Attendant	1	
Internal Audit	Internal auditor	8	Monitors and advices on the funds and the institution expenditure
	Personal Secretary	1	
	Office Attendant	1	
Public relations	Public relation officer	1	Public relation issues
	Office Attendant	1	
Legal Office	Legal Officer	1	
	Registry Clerk	1	
	Office Attendant	1	
Quality Improvement Unit	Quality Manager	1	
	Doctors	3	
	Health Officers	3	

Function	Cadre	Proposed Number	Criteria
	Nursing Officers	7	
	Health Attendants	1	
	Lab Technician	1	
	Pharmacist	1	
	Data Manager	1	

Manning Levels For Directorate of Medical Services

Function	Cadre	Proposed number	Criteria
Outpatient Department			
Casualty and Emergency Services	Super specialist (emergency medicine)	8	3 shifts per day Average of 200 patients/day 3 ambulance crew/shift 7 treatment rooms 4 resuscitation rooms 3 triage rooms 1 mini ICU with 2 beds
	Physician	2	
	Medical Officer	48	
	Personal Secretary	1	
	Office Attendant	1	
ICU/Critical Services (Provide critical care services to patients)	Intensivist	8	3 shifts 24hours services Capacity of 24 beds
	Medical Officers	10	
Outpatient services for referred patients, and staff (MNH)	Medical Officer	16	2 shifts per day Average of 150-200 patients/day 8 consultation rooms.
	Medical Specialist	14	
	Office Attendant	1	
	Personal secretary	1	
Outpatients services for Health Insurance clients (NHIF & other) (ORCI)	Physician	2	Average 150 patients/day Observation room with capacity of 4 beds
	Paediatrician	2	
	Gynaecologist	2	
	Medical Officer	10	
	Personal secretary	1	
	Office Attendant	1	
Internal medicine out patients services	Super specialist - Internal Medicine)	28	14 Units 2 per super speciality Average 190 - 220 patients per day
	Specialist	28	
	Medical Officer	28	
	Medical officer HIV clinic	4	
	Medical officer TB Ward and clinic	4	
	Medical officer cardiac	4	
	Medical officer renal	4	
	Medical officer Gastro	4	
	Personal Secretary	1	
	Office Attendant	1	
CTC Services (TB/HIV)	Medical Officer	5	Average 100-120 patients/day 8 hours services daily

Function	Cadre	Proposed number	Criteria
Outpatient Clinic)			
Paediatric Outpatient clinics	Super specialist – paediatrics	28	Average of 50 – 70 patients per day
	Paediatrician	28	
	Medical Officer	28	
	Medical officer HIV clinic	4	
	Medical officer cardiac	4	
	Medical officer renal	2	
	Personal Secretary	1	
	Office Attendant	1	
Physiotherapy	Physiotherapist	30	Average of 90 patients/day including inpatients
	Occupational therapist	25	
	Personal Secretary	1	
	Office attendant	1	
Mental health clinics	Super Specialist - Psychiatrist	12	Average of 80 -100 patients per day There are 5 units
	Psychiatrist	12	
	Medical Officer	12	
	Personal Secretary	1	
	Office Attendant	1	
Rehabilitation services	Psychiatrist	2	Average of 50 patients 9 physiotherapy units 6 occupational units
	Occupational therapist	10	
	Medical Officer	2	
CARDIOVASCULAR CENTRE			
Super specialist Services	Cardiologist (Adult)	10	12 Cardiac Clinics, Cardiac wards Cath lab, CCU & CTICU
	Paediatric Cardiologist	8	4 Paediatric Cardiac Clinics, Cardiac wards, CCU, CTICU
	Cardiothoracic Surgeon	8	3 operating theatres, CTICU, Pre-op & Post op cardiac Clinics
	Cardiac Anaesthesiologist	6	3 Operating theatres, CTICU
Specialist Services	Physicians	4	Future trainees for Cardiologists
	Paediatricians	4	Future Trainees Paediatric Cardiologists
	Surgeons	4	Future Trainees Cardiothoracic Surgeons
	Anaesthesiologist	4	Future Trainees Cardiac Anaesthesiologists
General Medicine	Adult Cardiologist	4	12 Cardiac Clinics, Cardiac wards Cath lab, CCU & CTICU - First line of Patient care
	Paediatric Cardiologist	4	4 Paediatric Cardiac Clinics, Cardiac wards, CCU, CTICU- First line of Patient care
	Cardiothoracic surgeon	4	3 operating theatres, CTICU, Pre-op & Post op cardiac Clinics First line of Patient care
	Anaesthesiologist	4	3 Operating theatres, CTICU First line of Patient care
CT ICU (Cardiothoracic intensive Care Unit)	Nursing Officers	8	Specialized skills & experiences for 8 bed CTICU highly required

Function	Cadre	Proposed number	Criteria
	Assistant Nursing Officers	42	8 bed CTICU with three shifts per day
	Medical attendants (Health Attendants)	12	8 bed CTICU with three shifts per day
Cardiothoracic Operating Theatre (OC OT)	Nursing Officers	10	3 operating theatres specialized, skilled and experience required
	Assistant Nursing Officers	36	3 operating theatres with six operations per day
	Medical attendants (Health Attendants)	6	3 operating theatres
Nurse Anaesthesiology	Nursing Officer or	4	3 operating theatres required for assisting cardiac Anaesthesiology team
	Assistant Nursing Officers	2	
Catheterization Laboratory Nurse	Nursing Officers	2	Highly Specialized skills & experience - cath lab
	Assistant Nursing Officers	6	3 shifts per day in the cath lab
	Medical attendants (Health Attendants)	2	Two shift per day
Coronary Care Unit (CCU)	Nursing Officer	2	Highly Specialized skills & experience required
	Assistant Nursing officer	24	3 shifts per day
	Medical attendants (Health Attendants)	6	3 shifts per day
Cardiovascular Wards Private/VIP & VVIP	Nursing Officers	6	Highly Specialized skills & experience required
	Asst. Nursing Officers	24	3 shifts per day
	Nurses	6	3 shifts per day
	Medical attendants (Health Attendants)	6	3 shifts per day
Adult/Paediatric Cardiology	Nursing Officer	3	3 shifts per day
	Assistant Nursing Officers	18	3 shifts per day
	Nurses	6	3 shifts per day
	Medical attendants (Health Attendants)	6	3 shifts per day
Pre & post-operative /Adult cardiology patient.	Nursing Officers	6	3 shifts per day
	Assistant Nursing Officers	24	3 shifts per day
	Nurses	6	3 shifts per day
	Medical attendants (Health Attendants)	6	3 shifts per day
Cardiac OPD	Nursing Officers	2	
	Assistant Nursing Officers	18	Six cardiac Consultation rooms
	Nurses	4	Six cardiac Consultation rooms
	Medical attendants (Health Attendants)	6	Six cardiac Consultation rooms
Pharmacy	Cardiovascular Pharmacist	2	
	Clinical Pharmacist	2	
	Pharmacist	4	Two set of shift per 24 hours
	Pharmaceutical Technicians	4	Two set of shift per 24 hours
Cardiovascular Centre Operational Manager		1	In charge of operations as Business Unit

Function	Cadre	Proposed number	Criteria
ECG Technicians		4	Responsible for performing All ECG inpatient and Outpatients
Social Welfare Officers		2	Cardiovascular disease lifestyle health problem highly needed
Dieticians/Nutritionists		2	Cardiovascular disease Lifestyle health problem Highly needed
Biomedical Engineers		4	Cardiac centre has specialized high tech machines
Medical Record Officers/Technicians		6	Two shifts per 24 hours
Health Laboratory Technician		2	In house mini lab services
Phlebotomists		3	In house mini lab services
Procurement/ Supplies Office		3	Semi- autonomous business unit
Human Resource Officer		1	Semi- autonomous business unit
Administrative Officer		1	Semi- autonomous business
Personal Secretaries		3	Semi- autonomous business
Office Attendants		2	Semi- autonomous business unit
ICT	System Administrator	2	Manage data system and computers in all 8 directorates
	Support Technician	2	
Revenue Office	Accounts Assistants (cashier)	3	
	Claims officers/Billing Clerks (Credit/Medical Insurance)	3	
Floor/Ward Clerks		4	

Manning Levels For Directorate Of Surgical Services

Function	Cadre	Proposed number	Criteria
Surgical clinics	Super specialist – Surgeon	12	70 patients 8 wards, 6 Firms per day:- Urology Plastic surgery Surgical gastroenterology Thoracic Paediatric Surgery 30 operations per day
	Surgeon	17	
	Medical Officer	1	
Emergency medicine theatre	Super specialist – Emergency medicine	20	Average of 10 Emergency cases per day 3 shifts per day
	Surgeon	10	
	Medical Officer	52	
ENT Clinics	Super specialist	8	2 super specialist in

Function	Cadre	Proposed number	Criteria
	Specialist	6	Rhinology
	Medical Officer	4	Otology
	Speech therapist	4	Head and Neck
	Audiologist	6	Pedictice otolaryngology
	Clinical Audiologist	4	Specialist in
	Personal secretary	1	2 Rhinology
	Office attendant	2	2 Otology
			1 Head and Neck 1 Pedictice otolaryngology Average of 50 patients per day Average of 20 operations /week
Oral health clinic	Specialist - dentistry	12	Average of 300 - 500 patients /day 2 shifts per day
	Dental Officer	8	
	Radiographers	2	
	Personal Secretary	1	
	Office attendant	1	
Gynaecological Clinics	Super specialist - gynaecology	8	4 firms/day
	Obstetrician/Gynaecologist	16	4 medical officer per firm
	Medical Officer	16	2 shifts per day
	Personal Secretary	1	4 specialists/firm
	Office Attendant	1	2 super specialist per firm 50 gynaecology patients/day 80 antenatal clients per day
Reproductive and child health services	Super specialist (Obstetric/gynaecologist)	8* from OPD	2 Shifts per day Average 70 -100 patients /day
	Paediatrician,	2*from OPD	
	Gynaecologist	16* from OPD	
	Medical officer	16*from OPD	
	Personal Secretary	1	
	Office Attendant	1	
OPD Eye clinic	Ophthalmologist (Super Specialists)	10	Average 60 patients/day
	Ophthalmologist,	6	
	Optometrists	6	
	Nursing Officer (ophthalmology)	14	
	Assistant Nursing Officer	15	
	Personal Secretary	1	
	Medical Attendant	1	
Anaesthesia	Super specialist (anaesthesia)	14	7 operation rooms

Function	Cadre	Proposed number	Criteria
Services			3 shifts per day 2 super specialist anaesthesia per operation room:- Paediatric Thoracic Obstetrics Neuron Maxillofacial Critical care 7 Operation rooms 4 attendants/room per shift 3 shifts per day 90 patients/day General anaesthetist 1 per 2 theatres including minor theatre.

Manning Levels For Directorate Of Nursing Services

Block	Cadre				Justification
MWAISELA	NO	ANO	EN	MA	3 shifts Ward round, assist investigations and write and give report, Training students Booking of specimen in Jeeva system,
WD1	20	30	24	15	
WD3	15	20	10	10	
WD4	15	20	10	10	
WD5	15	20	10	10	
WD6	15	20	10	10	
WD7	15	20	10	10	
WD8	15	20	10	10	
TB	4	15	10	10	
TOTAL	118	173	98	91	
CLINICS	NO	ANO	EN	MA	
IDC	2	5	3	3	Coordinating clinic
Diabetic Clinic	2	3	1	3	Coordinating clinic, Testing patients for sugar Counselling and health education Giving insulin
TOTAL	4	8	4	6	
KIBASIILA	NO	ANO	EN	MA	3 shifts job allocation, and staff affairs training students. Deals with relative's issues
WD 9	15	20	10	10	
WD 10	15	20	10	10	
WD 11	15	20	10	10	
WD 12	15	20	10	10	
WD 13	15	20	10	10	
WD 14	15	20	10	10	
WD 15	4	15	10	10	
WD 16	15	20	10	10	
TOTAL	109	155	80	80	

Block	Cadre				Justification
SEWAHAJI	NO	ANO	EN	MA	3 shifts Ordering supplies, plan duty rosters, Ward round, job allocation, and staff affairs training students. Deals with relative's issues, follow-up maintenance department, manage stores, attend meeting and report writing and assist patient care according to the need, plan nursing care.
WD 19	15	20	10	10	
WD 20	15	20	10	10	
WD 21	15	20	10	10	
WD 22	15	20	10	10	
WD 23	15	20	10	10	
WD 24	15	20	10	10	
TOTAL	90	120	60	60	
PSYCHIATRY	NO	ANO	EN	MA	Ward round, assist investigations and write and give report, training students and junior staff, supervision. Medication and injection, Frequency of medication (6hourly, 8 hourly start and daily), documentation of all activities done to patients .
Male	15	20	10	10	
Female	15	20	10	10	
Acute	20	20	10	10	
IPPM	15	20	10	10	
CLINICS	5	5	5	10	
TOTAL	70	85	45	50	
EMERGENCY MEDICINE	NO	ANO	EN	MA	Resuscitation of critically ill patients 3 shifts service provided 24hrs 3 shifts, 24hrs services
Resuscitation 1	5	10	2	5	
Resuscitation 2	5	10	2	5	
Resuscitation 3	5	10	2	5	
Resuscitation 4	5	10	2	5	
Treatment R 1	3	3	2	5	
Treatment R 2	3	3	2	5	
Treatment R 3	3	3	2	5	
Treatment R 4	3	3	2	5	
Treatment R 5	3	3	2	5	
Treatment R 6	3	3	2	5	
Treatment R 7	3	3	2	5	
Triage Rooms 3	3	6	2	5	
Reception	2	3	1	30	24hrs services 3 shifts; Triaging patients; Taking vital signs Directing patients; Giving information; counselling
TOTAL	46	70	25	90	
PEDIATRIC COMPLEX	NO	ANO	EN	MA	3 shift Ward round, assist investigations and write and give report, training students and junior staff,
IPPM OBS	20	30	24	15	
WD A	15	20	10	10	
WD B	15	20	10	10	
PEDIATRIC SURGERY	15	20	10	10	
BURN	15	20	10	10	
ONCOLOGY 1	15	20	10	10	
ONCOLOGY 2	15	20	10	10	
MAKUTI A	15	15	10	10	
MAKUT B	15	20	10	10	
PEDIATRIC CLINIC	1	2	2	2	
RENAL CLINIC	1	2	-	2	
RENAL DIALYSIS	5	20	10	10	
GASTRO ENTOROLOGY	10	15	-	10	
PEDIATRIC THEATRES	10	30	10	15	Preparation of theatres Preparation of equipment Assisting operations
OPHTHALMIC	10	15	5	15	

Block	Cadre				Justification
THEATRE					Recovery room 24hrs services,3 shifts srvcies
TOTAL	117	269	131	149	
MATERNITY BLOCK	NO	ANO	EN	MA	Care of post and antenatal mothers and neonates Assisting deliveries , 24hrs services
IPPM ANNEX	10	25	10	15	
ANTENATAL CLINIC	2	10	5	10	Care of antenatal mothers
WD33	15	20	10	10	Vaccination PMTCT
WD34	15	30	10	10	24hrs services,3 shifts
WD35	15	20	10	10	Assisting deliveries
WD36	15	20	10	10	Caring seriously ill patients
WD37	15	20	10	10	Care of neonates
WD38	15	20	10	10	Care of postnatal & Antenatal Mothers
WD39	15	20	10	10	
TOTAL	117	186	85	85	
OBSTETRIC THEATRE	NO	ANO	EN	MA	Preparation of equipment Assisting operations Post op care 24hrs services, 3 shifts
OP R 1	5	25	10	10	
PO R2	5	25	10	10	
RECOVERY	5	15	10	10	
RECEIVING	5	10	-	10	
TOTAL	20	75	30	40	
MAIN OPERATING THEATRE	NO	ANO	EN	MA	Preparation of equipment Assisting operations Post op care 24hrs services,3 shifts
Operating Room 7	20	35	25	20	
Receiving	5	15	5	15	
Recovery	5	15	5	5	
Packing	-	10	5	5	
TOTAL	30	75	40	45	
EMERGENCY THEATRE	NO	ANO	EN	MA	Preparation of equipment Assisting operations Post op care 24hrs services,3 shifts
Operating Room 2	10	30	10	10	
Receiving	5	25	10	10	
Recovery	5	25	10	10	
Packing Room	5	15	10	10	
TOTAL	15	65	40	40	
INTENSIVE CARE UNIT	NO	ANO	EN	MA	3 shifts services Vital signs (2hourly, 4hourly 12 hourly), suction, nebulization, bed bath, catheterization, resuscitation, dressing (pressure sore all activities done to patients including nursing care.
ICU	30	30	10	25	
APCU	10	30	10	20	
NOP clinics					
60 rooms running clinics	10	30	10	20	Coordinating clinics Coordinating CTC clinic Counselling
TRAY Centre	2	15	5	15	Processing and sterilizing equipment,

Block	Cadre			Justification
				instruments and supplies Distribution to the service delivery points
Social Welfare	Health Social Workers		13	7 blocks Mwaisela 210 beds Kibasila 220 beds Sewahaji 192 beds NPC 203 beds Maternity 330 beds Over 50 clinic/day
Catering services	Catering officer		4	4 Kitchen (Main, MTC, Intern and Nurses Hostel) 1500 students and Internship doctors 400 patients
	Cook		50	
	Kitchen attendant		28	
	Waiters		15	
Laundry services	Laundry manager		1	Processes 1200 linen / day 60 service delivery points
	Dhobi		50	
Tailoring	Artisans/tailor		15	1000 abdominal packs/week 800 theatre uniforms/week

Manning Levels for Directorate of Technical Services

Function	Cadre	Proposed number	Criteria
Electrical Engineering	Electrical Engineer	4	65 buildings, 56 acre of land at MNH Vikuruti rehabilitation centre has 181.4 acre, Mwera rehabilitation centre 131 acres
	Technicians	5	
Civil Engineering	Civil Engineer	2	
	Quantity Surveyor	1	
	Technicians	5	
	Carpenters	10	
	Masons	11	
	Painters	10	
	Draft man, Civil	1	
Mechanical Engineering	Mechanical Engineer	1	
	Boiler operators	4	
	Transport officer	1	
	Technician	4	
	Automobile Artisan	3	
	Biomedical Technician	2	
	Drivers	24	
Environmental Engineering	Estate Manager	1	
	Technician water	1	
	Incinerator operators	3	
	Drainage	10	
	Gardener	20	
	Plumbers	12	
	Cleaners	48	

Function	Cadre	Proposed number	Criteria
	Water pump operators	20	
Administrative Services	Personal Secretaries	03	
	Office Attendants	03	

Manning Level for Directorate of Clinical Support Services

Function	Cadre	Proposed number	Criteria
Haematology	Haematologist	4	650 specimen/ day 2 NO located at blood donation 2 NO haematology and 2 NO will be blood donor counsellors
	Laboratory Technologist	60	
	Assistant Laboratory Technologist	14	
	Medical attendant	7	
Microbiology and Immunology	Microbiologist	3	About 12 tests /week
Parasitological and Entomology	Parasitologist	2	Process 449 specimen per week
Clinical chemistry	Clinical Chemist	2	Process 194 specimen per week
Histopathology and cytology	Histopathologist	6	Process 231 specimen per week
Mortuary services	Pathologist	7	Twenty four hours service mortuary capacity 80 dead bodies 154 dead bodies/week 32 post mortem/week Embalming 16 dead bodies/week
	Prosecutors	6	
	Mortuary attendant,	10	
Administrative Services	Pathologist	1	
X-ray	Radiologist	13	200 plain X-ray films/day 3 shifts per day 30 CT scan /day 15 MRI examination per day Mammography and Angiography to start soon
	Radiographer	20	
	Medical Attendant	5	
Ultra sound	Radiologist	2	50-60 ultra sound examination/day 3 shifts per day
	Radiographer	5	
	Sonographer,	2	
	Medical Attendants	2	
Special X-ray	Radiologist	11	3 shifts per day Average of 30 CT scan /day Average of 15 MRI examination per day Mammography and Angiography to
	Radiographer	6	
	Medical Attendants	3	

Function	Cadre	Proposed number	Criteria
			start soon
Administrative Services	Radiologist,	1	
	Personal Secretary	1	
	Office attendant	1	
Pharmaceuticals and Medical Supplies Department			
Stores	Pharmacist	2	Supplies over 50 points (wards, theatres etc.)
	Pharmaceutical Technologist	1	
	Medical Attendants	4	
Dispensing	Pharmacist	13	11 dispensing points in the hospital Over 2,000 prescriptions per day
	Clinical pharmacist	6	
	Pharmaceutical technologist	34	
	Medical Attendants	4	
Infusion	Pharmacist	1	
	Pharmaceutical technologist	3	
	Medical Attendants	2	
Compounding	Pharmacist	1	
	Pharmaceutical technologist	5	
	Medical Attendants	2	
Data management	Pharmacist	2	
	Pharmaceutical technologist	1	
Administrative services	Pharmacist	1	
	Secretary	1	
	Office attendant	1	

Manning Levels for Directorate of ICT

Function	Cadre	Proposed number	Criteria
Information and Communication Technology	ICT Officer	14	360 computers
	Data Entry Clerks	2	Jeeva system, internet connecting all the hospital
	ICT Technician	8	
Telephone services	Telephone Operator	9	120 lines
	Telephone Technician	2	2 shifts per day
Medical Records	Health Recorders	40	1000 outpatients per day 3 shifts per day
	Health Records Technicians	20	10 registration points

Function	Cadre	Proposed number	Criteria
	Health Records & Information Officers	10	2 medical recorders per point.
Administrative Services	Secretary	2	
	Office attendant	5	

Manning Levels for Directorate of Finance and Planning

Function	Cadre	Proposed number	Criteria
Procurement	Procurement and Supplies officers	8	Order Hospital Equipment receive and supplies
	Stores officers	18	
	Registry clerks	1	
	Personal Secretary	1	
	Office attendants	2	
Finance	Accountants	6	
	Assistant Accountants	16	
	Accounts Assistants-Cash collection	50	
	Claims Officers	02	
	Planning Officers	03	
	Personal Secretaries	03	
	Office Attendants	05	

Manning Levels for Directorate of Human Resource

Function	Cadre	Proposed number	Criteria
Office of DHR	Personal Secretary	01	
	Office Attendant	01	
Recruitment and Training	Human Resource Officers	04	Coordinate Training and Recruitment
	Administrative Officer	01	Process Visas, work permits etc.
	Registry Clerk	01	
	Personal Secretary	01	
	Office Attendant	01	
Administration	Administrative Officers	05	Manage Registries, Interns, Staff Welfare
	Transport Officer	01	
	Administrative Officer - Security	01	
	Personal Secretaries	02	

Function	Cadre	Proposed number	Criteria
	Registry Clerks	8	General & Confidential Office
	Office Attendants	14	General, Confidential Offices & Interns
	Janitors	5	Interns Hall
	Drivers	24	3 Shifts per day
	Police Auxiliaries/Security guards	36	8 security points; 2 police/point/shift
	Estate Officer	1	Housing Issues
Compensation & Industrial Relations	Human Resource Officers	4	HOD, HOU, Lawson
	Industrial Relation Officers	2	Disciplinary cases
	Payroll Accountant	1	
	Assistant Accountants	4	Payroll issues
	Personal Secretaries	1	
	Registry Clerk	2	
	Office Attendants	2	

Summary of the Human Resource For Health Required for Muhimbili National Hospital

Sn	Cadre	Proposed
1	Executive Director	1
2	Deputy Executive Director- Clinical Services	1
3	Deputy Executive Director- Administration	1
4	Director of Surgical Services	1
5	Director of Medical Services	1
6	Director of clinical support Services	1
7	Director of Nursing services	1
8	Director of Technical service	1
9	Director of Human Resource and Administration	1
10	Director of Information, communication and Technology	1
11	Director of Finance and Planning	1
12	Accounts & finance Staff	80
13	Administrative and Human Resources Officer	17
14	Adult Cardiologist	4
15	Anaesthesiologist	8
16	Assistant Laboratory Technologist	14
17	Assistant Nursing Officers	1,628
18	Audiologist	6
19	Automobile Artisan	3
20	Biomedical Engineers	4

Sn	Cadre	Proposed
21	Biomedical Technician	2
22	Boiler operators	4
23	Cardiac Anaesthesiologist	6
24	Cardiologist (Adult)	10
25	Cardiothoracic Surgeon	12
26	Cardiovascular Centre Operational Manager	1
27	Cardiovascular Pharmacist	2
28	Carpenters	10
29	Chief Internal Auditor	1
30	Civil Engineer	2
31	Civil Technicians	5
32	Claims Officers	5
33	Cleaners	48
34	Clinical Audiologist	4
35	Clinical Biochemistry	2
36	Clinical Pharmacist	8
37	Data Entry Clerks	2
38	Data Manager	1
39	Dental Officer	8
40	Dieticians/Nutritionists	2
41	Draft man, Civil	1
42	Drainage	10
43	Drivers	48
44	ECG Technicians	4
45	Electrical Engineer	4
46	Electrical Technician	5
47	Electronics Technician	2
48	Enrolled Nurses	624
49	Environmental Technician	1
50	Estate Manager	1
51	Estate Officer	1
52	Executive Assistant	1
53	Floor/Ward Clerks	4
54	Gardener	20
55	Gynaecologist	2
56	Haematologist	4
57	Head, Legal Unit	1
58	Head, Procurement Management Unit	1
59	Head, Public Relations Unit	1

Sn	Cadre	Proposed
60	Head, Quality Improvement & Clinical Audit Unit	1
61	Head, Teaching, Research & Consultancy Coordination Unit	1
62	Health Attendants	737
63	Health Laboratory Technician	2
64	Health Officers	3
65	Health Recorders	40
66	Health Records & Information Officers	10
67	Health Records Technicians	20
68	Histopathologist	6
69	ICT Officer	14
70	ICT Technician	8
71	Incinerator operators	3
72	Industrial Relation Officers	2
73	Intensivist	8
74	Internal auditor	8
75	Janitors	5
76	Laboratory Technologist	60
77	Laboratory Technician	1
78	Legal Officer	1
79	Masons	11
80	Masons Technicians	4
81	Mechanical Engineer	1
82	Mechanical Technicians	4
83	Medical Attendants	29
84	Medical attendants (Health Attendants)	50
85	Medical officer cardiac	8
86	Medical officer Gastro	4
87	Medical officer HIV clinic	8
88	Medical officer renal	6
89	Medical officer TB Ward and clinic	4
90	Medical Officers	235
91	Medical Record Officers/Technicians	6
92	Medical Specialist	14
93	Microbiologist	3
94	Mortuary attendant,	10
95	Nurses	22
96	Nursing Officer	918
97	Obstetrician/Gynaecologist	16
98	Occupational therapist	35

Sn	Cadre	Proposed
99	Office Attendant	53
100	Ophthalmologist	16
	Optometrists	6
101	Paediatric Cardiologist	12
102	Paediatrician	34
103	Painters	10
104	Parasitologist	2
105	Pathologist	8
106	Personal Secretary	30
107	Pharmaceutical Technologist	44
108	Pharmaceutical Technicians	4
109	Pharmacist	25
110	Phlebotomists	3
111	Physician	8
112	Physiotherapist	30
113	Planning Officers	3
114	Plumbers	12
115	Police Auxiliaries/Security guards	36
116	Procurement and Supplies officers	11
117	Prosecutors	6
118	Psychiatrist	14
119	Public relation officer	1
120	Quality Manager	1
121	Quantity Surveyor (Q.S)	1
122	Radiographer	33
123	Radiologist	27
124	Registry Clerk	14
125	Secretary	3
126	Social Welfare Officers	2
127	Sonographer,	2
128	Specialist	34
129	Specialist - dentistry	12
130	Speech therapist	4
131	Stores officers	18
132	Super specialist	8
133	Super specialist - Emergency medicine	20
134	Super specialist - gynaecology	8
135	Super specialist - Internal Medicine)	28
136	Super specialist - paediatrics	28

Sn	Cadre	Proposed
137	Super Specialist - Psychiatrist	12
138	Super specialist – Surgeon	12
139	Super specialist (anaesthesia)	14
140	Super specialist (emergency medicine)	8
141	Support Technician	2
142	Surgeon	31
143	System Administrator	2
144	Technician Automobile	2
145	Technician water	1
146	Telephone Operator	9
147	Telephone Technician	2
148	Transport Officer	2
149	Water pump operators	20
	Grand	5,701

6.2 Kilimanjaro Christian Medical Centre (KCMC)

Introduction

Kilimanjaro Christian Medical Centre is one of the four national consultancy hospitals; the consultancy hospitals are located in zones to provide referral health services to patients coming from all regions referral hospitals located within a zone. Other Consultancy hospitals are, Bugando Hospital, which serves the Lake Zone and Mbeya Referral Hospital for the southern Zone. The Kilimanjaro Christian Medical Centre (KCMC) is a referral and teaching hospital located in the Northern Zone. It serves a population of more than 15 million. It provides services to the people of Tanga, Kilimanjaro, Arusha, Manyara, Singida and Dodoma regions.

It is run by the Good Samaritan Foundation (GSF) under a special memorandum of understanding with the Government of Tanzania. The memorandum of understanding describes Board of Governor, which has five members from the GSF and four members from the Government. Under the memorandum of understanding all recurrent expenditure is paid for by the Government and capital development in funded by the Good Samaritan Foundation.

Although the bed capacity of the Centre is 450 the daily patient census ranges between 500 – 550 distributed in the following departments: Paediatrics, Internal medicine, Surgery, Orthopaedics, Anaesthesia, ENT, Ophthalmology, Occupational therapy, Physiotherapy, Dermatology and outpatient department. The hospital admits an average of 25000 patients annually and about 110,000 patients are treated as outpatients yearly. There are 1300 employees at the centre. It is a national training centre. There are 1270 undergraduate and postgraduate medical students at the Kilimanjaro Christian Medical College and 810 students in the 16 different Allied Health Sciences schools.

In addition to the clinical and teaching services the hospital has embarked on extensive research programs in a variety of fields including HIV/AIDS, Malaria, Reproductive Health and Drug Resistance in anti TB, etc. To fulfil its function as a clinical, teaching and research centre the KCMC

staff are expected to participate in the three areas mentioned above as applicable. The following is the staffing as recommended for the Centre.

Table 6: Staffing Level for Kilimanjaro Christian Medical Centre (KCMC)

Function	Cadre	Proposed number	Criteria	
ADMINISTRATION DEPARTMENT				
Management	Executive Director	1	More than 1000 employees 550 inpatients and over 800 out patients The Provost is responsible more than 1270 medical undergraduates and postgraduates; More than 840 students in the 16 Allied Health Sciences schools.	
	Director Hospital Services	1		
	Director Human Resource & Administration	1		
	Director Finance	1		
	Director Nursing Services	1		
	Provost	1		
	Director Research and Training	1		
	Medical Officer	4		
	Nursing Officer	5		
	Assistant Nursing Officer	15		
	Human Resource Officers	11		
	Personal Secretaries	22		8 Directorates in the hospital
	Office Attendant	3		
	Receptionists	4		
	Telephone Operators	8	500 telephone extensions 100 new extension to be added to the current one	
Library Assistant	7	16 hours service delivery per day in 2 shifts		
Information Communication Technology	ICT Officer	10	More than 200 computers	
	ICT Technicians	2		
	Data Entry Clerks	4		
Finance	Chief Accountant	1	3 shifts, 14 cost sharing collection centre	
	Accountant	10		
	Accounts Assistant	15		
	Personal Secretary	1		
Procurement and Supplies	Procurement & Supplies Officer	4	Procurement for 8 Directorates, training institutions.	
	Assistant Procurement & Supplies Officer	1		
Internal Auditing	Chief Internal Auditor	1		
	Auditors	3		
Social Welfare	Social Welfare Officer	3	Identify vulnerable groups for about 500 in- patients and 800 out- patents.	
Public Relations	Public Relations Officer	1		
Legal	Legal Officer	1		
Maintenance	Biomedical Engineer	1	2 boilers 15 cars, 4 standby generators	
	Biomedical technicians	4		
	Civil Engineer	1		
	Electrical Engineer	1		
	Mechanical Engineer	1		
	Boiler operator	4		
	Technicians (mechanics)	2		
	Plumber	2		

Function	Cadre	Proposed number	Criteria
	Medical attendant (Incinerator)	2	Constant preventive maintenance
Laundry	Dhobi	20	Over 500 linen per day
Catering	Nutritionist	2	Plan 3 meals per day for 550 in patients,
	Catering officers	2	Prepares over 550 meals per day
	Cook	2	
	Kitchen Attendants	30	
Transport	Transport officer	1	14 hospital cars
	Drivers	14	
Tailoring	Tailor	7	1000 bed sheets per month, 1000 theatre attires per month, 500 pair of patient uniforms per month
Security	Security Guards	90	30 security points One guard per security point 3 shifts per day
House Keeping	Office attendant	30	80 offices to be cleaned daily 20 seminars/meeting rooms to be cleaned daily 25 hospital public toilets to be cleaned 3 times a day 450 acres of land
Emergency	Medical Specialist	1	80 clients daily(casualties), 600 patients daily in different clinics 3 shifts per day 10 minor surgeries and 10 resuscitations per day
	Medical Officer	4	
Casualty	Nursing Officer	5	Care for 80 casualties and triage Average of 20 emergence cases 10 minor operations daily Average of 20 surgical and medical emergence cases average of 15 patients in critical conditions are resuscitated daily
	Assistant Nursing Officer	15	
Infectious Disease	Nursing Officer	7	Daily clinic of 50 to 80 patients seeking care and treatment due to HIV/AIDS per day Daily outreach services to 21 peripheral hospitals Home based care twice a week, Family clinic is conducted 3 times a week Adolescent clinic on weekends.
	Assistance Nursing Officer	10	
Child Family Care	Medical Emergency	2	Average of 200 patients per

Function	Cadre	Proposed number	Criteria	
Clinic	Specialist		day	
	Medical Officer	2		
	Nursing Officer	5		
	Assistant Nursing Officers	35		
	Medical Attendant	16		
	Personal Secretary	1		
Internal Medicine	Cardiologist	2	Average of 116 patients per week 5 clinics per week, 24 hours services on call	
	Neurologist	2		
	Endocrinologist	2		
	Gastroenterologist	3	Average of 110 procedures per month	
	Pulmonologist	2		
	Infectious Diseases Specialist	2	Average of 100 patients per month	
	Nephrologists	2	200 patients per year in internal medicine. Average of 116 in patients per day Average of 20 critically ill patients per day 6 patients for Intensive care Unit 3 shifts per day Average of 50 patients IV/IM injection per day	
	Hematologist/Oncologist	2		
	Rheumatologist	1		
	Geriatricist	1		
	Critical Care Medicine Specialist	1		
	Physician	5		
	Nursing officer	25		
	Assistant Nursing Officer (Intensive care)	10		
	Nurse officer (Critical care)	15		
Renal dialysis nurse	5			
Mental Health	Nurses officer (Psychiatry)	3		4 units Average of 60 patients per day
	Assistant Nursing officer	40		
	Medical attendant	32		
Dermatology	Surgeon (Dermatology)	2		Average of 45 patients per day 5 days clinic Outreach services to 7 different centers (sikonge 110; Peramiho 45; Mtwara 40; St. Elizabeth 30; Tengeru 25; Tanga 70 and Tukuyu50)
	Pathologist (Dermatology)	2		
	Dermatologist (Public Health)	1		
	Medical Officer (Leprosy and Prevention)	1		
	Medical Officer	1		
	Allergologist	1	2 clinics per week Average of 45 patients per day one female and one male new wards are being constructed with capacity 35 patients each	
	Dermatologist-Venereologist	7		
	Nursing officer	3		
	Assistant Nursing officer	27		
	Medical attendant	10		
	Personal Secretary	1		
Paediatric	Paediatrician (Cardiology)	1	Average of 80 patients per day	
	Paediatrician (Endocrinology)	1		
	Paediatric Haematologist	1		
	Oncologist	1		
	Paediatrician (Nephrology)	1		
	Paediatrician (Neurology)	1	Average of 45 follow up	

Function	Cadre	Proposed number	Criteria
			cases from different parts of the country.
	Neonatologist	2	Aver. of 40 in patients per day One clinic per week.
	Paediatrician	6	Daily clinics average of 80 patients.
	Nursing officer (Paediatric)	20	2 wards with an average of 40 patients per day 1 Neonatal ward with an average of 40 babies per day.
	Assistant Nursing officer	45	
	Medical attendant	36	
	Secretary	1	
Surgery	Surgeons (Paediatrics)	2	Average of 70 inpatients per day 116 elective operations per year 1163 emergency operations per year 3 clinics per week
	Surgeons (Cardiothoracic)	2	
	Surgeons (Reconstructive)	2	
	Neurosurgeons	2	
	Surgeons (Vascular)	2	
	Surgeons (Laparoscopic)	2	
	Surgeons (General)	2	
	Medical Officers	3	
	Nursing officer	10	
	Assistant Nursing officer	38	
	Medical attendant	15	
	Personal Secretary	1	
Oral Health	Surgeon (Maxillofacial)	1	Average of 5 major operations daily Average of 20 dental procedures in 20 patients daily, Average of 40 dental prosthetics per month, 3 shifts per day Daily clinics average 15 patients
	Orthodontist	1	
	Periodontist	1	
	Prosthodontist	1	
	Dental Consultant	1	
	Surgeons (Dental)	4	
	Nursing officer	1	
	Assistant Nursing Officers	4	
	Secretary	1	
Orthopaedic	Surgeon (Neuro-Orthopaedic)	1	Average of 85 in patients per day Average of 40 operations per week 2 clinics per week 3 shifts per day
	Surgeon	1	
	Surgeon (Arthroplastic)	2	
	Surgeon Orthopaedic	6	
	Medical Officers	3	
	Nursing officer	15	
	Assistant Nursing officer	30	
	Medical attendant	20	
	Secretary	1	
Urology	Urologist (Paediatric)	2	Average of 42 inpatient per day 5 operations per day, 3 shifts per day Average of 50 out patients per day 30 catheter care per day
	Oncologist	1	
	Urologist (Reconstructive)	1	
	Urologist	3	
	Medical Officers	3	
	Nursing officer	10	
	Assistant Nursing officer	15	
	Medical attendant	12	
Anaesthesia	Anaesthesiologist (Paediatric)	1	Average of 80 operations per day