



a common ground everyone can agree upon. Hospital leaders should establish the fundamental values and the ethical principles in which the organization operates. Ethical conduct makes the best use of resources, helps maintain quality and productivity, boosts morale and promotes teamwork, assists the organization to comply with laws and regulations, and ensures good and proper relationships with customers and vendors. If employees feel they are expected to act ethically and are treated ethically by their employer, they are less likely to engage in unethical behavior. Engaging in some unethical activities may lead to trouble with the law that may seriously affect the organization's ability to operate. Engaging in ethical behavior promotes a positive public image for the organization and increases public trust that helps organizational growth and enhances future opportunities.

Interestingly, certain values tend to predominate in certain industries, which perhaps reflect the culture of the industry.

LD.9 Hospital leaders work collaboratively to establish medical and non-medical hospital-wide committees that support integration of services and communication amongst staff.

LD.9.1 There is a policy and procedure that addresses the formation of hospital-wide committees, conduct and communication amongst the committee members, committee's recommendations approval process, and annual review of accomplishments.

LD.9.2 Medical committees provide oversight on specific areas of responsibilities that include:

- LD.9.2.1 Pharmacy and therapeutics.
- LD.9.2.2 Morbidity and mortality.
- LD.9.2.3 Infection control.
- LD.9.2.4 Cardio pulmonary resuscitation.
- LD.9.2.5 Credentialing and privileging.
- LD.9.2.6 Operating room.
- LD.9.2.7 Tissue review.
- LD.9.2.8 Blood utilization review.
- LD.9.2.9 Quality and patient safety.
- LD.9.2.10 Medical records review.
- LD.9.2.11 Patient rights.
- LD.9.2.12 Utilization review.

LD.9.3 Each committee has terms of reference that define:

- LD.9.3.1 Committee functions.
- LD.9.3.2 Chairperson and members with their titles.
- LD.9.3.3 Quorum.



LD.9.3.4 How often the committee is expected to meet (at least quarterly unless otherwise specified in this manual).

LD.9.3.5 Mechanism of disagreement resolution including when to resort for voting and members that are not allowed to vote.

LD.9.3.6 Distribution of the minutes to the executive management.

LD.9.4 There is an annual review of each committee's accomplishments and non-resolved issues submitted by the committee chair to the executive management.

LD.9.5 Feedback from the annual review is studied by the committee and recommendations are implemented.

Standard Intent:

Participation is a corner stone of the concept of quality management, and team work is an essential aspect of participation. Therefore, collaboration among hospital leaders and staff through hospital-wide committees and task forces to plan, decide, and monitor clinical and non-clinical services is essential for improving services. Those committees are expected to support using research and best practices to solve challenges and improve patient care services.

Hospital Committees are regular standing multidisciplinary groups that deemed necessary by hospital administration in formulating policies, coordinating and monitoring hospital-wide activities that are considered critical in the delivery of quality health care services.

Committees assist the governing board by bringing reports and recommendations for the board action. They only final decisions a committee may make are those for which the full board has granted authority to the committee.

"As health systems grow larger, more boards are delegating certain decisions to committees," according to The American Hospital Association's Center for Healthcare Governance. Thus, it's critical for committees to keep the full board informed to avoid becoming a "board within a board."

According to the size of the hospital and diversity of services provided, each function can be discussed in one separate committee or multiple functions can be under one committee. Most committees with one function responsibility work well with five to seven members. Committees that have broader responsibilities and functions may be a bit larger and include more stakeholders.

Each committee meetings should be documented in a meeting minute with attendance and clear recommendations and responsibilities. All meetings recommendations have to be followed for proper implementation and the committee's annual review must highlight the completed and suspended issues together with clear justifications of unresolved items.