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perceive him from the start. Once he has identified who his customers are, he needs to assess what they need from his service and what are their feedback about the services provided.

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**LD.28 The department head develops and maintains the mission of the department and its scope of services.**

LD.28.1 The department head develops a written mission for the department that is consistent with the hospital's mission.

LD.28.2 The department head provides a written scope of services provided by the department that is consistent with the hospital's scope of services.

LD.28.3 The department head ensures coordination and integration of services within the department and with other departments.

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**Standard Intent:**

A Mission Statement defines the department's purpose and primary objectives. Its prime function is to define the key measure or measures of the department's success and its prime audience is the leadership team and stockholders. Mission statements are the starting points of the department's planning and goal setting process. They focus attention and assure that internal and external stakeholders understand what the department is attempting to accomplish.

The departments' heads also determine the scope and intensity of the various services to be provided by the departments directly or indirectly. Scope of services helps the head to make sure that policies and procedures and staff competencies are consistent with their scope of service and aspects of care.

Departments that lack the ability to coordinate and integrate plans and services act like a body without a head. Though employees have the ability and skill sets necessary to carry out directives, their work needs guidance. Coordination and integration starts at the executive level and carries down to the workers at the front line of all departments.

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**LD.29 The department head ensures the work of the department is guided by a clear set of departmental policies and procedures.**

LD.29.1 The department head develops and maintains a manual for all relevant departmental policies and procedures.

LD.29.2 The department head collaborates with other department heads to develop multidisciplinary policies and procedures.

LD.29.3 The department head ensures and oversees the communication of policies and procedures to relevant staff and their implementation.

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**Standard Intent:**

The department head is directly responsible for planning, organizing, executing, and controlling of services in the department. Organizing department services includes developing departmental policies and procedures and communicating them to staff.

Well-written policies and procedures allow employees to clearly understand their roles and responsibilities within predefined limits. Basically, policies and procedures allow management to guide operations without constant management intervention. Each department needs to have policies and procedures to help them guide the actions of all individuals involved in the service. When policies and procedures are well thought out and, most importantly, implemented they provide common understanding and agreement on how things should be done at the service. Procedures provide clear instructions and guidelines on what should/must be done in a particular set of circumstances or with regard to a particular issue.

Policies and procedures help new staff familiarize themselves with the service's practices and gives them information about what to expect from the service. Policies should be 'living' documents that must be regularly reviewed to ensure that they meet all the needs of those working in the service, and take into account the possible changes that have happened in the service and within the wider community.

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**LD.30 The department head ensures sufficient resources and staffing are available for the delivery of safe and quality service.**

LD.30.1 The department head defines and requests the resources required by the department for a safe and quality service (e.g., space, equipment, supplies, staffing, and other resources).

LD.30.2 The department head provides a written departmental staffing plan that defines the number, type, and qualifications required for each position to fulfill the department's responsibilities.

LD.30.3 The department head defines the qualifications- education, training, experience, license, and any other relevant certification- required by all categories of staff in the department.

LD.30.4 The department head ensures the provision of orientation, training, and continuing education for the staff working in the department.

LD.30.5 The department head monitors the performance of the staff.

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**Standard Intent:**

The department head is directly responsible for planning, organizing, executing, and controlling of services in the department. Department heads are responsible for ensuring the availability of the required manpower and other resources to execute department plans and enforce the implementation of hospital-wide and departmental policies. His responsibility about the manpower resources starts with determining number of staff required and their qualifications, selection, orientation, training, and monitoring of their performance.

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**LD.31 The department head ensures performance measurement and improvement of the outcomes of the department.**