

develop a process to gather data and information for resource decisions that will ensure patient safety and quality of care

One component of data gathering related to resource decisions is to understand the required or recommended staffing, medical equipment, supplies, and medications necessary to continuously provide service.

Recommendations on medical equipment, supplies, and medication can come from a government agency, national or international professional organizations, or other authoritative sources. It is also important to gather input from clinicians, clinical engineers, and frontline staff. When resource decisions are made by a third party—for example, a Ministry of Health—hospital leaders provide data and information to the third party on their experiences and preferences to better inform future resource choices.

Measurable Elements of GLD.05.02

1. Hospital leaders use data and information when making decisions on purchasing, replacing, or retiring medical equipment. (*See also* FMS.07.00, ME 1)
2. Hospital leaders use data and information when making decisions on staffing needs to continuously support patient safety and quality.
3. Hospital leaders use the recommendations of professional organizations and other authoritative sources in making resource decisions. (*See also* GHI.04.00, MEs 1 and 2)
4. Hospital leaders monitor the results of their decisions and use the data to evaluate and improve the quality of their resource purchasing and allocation decisions.

Standard GLD.05.03

Hospital leaders establish a supply chain strategy that includes protection of patients and staff from unstable, contaminated, defective, and counterfeit supplies.

Intent of GLD.05.03

Hospitals require a variety of items, and the issues of storing and distributing these items throughout the hospital are important to providing high-quality patient service. Hospital leaders need to understand the flow of all supplies to continuously provide safe and high-quality patient care services.

Supply chain management is key to ensuring the safety and quality of the hospital's supplies. The supply chain includes the steps from origination to delivery of supplies to the hospital. Due to staff and resource limitations, not every supply chain can be tracked and evaluated at the same time. Therefore, hospitals identify the most critical and highest-risk supplies that impact hospitalwide patient care services. These most critical and highest-risk supplies vary in each organization depending on the hospital's scope of services, settings, and local laws and regulations. As part of the supply chain strategy, hospital leaders define the most at-risk supplies and outline mitigating steps that will ensure continuity of services.

Supply chain strategy is not only about a prospective evaluation of supplies that are at high risk, it also includes retrospective tracing of supplies after they have entered the hospital. The hospital has a process to identify medications, medical supplies, and medical devices that are unstable, contaminated, defective, or counterfeit and trace them back through the hospital to determine the source or cause of the problem, if possible. When applicable, the hospital notifies the manufacturer and/or distributor when unstable, contaminated, defective, or counterfeit supplies are identified through retrospective tracing. Supply chain strategy must outline recommendations that will ensure continuity of safe and high-quality patient care services. For example, the supply chain strategy recommends that the hospital not only maintain inventory of masks and disinfectants but also include two backup suppliers who can provide these critical supplies in an event of COVID-19 resurgence.

When hospital supplies are purchased, stored, and distributed by a governmental authority, the hospital participates in programs to detect and report suspected unstable, contaminated, defective, and counterfeit

supplies and takes measures to prevent potential patient harm. Although a public hospital may not know the integrity of each supplier in the chain, it can become aware of how supplies are purchased and managed by the governmental or nongovernmental agency.

Measurable Elements of GLD.05.03

1. ④ Hospital leaders establish a written supply chain strategy that does the following:
 - Defines the steps in the supply chain.
 - Identifies risk within the steps of the supply chain.
 - Defines supplies at most risk.
 - Outlines recommendations on mitigating risks that will ensure continuity of safe and high-quality patient care services.
2. The hospital has a process for performing retrospective tracing of supplies found to be unstable, contaminated, defective, or counterfeit.
3. The hospital notifies the manufacturer and/or distributor when unstable, contaminated, defective, or counterfeit supplies are identified.

Direction of Hospital Departments and Services

Standard GLD.06.00

The hospital identifies the scope of services and structure of each department or service.

Intent of GLD.06.00

The clinical care, patient outcomes, and overall management of a hospital are only as good as the clinical, managerial, and operational activities of each individual department or service. Good departmental or service performance requires clear leadership from qualified individuals.

Hospital leaders provide for the coordination of care, treatment, and services among the hospital's different programs, services, sites, or departments. In larger departments or services, there may be multiple leaders. The responsibility of each role is defined in writing.

Each department/service leader reports their resource requirements to hospital leaders. This helps ensure that adequate staff, space, medical equipment, technology, and other resources are available to meet patients' needs at all times.

Department/service leaders consider the services provided and planned by the department or service and the education, skills, knowledge, and experience needed by the department's professional staff to provide those services. Department/service leaders develop criteria reflecting this consideration and then select staff. Department/service leaders may also work with human resources or other departments in the selection process based on their recommendations.

Department/service leaders ensure that all staff in the department or service understand their responsibilities and establish the orientation and training for new staff. The orientation includes the hospital's mission, the department's or service's mission, the scope of services provided, and the policies and procedures related to providing services. For example, all staff understand the infection prevention and control procedures within the hospital and within the department or service. When new or revised policies or procedures are implemented, staff are trained.

Clinical services provided to patients are coordinated and integrated within each department or service. Also, each department or service coordinates and integrates its services with other departments and services. Unnecessary duplication of services is avoided or eliminated to conserve resources. Although the department/service leaders make recommendations regarding human and other resource needs, those needs sometimes