

Standards in this chapter are grouped using the following leadership hierarchy:

Level I: Governance

Governance refers to the governing entity of the hospital and can exist in many configurations. For example, the governing entity may be a group of individuals (such as a community board), one or more individual owners within a corporate structure, or in the case of public hospitals, the Ministry of Health. Any individual(s) or board member(s) responsible for the requirements found in GLD.01.00 is considered the governing entity of the hospital.

Level II: Chief Executive

The most senior hospital executive, commonly termed the *chief executive*, is a position occupied by one or more individuals selected by the governing entity to manage the organization on a day-to-day basis. In academic medical centers, the dean of the medical school may be at this executive level in the hospital. GLD.02.00 describes the accountabilities and expectations of the chief executive.

Level III: Hospital Leaders

The standards assign to hospital leaders a variety of responsibilities intended to collaboratively guide the hospital in meeting its mission. Most frequently, hospital leadership consists of a chief medical officer representing the medical staff of the hospital, a chief nursing officer representing all levels of nursing in the hospital, senior administrators, and any other individuals the hospital selects, such as a chief quality officer, chief information officer, or vice president of human resources. In larger hospitals with different organizational structures, such as divisions, hospital leadership may include the leaders of these divisions. Each hospital identifies hospital leadership, and standards GLD.03.00 through GLD.05.03 describe the accountabilities of this group.

Note: GLD.06.00 describes the responsibilities of leaders of clinical services; however, they may be formally or informally organized. In academic medical centers, the leader of medical education and leader of clinical research may be a part of hospital leadership.

Level IV: Department/Service Leaders

For effective and efficient daily delivery of clinical services and management of the organization, hospitals are most frequently divided into cohesive subgroups such as departments, services, or units, each under the direction of a department/service leader(s). Standards GLD.06.00 through GLD.06.02 describe the expectations of these department/service leaders. The subgroups consist of departments such as medicine, surgery, obstetrics, pediatrics, and others; one or more nursing subgroups; diagnostic services or departments such as quality and patient safety, radiology, and clinical laboratory; pharmacy services, both centralized and distributed throughout the hospital; and ancillary services such as transportation, social work, finance, purchasing, facility management, and human resources, among others. Most larger hospitals also have managers within these subgroups. For example, nursing may have a manager of the operating theatres and one for outpatient services, the department of medicine may have managers of each patient clinical unit, and the hospital business office may have managers for the different business functions such as bed control, billing, and purchasing, among others.

Finally, there are requirements in the GLD chapter that touch on all the levels described above. These requirements are found in GLD.07.00 through GLD.09.00 and include the organization and clinical ethics, health professional education, and human subjects research when present.

Standards

The following is a list of all standards for this function. They are presented here for your convenience without their intent statements or measurable elements. For more information about these standards, please see the next section in this chapter, Standards, Intents, and Measurable Elements.

Leadership Structure

GLD.01.00 The structure, authority, and responsibilities of the hospital's governing entity are described in bylaws, policies and procedures, or similar written documents.

Chief Executive(s) Accountabilities

GLD.02.00 A chief executive(s) is responsible for operating the hospital and complying with applicable laws and regulations.

Leader Accountabilities

GLD.03.00 Hospital leaders are identified and are collectively responsible for defining the hospital's mission and creating the programs and policies needed to fulfill the mission.

GLD.03.01 Hospital leaders identify, plan, and communicate the type of clinical services required to meet the needs of the patients served by the hospital.

GLD.03.02 Hospital leaders ensure effective communication throughout the hospital.

Leadership for Quality and Patient Safety

GLD.04.00 Hospital leaders plan, develop, and implement a quality and patient safety program.

GLD.04.01 Hospital leaders report quality improvement and patient safety information to the governing entity and hospital staff.

GLD.04.02 Hospital leaders collaborate to prioritize which hospitalwide processes will be measured, which hospitalwide improvement and patient safety activities will be implemented, and how success of these hospitalwide efforts will be measured.

Leadership for Contracts and Resources

GLD.05.00 Hospital leaders are accountable for the review, selection, and monitoring of clinical and nonclinical contracts and inspect compliance with contracted services as needed.

GLD.05.01 Hospital leaders ensure that health care practitioners and clinical staff not employed by the hospital have the right credentials and are competent and/or privileged for the services provided to the hospital's patients.

GLD.05.02 Hospital leaders use data and information in resource decision-making to understand its implications on patient safety and quality.

GLD.05.03 Hospital leaders establish a supply chain strategy that includes protection of patients and staff from unstable, contaminated, defective, and counterfeit supplies.

Direction of Hospital Departments and Services

GLD.06.00 The hospital identifies the scope of services and structure of each department or service.

GLD.06.01 Department/service leaders participate in hospitalwide improvement priorities and in monitoring and improving patient care specific to the department/service.