

Measurable Elements of GLD.02.00

1. The education and experience of the chief executive(s) match the requirements in the position description.
2. The chief executive(s) recommends policies, strategic plans, and budgets to the governing entity.
3. The chief executive(s) ensures consistent implementation of the hospital's approved policies.
4. The chief executive(s) ensures compliance with applicable laws and regulations.
5. The chief executive(s) responds to any reports from inspecting and regulatory agencies.

Leader Accountabilities

Standard 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.

Intent of GLD.03.00

Although the governing entity names the chief executive(s), the chief executive(s) is responsible for the selection and appointment of other hospital leadership team members who are collectively responsible for fulfilling the organization's mission.

Hospital leaders may have formal titles, such as Medical Director or Director of Nursing; may be leaders of clinical or nonclinical departments or services; or may be informally recognized for their seniority, stature, or contribution to the hospital. It is important that hospital leaders are recognized and brought into the process of defining the hospital's values and mission. Hospital leaders work collectively and collaboratively to develop the programs, policies, and services needed to fulfill the mission. When the mission and policy framework are set by owners or agencies outside the hospital, hospital leaders work collaboratively to carry out the mission and policies.

Measurable Elements of GLD.03.00

1. Hospital leaders are responsible for defining the hospital's mission, vision, and goals.
2. Hospital leaders are responsible for creating the policies and procedures necessary to carry out the mission.
3. Hospital leaders ensure that policies and procedures are followed.

Standard 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.

Intent of GLD.03.01

Hospital leaders determine essential services that meet the needs of the patient population and reflect the strategic direction of the hospital and the perspective of the patients cared for by the hospital.

Hospital leaders plan with the department/service leaders the scope and intensity of the various services to be provided by the hospital directly or indirectly. When applicable to the mission, hospital leaders plan and participate with the community, local hospitals, and others in meeting community health care needs.

Part of the planning is providing uniform services to similar patient populations in multiple departments. Services are guided by policies and procedures that result in their uniform delivery of care. Department/service leaders ensure that the same level of care is available each day of the week, and all work shifts each day.

Those policies and procedures adhere to applicable laws and regulations that are best developed collaboratively. Uniform patient care results in the efficient use of resources and permits the evaluation of outcomes of similar care throughout the hospital.

Planning patient care services involves hospital leaders defining its communities and patient populations, identifying community needs for services, and planning ongoing communication with those key community stakeholder groups. The communications may be directly to individuals or through public media and through agencies within the community or third parties. The types of information communicated include information on services, hours of operation, and the process to obtain care and on the quality of services, which is provided to the public and to referral sources.

Measurable Elements of GLD.03.01

1. Hospital leaders determine and plan with department/service leaders the type of care, treatment, and services to be provided by the hospital that are consistent with the hospital's mission and needs of the patients served. (*See also* SQE.01.05, ME 1)
2. Hospital leaders communicate with key stakeholders in the hospital's community to facilitate access to care and access to information about its patient care services. (*See also* MOI.01.00, ME 1)
3. Hospital leaders provide data and communicate information related to safety and quality of the hospital's services to stakeholders, which include nursing staff, nonclinical and management staff, patients, families, and external interested parties.
4. ④ Hospital leaders implement written policies to provide uniform care in the following ways:
 - The hospital provides care and treatment for the patient's immediate needs and refers them to the appropriate level of care.
 - Access to immediate care and treatment by qualified practitioners does not depend on the day of the week or time of day.
 - Acuity of the patient's condition determines the resources allocated to meet the patient's needs.
 - The scope, level of care, treatments, and services available and provided to patients are comparable throughout the hospital.

Standard GLD.03.02

Hospital leaders ensure effective communication throughout the hospital.

Intent of GLD.03.02

Effective communication within a hospital is the responsibility of hospital leaders. Hospital leaders not only set the parameters of communication, but leaders also serve as role models with the effective communication of the hospital's mission, strategies, plans, and other relevant information. Hospital leaders pay attention to the accuracy and timeliness of information shared and communicated throughout the hospital.

Hospital leaders understand the dynamics of communication between professional groups; between structural units, such as departments; between professional and nonprofessional groups; between health care practitioners and management; between health care practitioners and families; and between health care practitioners and outside organizations.

To coordinate and to integrate patient care, hospital leaders develop a culture that emphasizes cooperation and communication. Formal (for example, standing committees, joint teams) and informal (for example, newsletters and posters) methods for promoting communication among services and individual staff members are used. Coordination of clinical services comes from an understanding of each department's mission and services and collaboration in developing common policies and procedures.