

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.

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.

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.

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

- LD.31.1 Performance measurement and improvement are consistent with the hospital wide quality improvement, patient safety, and risk management plans.
 - LD.31.2 Performance measurement and improvement are based on the important processes and priorities of the department.
 - LD.31.3 The department head selects and monitors the appropriate performance indicators (e.g., two indicators at a time).
 - LD.31.4 Performance measurement and improvement involve regular data collection and analysis and appropriate improvement actions/projects.
 - LD.31.5 The department interacts with other departments/committees to promote the quality improvement efforts when needed.
 - LD.31.6 Results of performance measurement and improvement are reported periodically to the hospital leadership (e.g., the executive management committee or the quality improvement committee) and shared with staff, departments, and committees as applicable.
 - LD.31.7 Staff members participate in quality improvement and patient safety activities and receive training on quality assessment and improvement.
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Standard Intent:

Department outcome measurement is one of the most important activities that department head has to do. There are several compelling reasons to measure outcomes:

1. Measuring the effectiveness of an intervention: How do you know if a department performance was effective? If a performance was not effective, would you want to know so that it could be improved?

2. Identifying effective practices: With the information you collect, you can determine which services to continue and build upon. Some practices might be modified and replicated for other services or initiatives based on your results.

3. Identifying practices that need improvement: Some activities may need to change in order to improve the effectiveness of your program.

4. Proving your value to existing and potential stakeholders: Stakeholders including hospital administration are keenly aware of the need to document the success of your department.

5. Getting clarity and consensus around the purpose of your department: Everyone in your organization, from board members to service staff to volunteers, should understand what is going on in your department and what it is intended to achieve. Outcome measurement helps to clarify your understanding of your department work and help in the improvement efforts.
