

- GLD.06.02** Department/service leaders select and implement clinical practice guidelines, clinical pathways, and clinical protocols when designing or improving processes.

### Organizational and Clinical Ethics

- GLD.07.00** Hospital leaders establish a framework for ethical management that promotes a culture of ethical practices and decision-making to ensure that patient care is provided within business, financial, ethical, and legal norms and protects patients and their rights.

- GLD.07.01** Hospital leaders create and maintain a culture of safety and quality throughout the hospital.

- GLD.07.02** The hospital implements a workplace violence prevention program to provide a safe and secure workplace.

### Health Professional Education

- GLD.08.00** Health professional education, when provided within the hospital, is guided by the educational parameters defined by the sponsoring academic program and the hospital's leaders.

### Human Subjects Research

- GLD.09.00** Human subjects research, when provided within the hospital, is guided by laws, regulations, and hospital leaders.

## Standards, Intent, and Measurable Elements

### *Leadership Structure*

#### **Standard 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.

#### **Intent of GLD.01.00**

There is a governing entity—for example, a group of individuals (such as a board of directors or a community board), one or more individual owners who are appointed by the corporate structure, or in the case of many public hospitals, the Ministry of Health—that is responsible for overseeing the hospital's provision of care, treatment, and services.

Every hospital has a leadership structure to support operations and the provision of care, treatment, and services. In many hospitals, this structure is formed by various leadership groups and includes the governing entity, executive leaders, and department or senior leaders.

Individual leaders may participate in more than one group and have several distinct roles. Many leadership responsibilities directly affect the provision of care, treatment, and services, as well as the day-to-day operations of the hospital. As such, it is important to identify the responsibilities of the various levels of hospital leadership.

Evaluation of the hospital's top leaders is critical to ensure strategic alignment and to monitor organizational and individual performance. These evaluations align the CEO's understanding of the governing entity's performance expectations and provide feedback on the governing entity's assessment of progress and improvement toward attaining the mission and vision of the organization as well as realigning the strategy, as necessary.