

**Standard Intent:**

Achieving organization's mission requires generating short and long-term objectives. Strategic planning is the process of developing organizational objectives, strategies and tactics to achieve the mission of the organization. Strategic plans often mean a change in organizational structure or a move toward change. Change can be a difficult process and requires time, therefore, it is important for leaders to get employees on board with the change and decision making processes.

Hospital leaders are to ensure all planning activities (departmental plans) of the organization are in line with the strategic plan. Operational plans should reflect hospital performance in achieving its strategic goals and accomplishing its mission.

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**LD.16 Hospital leaders work collaboratively to plan for staffing needs, recruitment, and selection.**

- LD.16.1 Hospital leaders work together to develop a hospital-wide staffing plan.
  - LD.16.2 The staffing plan defines the total number and categories of staff required by all departments and their qualifications.
  - LD.16.3 The staffing plan ensures the services provided by staff meet the health care needs of the patients.
  - LD.16.4 The staffing plan is consistent with the hospital strategic plan.
  - LD.16.5 The staffing plan is reviewed at least annually.
  - LD.16.6 Hospital leaders ensure a uniform and fair process for recruitment and hiring of new staff members.
  - LD.16.7 Heads of departments participate in the selection of new staff.
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**Standard Intent:**

Leadership group function includes a variety of activities, and key among them is deciding what staffing needs they have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, and ensuring the personnel and management practices conform to various regulations.

Investment of people requires an equally significant approach to manage it. Having a strategic plan for the hospital staffing needs and decisions allows you to organize and account for demands in personnel while keeping organizational goals and vision in the forefront.

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**LD.17 The hospital has a process for delegation of function and authority.**

- LD.17.1 There is a policy and procedure that guides the process for delegation of function and authority between two qualified peers.

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LD.17.2 The process of delegation is consistent with other relevant hospital policies.

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**Standard Intent:**

A manager alone cannot perform all the tasks assigned to him. In order to meet the targets, the manager should delegate authority. Delegation of authority means division of authority and powers downwards to the subordinate. Delegation is about entrusting someone else to do parts of your job. Delegation of authority can be defined as subdivision and sub-allocation of powers to the subordinates in order to achieve effective results.

Authority can be defined as the power and right of a person to use and allocate the resources efficiently, to take decisions and to give orders so as to achieve the organizational objectives. Authority must be well-defined. All people who have the authority should know what is the scope of their authority is and they shouldn't misutilize it. Authority is the right to give commands, orders and get the things done. The top level management has greatest authority.

Authority always flows from top to bottom. It explains how a superior gets work done from his subordinate by clearly explaining what is expected of him and how he should go about it. Authority should be accompanied with an equal amount of responsibility.

Delegating the authority to someone else doesn't imply escaping from accountability. Accountability still rest with the person having the utmost authority.

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**LD.18 Hospital leaders ensure an effective and efficient internal and external communication.**

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LD.18.1 The hospital implements a policy that outlines the process, including roles and responsibilities, for communication between the different departments, both vertical and horizontal.

LD.18.2 Departmental staff meetings are held on a regular basis and minutes are documented.

LD.18.3 Hospital-wide policies are properly communicated to all relevant staff.

LD.18.4 The hospital utilizes one or more of professional communication tools (e.g., intranet, bulletin boards, periodic reports, newsletters, and website).

LD.18.5 The hospital implements a policy that outlines the process, roles and responsibilities for handling all incoming requests from other hospitals and external organizations.

LD.18.6 The response to the incoming requests is timely and informative.

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**Standard Intent:**

To coordinate and integrate patient care, the leaders develop a culture that emphasizes cooperation and communication. The leaders develop formal (for example, standing committees, departmental meetings, joint teams) and informal (for example, newsletters, posters) methods for promoting communication among services, and