

- 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.

The hospital's governing entity is represented or displayed in an organizational chart or other document that shows lines of authority and accountability. The governing entity's responsibilities are described in a written document(s). These responsibilities are primarily at the approval level and include the following:

- Approving and periodically reviewing the hospital's mission and ensuring that the public is aware of the hospital's mission
- Approving the hospital's various strategic and operational plans and the policies and procedures needed to operate the hospital day to day
- Approving the hospital's participation in health care professional education and in research and the oversight of the quality of such programs
- Approving or providing a capital and operating budget(s) and other resources
- Appointing and evaluating the hospital's chief executive(s)

The governing entity oversees the effectiveness of strategic plans through periodic reports provided by the hospital leadership team.

### **Measurable Elements of GLD.01.00**

1. ① The structure, authority, and responsibilities of the hospital's governing entity are described in a written document, bylaws, and/or policies and procedures, with those responsible for governance of the hospital identified.
2. The governing entity approves the hospital's capital and operating budget(s) that aligns with the hospital's services, and provides for the resources required to meet the hospital's mission.
3. The governing entity approves the hospital's participation in health care professional education and research and in the oversight of the quality of such programs.
4. ① The governing entity appoints, and annually evaluates, the hospital's chief executive(s), and the evaluation is documented.
5. ① The hospital has written policies that describe when and how the authority of the governing entity, and the chief executive(s), can be delegated.

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## **Chief Executive(s) Accountabilities**

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### **Standard GLD.02.00**

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

#### **Intent of GLD.02.00**

Effective leadership is essential for a hospital to be able to operate efficiently and to fulfill its mission. As the most senior hospital executive leader appointed by the governing entity, the chief executive(s) is ultimately responsible for the hospital's overall operations.

The chief executive(s) cooperates with hospital leaders to define the hospital's mission and to plan the policies, procedures, and clinical services related to that mission. When approved by the governing entity, the chief executive(s) is ultimately responsible for implementing all policies and ensuring that all staff comply with policies and all applicable laws and regulations.