

## Leadership

### Standard LD.03.01.01

Leaders create and maintain a culture of safety and quality throughout the organization.

### Rationale for LD.03.01.01

Safety and quality thrive in an environment that supports teamwork and respect for other people, regardless of their position in the organization. Leaders demonstrate their commitment to quality and set expectations for those who work in the organization. Leaders evaluate the culture on a regular basis using a variety of methods, such as formal surveys, focus groups, staff interviews, and data analysis.

Leaders encourage teamwork and create structures, processes, and programs that allow this positive culture to flourish. Disruptive behavior that intimidates others and affects morale or staff turnover can be harmful to patient care. Leaders must address disruptive behavior of individuals working at all levels of the organization, including management, clinical and administrative staff, licensed independent practitioners, and governing body members.

### Elements of Performance for LD.03.01.01

1. Leaders regularly evaluate the culture of safety and quality.
2. Leaders prioritize and implement changes identified by the evaluation.
3. Leaders provide opportunities for all individuals who work in the organization to participate in safety and quality initiatives.
4. Ⓞ The organization has a code of conduct that defines acceptable, disruptive, and inappropriate behaviors.
5. Leaders create and implement a process for managing disruptive and inappropriate behaviors.
6. Leaders provide education that focuses on safety and quality for all individuals. (*See also* LD.04.04.05, EP 6)
7. Leaders establish a team approach among all staff at all levels.
8. All individuals who work in the organization, including staff and licensed independent practitioners, are able to openly discuss issues of safety and quality.
9. Literature and advisories relevant to patient safety are available to all individuals who work in the organization.
10. Leaders define how members of the population(s) served can help identify and manage issues of safety and quality within the organization.

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### Standard LD.03.02.01

The organization uses data and information to guide decisions and to understand variation in the performance of processes supporting safety and quality.

### Rationale for LD.03.02.01

Data help organizations make the right decisions. When decisions are supported by data, organizations are more likely to move in directions that help them achieve their goals. Successful organizations measure and analyze their performance. When data are analyzed and turned into information, this process helps organizations see patterns and trends and understand the reasons for their performance.

**Comprehensive Accreditation Manual for Ambulatory Care**

Many types of data are used to evaluate performance, including data on outcomes of care, performance on safety and quality initiatives, patient satisfaction, process variation, and staff perceptions.

**Elements of Performance for LD.03.02.01**

1. Leaders set expectations for using data and information to improve the safety and quality of care, treatment, or services.
2. Leaders are able to describe how data and information are used to create a culture of safety and quality.
3. The organization uses processes to support systematic data and information use.
4. Leaders provide the resources needed for data and information use, including staff, equipment, and information systems.
5. The organization uses data and information in decision-making that supports the safety and quality of care, treatment, or services. (*See also* P1.02.01.01, EP 8)
6. The organization uses data and information to identify and respond to internal and external changes in the environment.
7. Leaders evaluate how effectively data and information are used throughout the organization.

**Standard LD.03.03.01**

Leaders use organization-wide planning to establish structures and processes that focus on safety and quality.

**Rationale for LD.03.03.01**

Planning is essential to the following:

- The achievement of short- and long-term goals
- Meeting the challenge of external changes
- The design of services and work processes
- The creation of communication channels
- The improvement of performance
- The introduction of innovation

Planning includes contributions from the populations served, from those who work for the organization, and from other interested groups or individuals.

**Elements of Performance for LD.03.03.01**

1. Planning activities focus on improving patient safety and health care quality.
2. Leaders can describe how planning supports a culture of safety and quality.
3. Planning is systematic, and it involves designated individuals and information sources.
4. Leaders provide the resources needed to support the safety and quality of care, treatment, or services.
5. Safety and quality planning is organization-wide.
6. Planning activities adapt to changes in the environment.
7. Leaders evaluate the effectiveness of planning activities.

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