

## 8. LEADERSHIP AND MANAGEMENT

CODE	STANDARDS	CRITERIA	HOSPITAL	PHIC
8.1.a	The provider organization's leadership team provides strategic direction, acts according to the organization's policies and has overall responsibility for the organization's operation, and the quality of its services and its resources.	a. The organization develops its mission, vision and corporate goals based on agreed-upon values.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW	<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW
			<input type="checkbox"/> DIRECT OBSERVATION	<input type="checkbox"/> DIRECT OBSERVATION
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check presence of mission, vision, values, and goals. Put a <u>√</u> mark if at least one is present and <u>X</u> mark if none at all. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For leadership/management interview, select at least ONE hospital leader. The leader or manager of the hospital is able to discuss how this criterion is achieved. Put a <u>√</u> marks if able to discuss the development of hospital mission, vision and corporate goals and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For direct observation, check for relevant structural inputs and conditions confirming achievement of the criterion. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>Combine the scores for the 3 evidences to get the proof of performance score.</p> <p>Determine track record score (based on document review).</p> <p>Combine proof of performance + track record to get criterion score.</p>				
8.1.b	The provider organization's leadership team provides strategic direction, acts according to the organization's policies and has overall responsibility for the organization's operation, and the quality of its services and its resources.	b. The leadership team develops strategic action plans with the managers and staff of the organization. <b>CORE</b>	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW	<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW
			<input type="checkbox"/> STAFF INTERVIEW	<input type="checkbox"/> STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check presence of strategic plans and other relevant documentation of activities as proof of achieving the criterion. Put a <u>√</u> mark if at least one present and <u>X</u> mark if none at all. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For leadership/management interview, select at least ONE hospital leader. The leader or manager of the hospital is able to discuss how this criterion and offer examples of how this criterion is achieved. Put a <u>√</u> mark if able to explain the hospital strategic plan development and <u>X</u> mark if otherwise. As this is core, the evidence score is either <u>0</u> or <u>3</u>.</p> <p>For staff interview, select at least THREE hospital staff. Put a <u>√</u> mark for the staff who can confirm the achievement of this criterion and <u>X</u> mark if otherwise. Repeat the process for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of patients interviewed. As this is core, the evidence score should be:</p> <ul style="list-style-type: none"> <li>• If 3 out of 3, the evidence score will be <u>3</u></li> <li>• If 2 out of 3, the evidence score will be <u>0</u></li> <li>• If 1 out of 3, the evidence score will be <u>0</u></li> </ul>				

- If 0 out of 3, the evidence score will be 0

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

<b>8.1.c</b>	The provider organization's leadership team provides strategic direction, acts according to the organization's policies and has overall responsibility for the organization's operation, and the quality of its services and its resources.	c. The leadership team defines the organizational development priorities with the managers and staff. <b>CORE</b>	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW	<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW
			<input type="checkbox"/> STAFF INTERVIEW	<input type="checkbox"/> STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check presence for relevant documentation of activities. Put a √ mark if at least one present and X mark if none at all. Evidence score is either 0 or 3.

For leadership/management interview, select at least ONE hospital leader. The leader or manager of the hospital is able to discuss how this criterion is achieved. Put a √ mark if able to define the organizational development priorities and X mark if otherwise. As this is core, the evidence score is either 0 or 3.

For staff interview, select at least THREE hospital staff. Put a √ mark for the staff who can confirm the achievement of this criterion and X mark if otherwise. Repeat the process for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of staff interviewed. As this is core, the evidence score should be:

- If 3 out of 3, the evidence score will be 3
- If 2 out of 3, the evidence score will be 0
- If 1 out of 3, the evidence score will be 0
- If 0 out of 3, the evidence score will be 0

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

<b>8.1.d</b>	The provider organization's leadership team provides strategic direction, acts according to the organization's policies and has overall responsibility for the organization's operation, and the quality of its services and its resources.	d. The leadership team receives regular reports on the quality and safety of services.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW	<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW
			<input type="checkbox"/> STAFF INTERVIEW	<input type="checkbox"/> STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check presence of quality and safety reports. Put a √ mark if at least one present and X mark if none at all. Evidence score is either 0 or 3.

For leadership/management interview, select at least ONE hospital leader. The leader or manager of the hospital is able to discuss how this criterion is achieved. Put a √ mark if able to discuss the quality and safety reports submitted to them and X mark if otherwise. As this is core, the evidence score is either 0 or 3.

For staff interview, select at least THREE relevant hospital staff (middle managers). Put a √ mark for the staff who is able to discuss the quality and safety reports and X mark if seemed unfamiliar with the reports and process of reporting. Repeat for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of staff interviewed, and then get evidence score:

- If 3 out of 3, the evidence score will be 3
- If 2 out of 3, the evidence score will be 2
- If 1 out of 3, the evidence score will be 1
- If 0 out of 3, the evidence score will be 0

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

<b>8.1.e</b>	The provider organization's leadership team provides strategic direction, acts according to the organization's policies and has overall responsibility for the organization's operation, and the quality of its services and its resources.	e. The leadership team acts on major quality and safety issues of the organization.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW	<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW
			<input type="checkbox"/> STAFF INTERVIEW	<input type="checkbox"/> STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check presence of monitoring reports and other relevant documents showing achievement of criterion. Put a √ mark if there is at least one present and X mark if none at all. Evidence score is either 0 or 3.

For leadership/management interview, select at least ONE hospital leader. The leader or manager of the hospital is able to discuss how this criterion is achieved. Put a √ mark if able to discuss the process in handling quality and safety issues of the hospital and X mark if otherwise. Evidence score is either 0 or 3.

For staff interview, select at least THREE relevant hospital staff. Put a √ mark for the staff who is able to explain the process of handling quality and safety issues and X mark if otherwise. Repeat for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of staff interviewed, and then get evidence score:

- If 3 out of 3, the evidence score will be 3
- If 2 out of 3, the evidence score will be 2
- If 1 out of 3, the evidence score will be 1
- If 0 out of 3, the evidence score will be 0

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

<b>8.1.f</b>	The provider organization's leadership team provides strategic direction, acts according to the organization's policies and has overall responsibility for the organization's operation, and the quality of its services and its resources.	f. The leadership team collaborates with the communities that it serves in promoting health, welfare and well-being of the general population.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW	<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW
			<input type="checkbox"/> DIRECT OBSERVATION	<input type="checkbox"/> DIRECT OBSERVATION
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check documentation of health promotion activities supporting achievement of the criterion. Put a √ mark if at least one is present and X mark if none at all. Evidence score is either 0 or 3.

For leadership/management interview, select at least ONE hospital leader. Put a √ mark if the leader is able to discuss hospital collaborative activities with the communities that it serves in promoting health, welfare and well-being of the general population and X mark if seemed unfamiliar with the

process of involving community during strategic planning and in cases of outbreaks. Determine evidence score as either 0 or 3.

For direct observation, check for relevant structural inputs and conditions confirming achievement of criterion. Put a √ mark if compliant and X mark if otherwise. Evidence score is either 0 or 3.

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

<b>8.2.a</b>	The organization's management ensures the presence of effective working relationships within the organization, with the community, and with other relevant organizations and individuals.	a. The management team coordinates all key services and departments of the hospital.	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For leadership/management interview, select at least ONE hospital leader. Put a √ mark if the leader is able to the hospital process and offer examples of how this criterion is achieved and X mark if otherwise. Determine evidence score as either 0 or 3.

The evidence score will serve as the proof of performance score.

Track record is n/a.

Combine proof of performance + track record to get criterion score.

<b>8.2.b</b>	The organization's management ensures the presence of effective working relationships within the organization, with the community, and with other relevant organizations and individuals.	b. The management team promulgates hospital wide policies to the staff.	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check documentation of activities supporting achievement of the criterion. Put a √ mark if at least one is present and X mark if none at all. Evidence score is either 0 or 3.

The evidence score will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

<b>8.2.c</b>	The organization's management ensures the presence of effective working relationships within the organization, with the community, and with other relevant organizations and individuals.	c. The management team oversees the daily operations of the organization.	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
			_ STAFF INTERVIEW	_ STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check presence of relevant reports/census supporting achievement of the criterion. Put a √ mark if at least one is present and X mark if none at all. Evidence score is either 0 or 3.

For leadership/management interview, select at least ONE hospital leader. Put a √ marks if the leader is able to discuss and offer examples of how this criterion is achieved and X mark if seemed unfamiliar with quality-related activities in all areas of the facility. Determine evidence score as either 0 or 3.

For staff interview, select at least THREE relevant hospital staff. Put a √ mark for the staff whose explanation is consistent with policy (that supports achievement of the criterion) and X mark if otherwise. Repeat the process for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of staff interviewed. Determine evidence score:

- If 3 out of 3, the evidence score will be 3
- If 2 out of 3, the evidence score will be 2
- If 1 out of 3, the evidence score will be 1
- If 0 out of 3, the evidence score will be 0

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

<b>8.2.d</b>	The organization's management ensures the presence of effective working relationships within the organization, with the community, and with other relevant organizations and individuals.	d. There are clearly defined management responsibilities, authorities and accountabilities.	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check presence of written policy and procedures supporting achievement of the criterion. Put a √ mark if compliant and X mark if otherwise. Evidence score is either 0 or 3.

The evidence score will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

<b>8.2.e</b>	The organization's management ensures the presence of effective working relationships within the organization, with the community, and with other relevant organizations and individuals.	e. Managers report on improvement activities to leaders and staff.	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check presence of managers' report and other related documentation of activities showing achievement of criterion. Put a √ mark if at least one is present and X mark if none at all. Evidence score is either 0 or 3.

The evidence score will serve as the proof of performance score.

Determine track record score.

Combine proof of performance + track record to get criterion score.

<b>8.2.f</b>	The organization's management ensures the presence of effective working relationships within the organization, with the community, and with other	f. The management team acts in behalf of the hospital when working with the community, other organizations and individuals, as directed by	_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____

	relevant organizations and individuals.	the leadership team.	TRACK RECORD: _____	TRACK RECORD: _____
<p>For leadership/management interview, select at least ONE hospital leader. Put a <u>√</u> mark if the leaders or manager of the hospital is able to discuss and offer examples of how this criterion is achieved and <u>X</u> mark if otherwise. Evidence score is either <b>0</b> or <b>3</b>.</p> <p>The evidence score will serve as the proof of performance score.</p> <p>Track record is <u>n/a</u>.</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.3.a</b>	Terms of reference, membership and procedures are defined for the meetings of all committees within the organization. Minutes of meetings are recorded and approved.	a. Committees have defined terms of reference.	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check documentations supporting achievement of the criterion. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <b>0</b> or <b>3</b>.</p> <p>Evidence score will serve as the proof of performance score.</p> <p>Determine track record score.</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.3.b</b>	Terms of reference, membership and procedures are defined for the meetings of all committees within the organization. Minutes of meetings are recorded and approved.	b. Members of committees have defined responsibilities and authorities. <b>CORE</b>	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check presence of Manual of Procedures for various Committees supporting achievement of the criterion. Put a <u>√</u> mark if present (covering all existing committees) and <u>X</u> mark if otherwise. Evidence score is either <b>0</b> or <b>3</b>.</p> <p>The evidence score shall serve as the proof of performance score.</p> <p>Determine track record score.</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.3.c</b>	Terms of reference, membership and procedures are defined for the meetings of all committees within the organization. Minutes of meetings are recorded and approved.	c. Committees follow standard operating procedures in its activities.	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			_ COMMITTEE MEMBER INTERVIEW	_ COMMITTEE MEMBER INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
<p>For document review, check presence of MOPs and other relevant documents supporting achievement of the criterion. Put a <u>√</u> mark if present to all committees and <u>X</u> mark if at least one committee has none. Evidence score is either <b>0</b> or <b>3</b>.</p> <p>For Committee member interview, select at least ONE committee member. The leader should be able to satisfy the surveyor in ALL the questions during the interview. Put a <u>√</u> mark if the expected answers were provided and <u>X</u> mark if seemed unfamiliar with the processes stated in the MOP (use MOP/policy as reference). Determine evidence score as either <b>0</b> or <b>3</b>.</p> <p>Combine the scores for the 2 evidences to get the proof of performance score.</p>				
			TRACK RECORD: _____	TRACK RECORD: _____

<p>Determine track record score (based on document review).</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.3.d</b>	Terms of reference, membership and procedures are defined for the meetings of all committees within the organization. Minutes of meetings are recorded and approved.	d. Committees follow their terms of reference.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check documentation of activities supporting achievement of the criterion. Put a <u>√</u> mark if at least one is present and <u>X</u> mark if none at all. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>Evidence score will serve as proof of performance score.</p> <p>Determine track record score.</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.4.a</b>	The organization develops and implements policies and procedures which cover the major services and aspects of operations.	a. Each clinical and administrative department/service is guided by a manual of operations which details its management structure, duties and responsibilities of managers and staff and key operating policies and procedures.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check presence of Manual of Operations (MOP) and other relevant documents supporting achievement of the criterion. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>The evidence score shall serve as the proof of performance score.</p> <p>Determine track record score.</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.4.b</b>	The organization develops and implements policies and procedures which cover the major services and aspects of operations.	b. Staff are trained and evaluated in adhering to the manual of operations.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> STAFF INTERVIEW	<input type="checkbox"/> STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
<p>For document review, check documentation of activities supporting achievement of the criterion. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For staff interview, select at least THREE relevant hospital staff. Put a <u>√</u> mark for the staff whose explanation is consistent with policy (that supports achievement of the criterion) and <u>X</u> mark if otherwise. Repeat the process for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of staff interviewed. Determine evidence score:</p> <ul style="list-style-type: none"> <li>• If 3 out of 3, the evidence score will be <u>3</u></li> <li>• If 2 out of 3, the evidence score will be <u>2</u></li> <li>• If 1 out of 3, the evidence score will be <u>1</u></li> <li>• If 0 out of 3, the evidence score will be <u>0</u></li> </ul> <p>Combine the scores for the 2 evidences to get the proof of performance score.</p>				

Determine track record score.				
Combine proof of performance + track record to get criterion score.				
<b>8.4.c</b>	The organization develops and implements policies and procedures which cover the major services and aspects of operations.	c. The manual of operations is collaboratively developed, reviewed and updated by managers and staff.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> STAFF INTERVIEW	<input type="checkbox"/> STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check for documented evidence in updating the MOP supporting achievement of the criterion. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For staff interview, select at least THREE relevant hospital staff. Put a <u>√</u> mark for the staff whose explanation is consistent with policy (that supports achievement of the criterion) and <u>X</u> mark if otherwise. Repeat the process for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of staff interviewed. Determine evidence score:</p> <ul style="list-style-type: none"> <li>• If 3 out of 3, the evidence score will be <u>3</u></li> <li>• If 2 out of 3, the evidence score will be <u>2</u></li> <li>• If 1 out of 3, the evidence score will be <u>1</u></li> <li>• If 0 out of 3, the evidence score will be <u>0</u></li> </ul> <p>Combine the scores for the 2 evidences to get the proof of performance score.</p> <p>Determine track record score.</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.4.d</b>	The organization develops and implements policies and procedures which cover the major services and aspects of operations.	d. The manual of operations is implemented.	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> STAFF INTERVIEW	<input type="checkbox"/> STAFF INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____
<p>For document review, check presence of documentation of activities supporting achievement of the criterion. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For staff interview, select at least THREE relevant staff (Finance Dept.). Put a <u>√</u> mark for the staff whose explanation is consistent with policy (that supports achievement of the criterion) and <u>X</u> mark if otherwise. Repeat the process for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of staff interviewed. Determine evidence score:</p> <ul style="list-style-type: none"> <li>• If 3 out of 3, the evidence score will be <u>3</u></li> <li>• If 2 out of 3, the evidence score will be <u>2</u></li> <li>• If 1 out of 3, the evidence score will be <u>1</u></li> <li>• If 0 out of 3, the evidence score will be <u>0</u></li> </ul> <p>Combine the scores for the 2 evidences to get the proof of performance score.</p> <p>Determine track record score (based on document review).</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.5.a</b>	The organization's by-laws, policies and procedures support care delivery and are consistent with its goals, statutory requirements,	a. The management team plans for and manages the engagement of clinical staff as well as recommends the development of clinical	<input type="checkbox"/> DOCUMENT REVIEW	<input type="checkbox"/> DOCUMENT REVIEW
			<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW	<input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW



	accepted standards and its community and regional responsibilities.	services consistent with the organization's goals	PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	PROOF OF PERFORMANCE: _____ TRACK RECORD: _____
<p>For document review, check for presence of plans supporting achievement of the criterion. Put a <u>√</u> mark if at least one is present and <u>X</u> mark if none at all. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For management team interview, select at least ONE hospital leader. Put a <u>√</u> mark if the leader was able to discuss the views and practices of management team showing achievement of the criterion. Put a <u>√</u> mark compliant and <u>X</u> mark if otherwise. Determine evidence score as either <u>0</u> or <u>3</u>.</p> <p>Combine the scores for the 2 evidences to get the proof of performance score.</p> <p>Determine track record score (based on document review).</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.5.b</b>	The organization's by-laws, policies and procedures support care delivery and are consistent with its goals, statutory requirements, accepted standards and its community and regional responsibilities.	b. The management team develops and supervise monitoring and evaluation of organizational programs.	<input type="checkbox"/> DOCUMENT REVIEW <input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	<input type="checkbox"/> DOCUMENT REVIEW <input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____
<p>For document review, check documentation of activities supporting achievement of the criterion. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For management team interview, select at least ONE hospital leader. Put a <u>√</u> mark if the leader was able to discuss the views and practices of management team showing achievement of the criterion. Put a <u>√</u> mark compliant and <u>X</u> mark if otherwise. Determine evidence score as either <u>0</u> or <u>3</u>.</p> <p>Combine the scores for the 2 evidences to get the proof of performance score.</p> <p>Determine track record score (based on document review).</p> <p>Combine proof of performance + track record to get criterion score.</p>				
<b>8.6.a</b>	Documented agreements and contracts cover external service providers and specify that the quality of services provided must be consistent with appropriate set standards.	a. Third party providers are contracted based on explicit quality and safety expectations built into the contracts.	<input type="checkbox"/> DOCUMENT REVIEW <input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW <input type="checkbox"/> STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____	<input type="checkbox"/> DOCUMENT REVIEW <input type="checkbox"/> LEADERSHIP AND MANAGEMENT INTERVIEW <input type="checkbox"/> STAFF INTERVIEW PROOF OF PERFORMANCE: _____ TRACK RECORD: _____
<p>For document review, check contracts should define quality and safety expectations. Put a <u>√</u> mark if compliant and <u>X</u> mark if otherwise. Evidence score is either <u>0</u> or <u>3</u>.</p> <p>For management team interview, select at least ONE hospital leader. Put a <u>√</u> mark if the leader was able to discuss the views and offer examples of how this criterion is achieved. Put a <u>√</u> mark compliant and <u>X</u> mark if otherwise. Determine evidence score as either <u>0</u> or <u>3</u>.</p> <p>For staff interview, select at least THREE relevant hospital staff. Put a <u>√</u> mark for the staff whose explanation is consistent with policy (that supports achievement of the criterion) and <u>X</u> mark if otherwise. Repeat the process for the 2<sup>nd</sup> and 3<sup>rd</sup> staff. Count the number of staff with check marks over the total number of patients interviewed. Determine evidence score:</p>				

- If 3 out of 3, the evidence score will be 3
- If 2 out of 3, the evidence score will be 2
- If 1 out of 3, the evidence score will be 1
- If 0 out of 3, the evidence score will be 0

Combine the scores for the 3 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.

<b>8.6.b</b>	Documented agreements and contracts cover external service providers and specify that the quality of services provided must be consistent with appropriate set standards.	b. Third party contracts are maintained or terminated based on achievement of safety and quality expectations. <b>CORE</b>	_ DOCUMENT REVIEW	_ DOCUMENT REVIEW
			_ LEADERSHIP AND MANAGEMENT INTERVIEW	_ LEADERSHIP AND MANAGEMENT INTERVIEW
			PROOF OF PERFORMANCE: _____	PROOF OF PERFORMANCE: _____
			TRACK RECORD: _____	TRACK RECORD: _____

For document review, check contracts showing achievement of the criterion. Put a √ mark if compliant and X mark if otherwise. Evidence score is either 0 or 3.

For management team interview, select at least ONE hospital leader. Put a √ mark if the leader was able to discuss the views and practices of management team showing achievement of the criterion. Put a √ mark compliant and X mark if otherwise. Determine evidence score as either 0 or 3.

Combine the scores for the 2 evidences to get the proof of performance score.

Determine track record score (based on document review).

Combine proof of performance + track record to get criterion score.