

Toolkit for New Accreditation Professionals



FOURTH EDITION

JOINT COMMISSION RESOURCES MISSION

The mission of Joint Commission Resources (JCR) is to continuously improve the safety and quality of health care in the United States and in the international community through the provision of education, publications, consultation, and evaluation services.

DISCLAIMERS

JCR educational programs and publications support, but are separate from, the accreditation activities of The Joint Commission. Attendees at Joint Commission Resources educational programs and purchasers of JCR publications receive no special consideration or treatment in, or confidential information about, the accreditation process. The inclusion of an organization name, product, or service in a JCR publication should not be construed as an endorsement of such organization, product, or service, nor is failure to include an organization name, product, or service to be construed as disapproval.

This publication is designed to provide accurate and authoritative information regarding the subject matter covered. Every attempt has been made to ensure accuracy at the time of publication; however, please note that laws, regulations, and standards are subject to change. Please also note that some of the examples in this publication are specific to the laws and regulations of the locality of the facility. The information and examples in this publication are provided with the understanding that the publisher is not engaged in providing medical, legal, or other professional advice. If any such assistance is desired, the services of a competent professional person should be sought.

© 2024 The Joint Commission

Joint Commission Resources
Oakbrook Terrace, Illinois 60181
<https://www.jcrinc.com>

Joint Commission Resources, Inc. (JCR), a not-for-profit affiliate of The Joint Commission, has been designated by The Joint Commission to publish publications and multimedia products. JCR reproduces and distributes these materials under license from The Joint Commission.

All rights reserved. No part of this publication may be reproduced in any form or by any means without written permission from the publisher. Requests for permission to make copies of any part of this work should be sent to permissions@jcrinc.com.

ISBN (print): 978-1-63585-384-1

ISBN (e-book): 978-1-63585-385-8

Printed in the USA

For more information about The Joint Commission, please visit <https://www.jointcommission.org>.

DEVELOPMENT TEAM

Senior Editor: Margaret McConnell
Associate Director, Accreditation Content: Mary Beth Curran
Associate Director, Editorial, Books/Digital Subscriptions:
Phyllis Crittenden
Associate Director, Production: Johanna Harris
Executive Director, Global Publishing: Catherine Chopp Hinckley,
MA, PhD

JOINT COMMISSION ENTERPRISE REVIEWERS

Jennifer Anderson, DNP, APRN, CNS
John Berry, RN, MSN
Karen E. Black, RN, BSN, MSHA, CPHQ
Andrea Browne, PhD, DABR
Robert Campbell, PharmD, BCSCP
Caroline Christensen, BS
Jeff Conway, MPH
Christina Cordero, PhD, MPH
Mark A. Crafton, MPA, MT(ASCP)
David Eickemeyer, MBA
Monnette Geronimo, MBA
Jenna Gillette, MHA, PMP
Kenneth J. Hébert Jr., MAOM, CHSP, CHEP
Debbie Holzer, RN, MSN, CRRN
Heather Hurley, BS
James Kendig, MS, CHSP, HEM
Karen Kolendra, RN, MSN, CPHQ
Ryan Kollereb, MBA, MPH
Chad Larson, MBA
Erin Lawler, MS, CPPS
Tim Markijohn, MBA\MHA, CHFM, CHE
Herman A. McKenzie, MBA, CHSP
Angela Murray, MSN, RN
Phavinee Thongkhong-Park, RN, PhD
Stacey Paul, MSN, RN, APN/PMHNP-BC
Kathryn Petrovic, MSN, RN-BC
Patrick Phelan, MBA
Natalya Rosenberg, PhD, RN
Thomas Todro, MBA, CBET
Cherie Ulaskas, MT(ASCP), MA
Kathy Valencia, MSN
Tabitha V. Vieweg, MBA, BSN, RN
John C. Wallin, MS, RN
Tiffany Wiksten, DNP, RN, CIC

PART 1

Understanding The Joint Commission



About The Joint Commission

CHAPTER

1

THE BIG IDEA

The Joint Commission is an independent not-for-profit organization that accredits and certifies more than 22,000 health care organizations in the United States. Joint Commission accreditation, certification, and verification are marks of quality and commitment to meeting certain **standards** of quality and performance. The Joint Commission is your partner in safety and quality across the continuum of care.



KEY CONCEPTS

- What Is The Joint Commission Enterprise?
- Your Partner in Safety and Quality



THE MANUAL

Following are the relevant Joint Commission E-dition® or *Comprehensive Accreditation Manual* chapters:

- “Introduction: How Joint Commission Accreditation Can Help on the Road to High Reliability” (INTRO)
- “Patient Safety Systems” (PS) [not assisted living community or behavioral health care and human services]
- “Resident Safety Systems” (RSS) [assisted living community only]
- “Safety Systems for Individuals Served” (SSIS) [behavioral health care and human services only]
- “Sentinel Event Policy” (SE)



KEY CONCEPT

THE JOINT COMMISSION'S MISSION AND VISION

Mission: To continuously improve health care for the public, in collaboration with other stakeholders, by evaluating health care organizations and inspiring them to excel in providing safe and effective care of the highest quality and value.

Vision: All people always experience the safest, highest-quality, best-value health care across all settings.

WHAT IS THE JOINT COMMISSION ENTERPRISE?

The Joint Commission enterprise is an umbrella term that refers to The Joint Commission itself and its ancillary bodies, including Joint Commission Resources (JCR), Joint Commission International (JCI), and the National Quality Forum (NQF). Together, these companies make up the “enterprise,” with The Joint Commission as the head.

The Joint Commission

The Joint Commission seeks to improve the safety and quality of health care by offering accreditation to health care organizations and certification and verification to health care programs. The Joint Commission sets quality standards, evaluates organizational performance through surveys, and advances safety and quality of care provided to all care recipients.

Joint Commission Resources

JCR is a global, knowledge-based organization that provides innovative solutions designed to help health care organizations improve the safety and quality of health care to all care recipients. An affiliate of The Joint Commission, JCR provides expertise on the many issues organizations face in a challenging health care environment through a variety of products and services, including education programs, publications and e-products, and health care consulting and custom education. JCR is dedicated to helping health care organizations worldwide improve the quality and safety of their care, treatment, and services.

Joint Commission International

JCI extends The Joint Commission’s mission worldwide by assisting international **health care organizations**, public health agencies, health ministries, and others to improve the quality and safety of health care to all individuals. Established in 1994 as a division of JCR, JCI’s accreditation program was developed by international experts and sets uniform, achievable expectations for structures, processes, and outcomes for health care organizations. JCI offers accreditation for different types of health care organizations and certification for treatment of specific disease, condition, or **clinical care** services in more than 70 countries.

National Quality Forum

In August 2023 The Joint Commission and National Quality Forum (NQF) announced a strategic affiliation to accelerate improvements in health for all people.

Established in 1999, NQF works with members of the health care community to drive measurable health improvements together. NQF is a not-for-profit, membership-based organization that gives all health care stakeholders a voice in advancing quality measures and improvement strategies that lead to better outcomes and greater value.

NQF joined The Joint Commission enterprise while maintaining its independence in convening and developing consensus-based measures, implementation guidance, and practices that benefit all stakeholders. This allows both The Joint Commission and NQF to build on their shared expertise in measuring quality and rationalizing the measurement landscape so the focus shifts to advancing key outcomes. Notably, NQF continues to focus on accelerating widespread use of high-impact, low-burden measures that achieve affordable improvements in health for all.

The affiliation bolsters The Joint Commission’s national and international processes in evidence-based, data-driven, and outcomes-oriented accreditation, certification, and verification, thereby accelerating improvements across the continuum of care while reducing the burden of measurement on health care organizations and workers.

WHY DO I NEED TO KNOW THIS NOW?

The Joint Commission is more than an accrediting body that comes to your organization once every three years to evaluate your safety and quality processes. The enterprise provides a wealth of **information**, resources, and support to help you maintain a safe, high-quality environment and tackle challenges you face.

WHERE DO I START?

- **Research.** Visit the various Joint Commission websites to become familiar with the products and resources available to your organization. The “Recommended Resources” at the end of this book provides specific links to Joint Commission enterprise websites.



YOUR PARTNER IN SAFETY AND QUALITY

The Joint Commission is a global driver of quality improvement and patient safety in health care. The Joint Commission is your partner in safety and quality. Through leading practices, unmatched knowledge and expertise, and rigorous standards, we help organizations across the continuum of care lead the way to zero harm.

Surveys as Learning Opportunities

Think of each survey as a collaborative assessment of the organization’s performance. It is an opportunity for the organization and its leaders to learn what the organization is doing well and identify where there is room for improvement. Sometimes these things are harder to see for those working within an organization, so it can be very useful to have an extra set of eyes take a look at your operations and give you an objective assessment of how well you are complying with standards, providing care and treatment to the population(s) you serve, reducing the potential for harm, and increasing reliability. Use your surveyors as the expert resource they are.

Sentinel Event Reporting

A **sentinel event** is a **patient safety event** (not primarily related to the natural course of a care recipient's illness or underlying condition) that reaches an individual and results in any of the following:

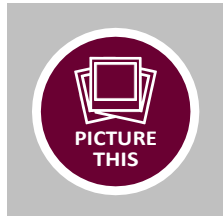
- death,
- severe harm (regardless of duration of harm), or
- permanent harm (regardless of severity of harm).

Sentinel events are a subcategory of adverse events.

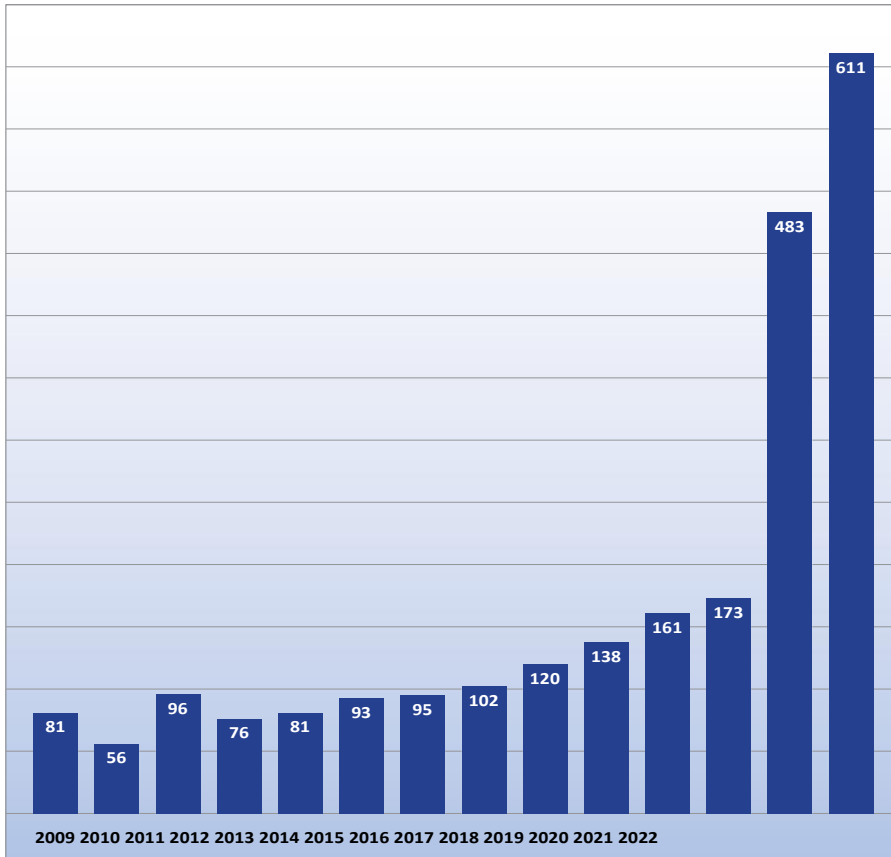
Although organizations are not required to report sentinel events to The Joint Commission, accredited organizations must have a policy detailing how the organization addresses sentinel events. The specific requirements of that policy are included in the “Leadership” (LD), “Performance Improvement” (PI), and “Sentinel Event Policy” (SE) chapters of **E-dition** or the *Comprehensive Accreditation Manual*. The organization must complete a thorough **comprehensive systematic analysis** (most commonly a **root cause analysis**) to determine why the event occurred. The organization must then create a **corrective action plan** to prevent similar events from happening, implement the plan, and monitor its effectiveness.

There is no penalty for not reporting sentinel events to The Joint Commission, but organizations are strongly encouraged to do so. Self-reporting reinforces the organization’s message to the public that it is doing everything it can to prevent a recurrence. Sharing information, particularly lessons learned, with The Joint Commission enhances The Joint Commission’s Sentinel Event Database, which may help other organizations prevent similar events. Also, contacting The Joint Commission following a sentinel event allows you to avail yourself of the wealth of expertise and experience of its **staff**. They can help you analyze root causes, redesign processes, monitor performance improvement practices, and other aspects of the sentinel event process.

Twice a year via *Joint Commission Perspectives*[®], the official monthly newsletter of The Joint Commission, The Joint Commission releases **data** on sentinel events. This information may help performance improvement professionals identify areas for improvement in their organizations. The more organizations report their own sentinel events, the better and more meaningful sentinel event statistics become. The Joint Commission sentinel event data not only identify the relative frequency of different categories of sentinel events reported each year but also provide information on trends in the occurrence of the most commonly reported sentinel event categories.



Reported Sentinel Event—Falls



In the past few years, The Joint Commission reviewed more than 1,000 patient falls. Any individual—staff, care recipient, visitor—can be harmed by falling in any type of health care facility. To help health care organizations determine if a fall qualifies as a sentinel event, The Joint Commission includes a definition for fall event in its Sentinel Event Policy.

WHY DO I NEED TO KNOW THIS NOW?

Knowing what The Joint Commission is and what its role is in helping you and your organization provide safe and high-quality care, treatment, and services to all care recipients will help you as you acclimate to your new role as an **accreditation professional** in health care.

WHERE DO I START?

- **Connect with The Joint Commission.** Visit and bookmark the various Joint Commission websites (see “Recommended Resources” near the back of this book). There are numerous resources and links available to help you know The Joint Commission and the other entities that make up the enterprise.

- **Reach out to your account executive.** Whether you are brand new to accreditation or new to your organization as well as accreditation, the account executive assigned to your organization can provide valuable insight as you learn about your role.
- **Immerse yourself.** This book is a great start! Beyond this title, however, you should familiarize yourself with your organization's secure *Joint Commission Connect*® extranet site and E-dition or the *Comprehensive Accreditation Manual(s)*.



Test Your Knowledge

1. Which of the following are part of The Joint Commission enterprise? (Select all that apply.)
 - a. Accreditation Commission for Health Care
 - b. Joint Commission International
 - c. Joint Commission Resources
 - d. National Quality Forum
2. Which of the following is the mission of The Joint Commission?
 - a. To improve the quality and safety of health care
 - b. To facilitate government reimbursement
 - c. To reduce redundancy between external agencies
3. What is the mission of Joint Commission Resources?
 - a. To provide education, publications, software, and technical assistance to improve the quality and safety of health care
 - b. To develop standards to assess organizations' delivery of care
 - c. To be The Joint Commission enterprise's start-up incubator
4. What is the purpose of Joint Commission International? (Select all that apply.)
 - a. To provide solutions to improve the quality and safety of international health care
 - b. To evaluate an organization's quality and safety
 - c. To reduce redundancy between government agencies
 - d. To develop new products and services
5. Which of the following describes the purpose of a Joint Commission survey?
 - a. To educate staff and leadership and assess the organization's compliance with Joint Commission standards
 - b. To validate the organization's compliance with Joint Commission policies and procedures and inform leadership about high reliability
 - c. To provide information and determine the quality of sentinel event corrective actions

(continued)

6. Which of the following statements about sentinel events is true?
- a. All patient harm events are considered sentinel events.
 - b. Any sentinel event must be reported to The Joint Commission.
 - c. All patient harm events require a root cause analysis.
 - d. Sentinel events identified by your organization are voluntarily reported to The Joint Commission.
7. A provider informs you that they inadvertently performed a skin biopsy on the wrong patient earlier in the week. There was no serious injury, and eventually the right patient received the procedure. This event _____.
- a. would be considered a sentinel event
 - b. must be reported
 - c. requires a report to your chief executive officer
 - d. would be identified by a survey
8. Which of the following would be the best person in The Joint Commission enterprise to assist you with any questions about your organization's accreditation?
- a. Standards Interpretation Group staff
 - b. Your account executive
 - c. Continuous Survey Readiness consultant
 - d. Chief executive officer

Understanding Joint Commission Accreditation, Certification, and Verification

CHAPTER

2

THE BIG IDEA

What exactly are Joint Commission accreditation, certification, and verification? Accreditation, certification, and verification are designations conferred by The Joint Commission that symbolize a health care organization's commitment to meeting rigorous **standards** of quality and safety for the populations it serves. Achieving accreditation, certification, and/or verification requires collaboration between organization and Joint Commission staff throughout the entire process—from completing the application through the survey or review and follow-up activities. Accreditation, certification, and verification have several benefits for the organization, including improved quality and safety and increased community confidence.



KEY CONCEPTS

- ▶ What Are Joint Commission Accreditation, Certification, and Verification?
- ▶ Eligibility Requirements



THE MANUAL

Following are the relevant Joint Commission E-dition® or *Comprehensive Accreditation Manual* chapters:

- “The Accreditation Process” (ACC)
- “Introduction: How Joint Commission Accreditation Can Help on the Road to High Reliability” (INTRO)



WHAT ARE JOINT COMMISSION ACCREDITATION, CERTIFICATION, AND VERIFICATION?

Accreditation is the seal of approval given by The Joint Commission to entire health care organizations. It is a mark of quality that attests to the organization's compliance with Joint Commission standards and commitment to excellence.

The Joint Commission also offers certification to programs within health care organizations that meet more rigorous program-specific guidelines based on research and industry **best practices**.

In addition, The Joint Commission offers a verification review, which assesses an organization's capabilities to provide care appropriate for a care recipient's condition.

Benefits of Joint Commission Accreditation, Certification, and Verification

Why should you work to become accredited, certified, and/or verified? The following list of benefits outline what you and your organization gain by achieving and maintaining Joint Commission accreditation, as well as the benefits of certification and verification if your organization chooses to pursue those options.

➤ Benefits of Joint Commission Accreditation

- **Helps organize and strengthen safety efforts.** Safety and quality of care issues for all care recipients are at the forefront of Joint Commission standards and initiatives.
- **Strengthens community confidence in the quality and safety of care, treatment, and services.** Achieving accreditation makes a strong statement to the community about an organization's efforts to provide the highest-quality services.
- **Provides a competitive edge in the marketplace.** Accreditation may provide a marketing advantage in a competitive health care environment and improve the ability to secure new business.
- **Improves risk management and risk reduction.** Joint Commission standards focus on state-of-the-art performance improvement strategies that help health care organizations continuously improve the safety and quality of care, which can reduce the risk of error or low-quality care.
- **Reduces liability insurance costs.** By enhancing risk management efforts, accreditation may improve access to and reduce the cost of liability insurance coverage.
- **Provides professional advice and counsel, enhancing staff education.** Joint Commission surveyors are experienced health care professionals trained to provide expert advice and education during the survey.
- **Provides a customized, intensive review.** Joint Commission surveyors come from a variety of health care industries and are assigned to organizations

that match their background. The standards also are specific to each accreditation program, so each survey is relevant to your industry.

- **Enhances staff recruitment and development.** An organization that is Joint Commission accredited can attract more highly qualified personnel, who prefer to serve in an accredited organization. Accredited organizations also provide additional opportunities for staff to develop their skills and knowledge about quality and safety.
- **Provides deeming authority for regulatory certifications.** Some accredited health care organizations qualify for Medicare and Medicaid certification (including hospitals, critical access hospitals, advanced diagnostic imaging suppliers, and suppliers of durable medical equipment, prosthetics, orthotics, and supplies) without undergoing a separate government quality inspection, which eases the burdens of duplicative federal and state regulatory agency surveys. Opioid treatment programs accredited under The Joint Commission's Behavioral Health Care and Human Services (BHC) program are afforded deemed status by the US Substance Abuse and Mental Health Services Administration (SAMHSA).
- **Fulfills regulatory requirements in select states.** Laws may require certain health care providers to acquire accreditation for their organization. Those organizations already accredited by The Joint Commission may be compliant and need not undergo any additional surveys or inspections.
- **Recognized by insurers and other third parties.** In some markets, accreditation is becoming a prerequisite to eligibility for insurance reimbursement and for participation in managed care plans or contract bidding.
- **Provides a framework for organizational structure and management.** Accreditation involves maintaining a high level of quality and compliance with the latest standards and being ready for survey at any time. Joint Commission standards offer a framework for organizational structure, based on best practices, within which each organization can tailor a structure to fit the needs of its care recipients.
- **Aligns health care organizations with one of the most respected names in health care.** The Joint Commission is widely recognized by health care providers, policy makers, educators, and other key stakeholders as the preeminent standards-setting and accrediting organization in health care. Being accredited by The Joint Commission demonstrates an organization's commitment to the highest standards for safety and quality.

➤ **Benefits of Joint Commission Certification**

- **Improves the quality of care by reducing variation in clinical processes.** The Joint Commission's standards and emphasis on following clinical practice guidelines help organizations establish a consistent approach to care, reducing the risk of error.
- **Provides a framework for program structure and management.** Certification standards help organize the management of the program. This helps to maintain a consistently high level of quality, using effective data-driven performance improvement.
- **Provides an objective assessment of clinical excellence.** Joint Commission reviewers have significant experience working in the field and

in evaluating disease-specific care and other certification programs. They can provide expert advice and education on good practices during the review.

- **Creates a loyal, cohesive clinical team.** Certification provides an opportunity for staff to develop their skills and knowledge. Achieving certification provides the clinical team with common goals and a concrete validation of their combined efforts.
 - **Promotes a culture of excellence across the organization.** Consistent alignment with Joint Commission certification standards promotes an environment of continuous improvement for the care of individuals.
 - **Facilitates marketing, contracting, and reimbursement.** Certification may provide an advantage in a competitive health care marketplace and improve the ability to secure new business.
 - **Strengthens community confidence in the quality and safety of care, treatment, and services.** Achieving and displaying The Joint Commission's Gold Seal of Approval[®] makes a strong statement to the community about an organization's commitment to providing the highest-quality services.
 - **Fulfills regulatory requirements in select states.** Certification may meet certain regulatory requirements in some states, which can reduce duplication on the part of certified organizations.
- **Benefits of Joint Commission Verification**
- **Helps assure stakeholders.** Verification indicates that providers have the clinical capabilities and expertise to safely provide the services they offer.
 - **Facilitates collaboration.** Verification standards help high-risk patients get routed to facilities equipped to handle complex or emergent patient conditions.

WHY DO I NEED TO KNOW THIS NOW?

You and your organization will invest a good amount of time and resources to achieve and maintain accreditation, certification, and/or verification. It's important to know what the return on that investment will be. Achieving accreditation is a benefit itself, but having strong, functional processes in place and cultivating a safe culture for your organization will better support your goal to provide safe, high-quality care, treatment, and services.

WHERE DO I START?

- **Immerse yourself.** As you acclimate to your new role, learn what the needs of your organization are by reviewing past and ongoing performance improvement activities. If your organization is already accredited by The Joint Commission, look back at previous survey/review activities.



Joint Commission Accreditation, Certification, and Verification Programs



Ambulatory Care Certifications

- Advanced Total Hip and Total Knee Replacement
- Integrated Care
- Primary Care Medical Home

Home Care Certifications

- Community-Based Palliative Care
- Core Disease-Specific Care
- Integrated Care

Nursing Care Center Certifications

- Core Disease-Specific Care
- Integrated Care
- Memory Care
- Post-Acute Care

Hospital Certifications

- Cardiac
- Orthopedic
- Stroke
- Health Care Equity
- Responsible Use of Health Data
- Sustainable Healthcare
- Disease-Specific Care, including joint replacement, spine surgery, and stroke care
- Medication Compounding
- Advanced Perinatal Care
- Palliative Care
- Patient Blood Management
- Primary Care Medical Home
- Pathways and Structures Helping Leaders Advance Quality
- Payor Recognitions

Behavioral Health Care and Human Services Certifications

- Behavioral Health Home
- Certified Community Behavioral Health Clinic
- Core Disease-Specific Care
- Integrated Care
- Opioid Treatment Program

Assisted Living Community Certification

- Memory Care

Hospital Verification

- Maternal Levels of Care

The Joint Commission currently offers accreditation for nine program settings, a variety of certifications, and one verification program; two new accreditation programs will be introduced in 2024: Telehealth and Rural Health Clinic.



KEY CONCEPT

ELIGIBILITY REQUIREMENTS

The following list provides basic eligibility requirements for health care organizations seeking accreditation. For requirements specific to your program setting, see “The Accreditation Process” (ACC) chapter on **E-dition** or in your book or e-book version of the *Comprehensive Accreditation Manual*.

- The organization is in the United States or its territories; if outside the United States, the organization is operated by the US government or under a charter of the US Congress.
- If required by law, the organization has a facility license or registration to conduct its scope of services.
- The organization can demonstrate that it continually assesses and improves the quality of its care, treatment, and/or services. This process includes a review by clinicians, including those knowledgeable in the type of care, treatment, and/or services provided at the organization.
- The organization identifies the services it provides, indicating which care, treatment, and/or services it provides directly, under contract, or through some other arrangement.
- The organization provides services that can be evaluated by Joint Commission standards.
- The tests, treatments, or interventions provided at the organization are prescribed or ordered by a **licensed practitioner** in accordance with state and federal requirements.

WHY DO I NEED TO KNOW THIS NOW?

To be proficient in your role, you need to know the ins and outs of Joint Commission accreditation and, as applicable to your organization, certification, and verification. The more you know about the process and expectations, the better grasp you will have on managing survey readiness initiatives.

WHERE DO I START?

- **Familiarize yourself with E-dition and/or your *Comprehensive Accreditation Manual*.** All the requirements that surveyors will be evaluating are on E-dition or in the manual. These two resources include general **information** about the accreditation process as well as program-specific eligibility requirements.



Test Your Knowledge

1. Which of the following describes Joint Commission accreditation?
 - a. An award to an organization for meeting Joint Commission requirements
 - b. A survey of your health care organization
 - c. Recognition granted by the Centers for Medicare & Medicaid Services
 - d. The recommendation given upon completion of a survey
2. Which of the following describes Joint Commission disease-specific certification?
 - a. Recognition for providing patient-condition specific care
 - b. The onsite review of your health care organization
 - c. Recognition granted by the Centers for Medicare & Medicaid Services
 - d. The certificate granted to an organization for completing the accreditation process
3. Which of the following is not an eligibility requirement for a US organization to be Joint Commission accredited?
 - a. The organization is in the United States or its territories.
 - b. The organization is a nonprofit.
 - c. The organization provides services that can be evaluated by Joint Commission standards.
 - d. The organization can demonstrate that it continually assesses and improves the quality of its care, treatment, and services.
4. Which of the following are not eligible for Joint Commission accreditation? (Select all that apply.)
 - a. Ambulances
 - b. Medical air transport
 - c. Individual physicians, nurses, or other clinicians of your health care organization
 - d. A clinic physically separate from a hospital
5. Which of the following is not a benefit of Joint Commission accreditation?
 - a. Fulfills regulatory requirements in select states
 - b. Guarantees that an organization will no longer encounter any challenges
 - c. Helps organize and strengthen safety efforts
 - d. Reduces liability insurance costs

The Joint Commission is happy to provide the first two chapters from our publication, TOOLKIT for New Accreditation Professionals, 4th Edition. If you found them valuable, the entire book is available for purchase at jcrinc.com/products-and-services/publications