

# Health Professional Resource Management

An engaged, competent workforce that is well-planned with consideration to innovative models of care and correct skill mix is critically important to care provision. Joint Commission *National Performance Goals* (NPG) and standards underscore the importance of clinical team planning that reflects the needs of the patient population and the hospital services offered.

## Background

Since the early 2000s, Joint Commission has provided specific standards for provision of care, as competent and safe clinical and ancillary staffing is crucial for optimal patient outcomes. Evidence demonstrate the importance of staffing to patient safety, delivery, and caregiver well-being.<sup>i,ii,iii,iv</sup> In July 2025, Joint Commission elevated its planning for provision of care standards to a *National Performance Goal™* to assure continued quality and safety of patient care.<sup>v,vi</sup>



## Standards

Joint Commission standards supplement the Centers for Medicare & Medicaid Services (CMS) Conditions for Participation (CoPs) for staffing with additional expectations for verification, training, education, and ongoing performance improvement monitoring.<sup>vii</sup> The CoPs and Joint Commission and additional standards require:

- The leadership team ensures that there is adequate qualified staff to meet the needs of the population served and determines how staff function within the organization.
- The nurse executive directs the implementation of a nurse staffing plan(s).
- For psychiatric hospitals that use Joint Commission for accreditation for deemed purposes: The psychiatric hospital develops and implements staffing plans according to laws and regulations.
- Verification that staff complete all requirements for employment and practice within their scope of practice.
- Provision of education and training and evaluation of staff competence.
- Evaluation of staffing during performance improvement activities, such as adequacy of staffing that is included as a factor when undesirable trends, patterns, or variations exist.
- Leadership teams evaluate their defined care delivery models, including innovative models such as virtual nursing, etc. as part of the planning and implementation process.

# Rationale

- Joint Commission requirements are based on the CMS Conditions of Participation, with additional recommendations developed with broad stakeholder input.
- Joint Commission participated in two national projects that specifically informed these requirements: The Partners for Nurse Staffing Think Tank (January 2022) and the Nurse Staffing Task Force (initiated by American Association of Critical Care Nurses, the American Nurses Association, and thirty-eight member groups).
- In March of 2022, Joint Commission conducted twenty nurse executive interviews with fifty-eight participants to obtain feedback on key opportunities and challenges related to staffing.
  - The findings indicated Joint Commission’s existing provision of care standards struck the right balance between requiring adequate staff without imposing an undue burden and emphasized focusing on dynamic staffing decision-making.
- The importance of these standards is reflected in Joint Commission’s elevation to a *National Performance Goal*.



## Related Activities

- Joint Commission CNE/CNO Advisory council meets regularly to stay abreast of current issues and to explore evolving care delivery models.
- Since 2004, Joint Commission has offered a Healthcare Staffing Services Certification program to ensure independent staffing agencies or firms provide the highest level of services.

i Nurse Staffing Task Force. Nurse Staffing Task Force Imperatives, Recommendations, and Actions. American Association of Critical-Care Nurses and American Nurses Association; 2023 ii Lake ET, Sanders J, Duan R, Riman KA, Schoenauer KM, Chen Y. A Meta-Analysis of the Associations Between the Nurse Work Environment in Hospitals and 4 Sets of Outcomes. *Med Care*. 2019;57(5):353–361. doi:10.1097/MLR.0000000000001109 iii Lasater KB, Aiken LH, Sloane DM, French R, Anusiewicz CV, Martin B, Reneau K, Alexander M, McHugh MD. Is hospital nurse staffing legislation in the public’s interest? An observational study in New York State. *Med Care*. 2021 May 1;59(5):444–450 iv Griffiths P, Saville C, Ball J, et al. Nursing workload, nurse staffing methodologies, and tools: A systematic scoping review and discussion. *Int J Nurs Stud*. 2020;103:103487. doi:10.1016/j.ijnurstu.2019.103487 v Nurse Staffing Task Force. Nurse Staffing Task Force Imperatives, Recommendations, and Actions. American Association of Critical-Care Nurses and American Nurses Association; 2023. vi Joint Commission National Performance Goals (NPGs). 2025 National Performance Goals | Joint Commission vii CMS Conditions of Participation (§482.25(a)(2), §482.26, §482.26(a), §482.54(b)(2), §482.55(b)(2), §482.57(a)(2)) psychiatric hospitals (42 CFR 482.1 through 482.23, and 42 CFR 482.25 through 482.57)



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[jointcommission.org/npgs](https://www.jointcommission.org/npgs)

\*National Patient Safety Goals are now a part of the National Performance Goals.



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