



## ISO TECHNICAL MANAGEMENT BOARD

### SUBJECT

**Reallocation of the secretariat of ISO/TC 304 *Healthcare organization management***

### BACKGROUND

In December 2024, ANSI (United States), informed ISO/CS that it wishes to relinquish the Secretariat of [ISO/TC 304 \*Healthcare organization management\*](#).

The P-members of ISO/TC 304 were invited to submit offers to assume the secretariat of the committee. At the end of the consultation, three candidates expressed interest in taking over the secretariat. However, INSO (Iran, Islamic Republic of) have not provided the necessary information. We have now received the necessary information from: KATS (Korea, Republic of) and GOST R (Russian Federation).

### ADDITIONAL INFORMATION

Based on the criteria given in the 2023 TMB working procedures [clause 6.2.1 \*Re-allocation of technical committee secretariats in cases of multiple candidates\*](#) and according to [clause 1.9.3 of the ISO/IEC Directives Part 1](#), the TMB has now to decide on the re-allocation of the secretariat of ISO/TC 304.

The following are provided as annexes:

- **Annex 1:** Information for each of the selection criteria in the TMB working procedures, clause 6.2.1.
- **Annex 2:** Other relevant information provided by KATS.

### ACTION

The members of the Technical Management Board are invited to:

- Decide on the re-allocation of the secretariat of ISO/TC 304 *Healthcare organization management* between KATS (Korea, Republic of) and GOST R (Russian Federation).

**By 23 July 2025.**

# Annex 1 – Information for each of the selection criteria in the TMB working procedures, clause 6.2.1

## 6.2 PROCEDURES CONCERNING SECRETARIATS:

### 6.2.1 (RE-)ALLOCATION OF COMMITTEE SECRETARIATS IN CASES OF MULTIPLE CANDIDATES

- 1. The resources to be made available for the committee secretariat (person(s)/year) by the member body. See Annex L of the ISO/IEC Directives and Consolidated ISO Supplement, 'Selection criteria for people leading the technical work'.*

The two candidates were asked to provide information for this criterion. Their responses are copied below.

#### 1.1 The resources to be made available for the committee secretariat by KATS

##### Secretariat support infrastructure

The Korean Agency for Technology and Standards (KATS), in collaboration with key national stakeholders, is committed to delivering substantial and sustained support for the effective operation of the ISO/TC 304 Secretariat. This involves the formation of a dedicated support team and the allocation of significant institutional resources to ensure the Secretariat's operational efficacy. The Secretariat support team will comprise full-time professionals specializing in international standardization, administrative staff adept at managing complex global projects, and technical experts from the healthcare sector. This multidisciplinary team will provide continuous administrative assistance, including the preparation and management of standardization documents, coordination of internal and external communications, and facilitation of international meetings and expert engagements.

In addition to the core support team, KATS will appoint a Committee Manager with extensive expertise in healthcare standardization to oversee Secretariat activities. This individual will be responsible for ensuring compliance with ISO directives, fostering collaboration among committee members, and advancing the overall strategic objectives of ISO/TC 304.

Further reinforcing its commitment, the Korean government will utilize its established infrastructure for international standardization cooperation. The 'International Standardization Activity Support Program' will provide financial assistance to committee officials, including chairs, secretaries, and working group convenors, facilitating their participation in face-to-face international meetings. This financial backing will cover travel expenses and logistical costs, thereby ensuring continuous and active engagement in global standardization activities. Moreover, KATS will offer access to the 'International Standardization Information System,' a comprehensive digital resource platform that provides ISO/TC 304 members with essential documentation, including bilingual versions of key ISO/IEC texts and practical guides on standardization procedures. This platform is supplemented by robust training programs which aim to cultivate the next generation of leaders in international standardization.

Through this comprehensive support infrastructure, KATS will ensure the seamless functioning of the ISO/TC 304 Secretariat and contribute to the advancement of global healthcare organization management through standardized practices.

## 1.2 The resources to be made available for the committee secretariat by GOST R

The Federal Agency on Technical Regulating and Metrology (GOST R) as a member body of ISO would like to assume responsibility for maintaining the secretariat of ISO/TC 304 "Healthcare organization management" based on human resources, facilities, educational equipment and relevant stakeholders available in the country.

Secretariat functions of the committee are to be performed by the Russian Standardization Institute.

### **Historical background:**

Federal State Budgetary Institution "Russian Standardization Institute" (Russian Standardization Institute) is a subordinate organization of the Federal Agency on Technical Regulating and Metrology (GOST R) which has been created as a result of restructuring of the Federal State Unitary Enterprise "Russian Scientific and Technical Centre for Information on Standardization, Metrology and Conformity Assessment" ( FGUP "STANDARTINFORM") according to the Decree of the Government of the Russian Federation dated March 2, 2021 No. 519-R (FGUP "STANDARTINFORM" was founded in 2005 on the basis of Publishing and Printing Complex "Publishing House of Standards" which was established in 1924).

### **In the field of the Russian Standardization Institute includes:**

***Maintenance of Federal Information Collection of Standards and of Federal Information Collection of Standards and Technical Regulations:*** complete collections of documents of the National Standardization System.

The Federal Collection includes the following documents:

- National standardization system;
- All-Russian classifiers;
- Technical reports;
- Standards of organizations;
- Technical specifications;
- International standards;
- Regional standards;
- Standards of foreign states;
- Codes of rules;
- Regional codes of rules;
- Codes of rules of foreign states;
- Duly certified translations into Russian of international standards, regional standards and regional codes of rules;
- Standards of foreign states and sets of rules of foreign states that have been registered by the federal executive authority in the field of standardization;
- Standardization documents of international organizations for standardization, regional organizations for standardization other documents on standardization of foreign countries.

### ***Development and maintenance of Automated Information Systems:***

- Automated system maintained by the Federal Information Collection of Technical Regulations and Standards;
- Automated system GOST Distribution; and etc.

### ***Performing the functions WTO TBT/SPS Enquiry Point:***

Main function of the WTO TBT/SPS Russian Information Center on Standardization, Certification and Overcoming Technical Barriers to Trade is prompt provision of the regulations, directives,

international, national and foreign national standards, systems of certification to the bodies of legislative and executive authorities, enterprises and organizations of the Russian Federation. WTO TBT/SPS Russian Information Center on Standardization, Certification and Overcoming Technical Barriers to Trade also provides the WTO Secretariat and other Countries - Parties of the WTO TBT/SPS Agreements with active and being developed national regulations and standards for the purposes of overcoming technical barriers to the international trade

***Publishing, editing and norm control of draft standards and other normative documents in the field of standardization:***

Provides information and consulting support services for checking draft standards for compliance with the fundamental documents of the national standardization system (norm control) with the special stamp for projects that have successfully passed the norm control, as well as publishing editing services for drafts of national and interstate standards, processing and editing electronic originals of graphic material, making corrections to the electronic version of the draft standardization document.

***Scientific and educational activities:***

The organization has defended a significant number of works for doctoral and candidate degrees, scientific articles, monographs, results of scientific works and inventions are regularly published. Scientific and research activities are carried out on the instructions of the ministries and departments of the Russian Federation. Scientists of the Russian Standardization Institute are members of the editorial boards of a number of periodicals. The organization publishes the scientific online journal "Information and Economic Aspects of Standardization and Technical Regulation".

Russian Standardization Institute provides training for specialists in the field of standardization.

***Cooperation with International, Regional and National organizations on standardization:***

**Russian Standardization Institute holds the Secretariats of the following international organizations on standardization:**

- IEC TC 1 "Terminology";
- ISO/TC 254 "Safety of amusement rides and amusement devices";
- ISO/TC 96/SC 4 "Test methods" (ISO/TC 96 "Cranes").

In addition, a representative of the Russian Standardization Institute is the Chairman of ISO/TC 59/SC 2 "Terminology and harmonization of languages" (ISO/TC 59 "Buildings and civil engineering works").

Furthermore, the institute's specialists translate the ISO website into Russian and submit ISO standards in Russian.

The scope of the Russian Standardization Institute includes the management of the secretariats of national technical committees and supervision within the framework of the national standardization system of the Russian Federation including active cooperation with the National TC 076 "Management systems" which is located on the basis of the Russian Standardization Institute.

By the order of the Federal Agency for Technical Regulation and Metrology from November 2, 2023 № 2300 in the structure of the technical committee for standardization TC 076 "Management Systems" approved subcommittee SC 3 "Management of health care organization", mirroring the international technical committee ISO/TC 304. In case 304 Secretariat is allocated to GOST R, specially designated expert boasting relevant qualification and expertise to be entrusted with Secretariat functions and obligations will be appointed:

**Ms Maria Morozova, Main specialist of the Department of interaction with ISO, Russian Standardization Institute.**

### **Russia's healthcare system**

Russia's healthcare system is characterized by a high degree of centralization and a predominant focus on the availability of basic medical services to the general public, and a system of compulsory medical insurance is widespread.

As part of the National Healthcare Project, Russia is implementing projects aimed at developing the primary health care system and the network of national medical research centers and introducing innovative medical technologies, addressing cardiovascular and oncological diseases, developing children's healthcare, providing healthcare organizations with qualified personnel, creating a unified digital healthcare network on the basis of a single state information system. The export of medical services is developing, and the primary health care system is being modernized.

Within the framework of the Russian "Demographics" project, programs are also being implemented to promote public health, support the older generation and provide financial support to families at having children.

Starting from 2022, the development of the Russian healthcare system is carried out in eight main directions - improvement of medical care, including disease prevention and healthy lifestyle, development and introduction of innovative methods of diagnostics, prevention and treatment, as well as the basic principles of personalized medicine, development of medical rehabilitation and sanatorium-resort treatment, including sanatorium-resort treatment of children, improvement of human resources in healthcare and development of international relations in the field of health care.

## **2. The involvement of relevant stakeholders in the country in the activities of the committee (e.g. does the country have a relevant industrial strength in the field concerned?)**

The two candidates were asked to provide information for this criterion. Their responses are copied below.

### **2.1 The involvement of national standardization technical committees and relevant stakeholders of KATS in the activities of the committee.**

#### **National mirror committee**

Korea's premier institutions dedicated to healthcare management and standardization include:

*Table 1: Organizations' expertise in healthcare system*

<b>Classification</b>	<b>Organizations</b>	<b>Roles</b>
Standardization	Korean Agency for Technology and Standards (KATS)	Establishment of standardization policies on digital transformation, hospital ESG and smart hospital.
	Korean Standards Association (KSA)	Supports on standardization policies implementation, education standardization, distribution, and dissemination of national/international standards.

	Digital Health Lab, Sungkyunkwan University	Develops and applies standards for digital transformation, and smart hospitals.
Digital Transformation	LG	Provides autonomous driving robots to handle repetitive tasks such as facility guidance and medical device/product delivery.
	People & Technology	Research and development, technical support, test, education, and training on IoT, RTLS, AI and smart sensing technology.
	ezCaretech	Research and development, technical support on HIS, EMR solution.
Hospital ESG	Korean Health Industry Development Institute (KHIDI)	Establishment of policies on hospital ESG.
	Society for standards certification and safety	Expert guidance on ESG compliance and strategy for smart hospitals, ensuring alignment with regulatory standards and sustainable practices.
Smart Hospital	Samsung Medical Center	Establishment and introduction of policies and operation system on smart hospital
	Hallym University Medical Center	
	Seoul National University Hospital (SNUH)	Advancing hospital management and patient safety protocols
	Seoul National University Bundang Hospital (SNUBH)	Pilot implementations, data-driven research, and validation of innovative technologies
	National Health Insurance Service Ilsan Hospital	
	Medical Device Industry Promotion Foundation	Support the development of industry standards, certifications, and interoperability frameworks on smart medical devices
	Korea Health Information Service (KHIS)	The KHIS aims to set the standards for an Electronic Medical Record (EMR) system, and provide certification for

		the standard applications and support programs on healthcare information
	Korea Institute of Robotics & Technology Convergence	Research and development, technical support on medical robot
	Korea Institute of Science and Technology (KIST)	

These institutions, alongside academic and private-sector partners, will form the foundation of the national mirror committee, ensuring comprehensive expertise and strategic alignment.

Table 2: Candidates for ISO/TC 304 national mirror committee members

Name	Organizations	Title	Roles in TC 304
Sun-Ju Ahn	Sungkyunkwan University	HoD, Doctor Professor	TC 304 Convenor and Secretary
Jongwon Kim	Biomedux	Doctor	
Jooran Lee	Korean Standards Association	Ms.	
Me-Yeon Lee	Hallym University Medical Center	MD Professor	Expert
You Kyoung Lee	Soonchunhyang University Hospital	MD Professor	Expert
Ja Choon Koo	Sungkyunkwan University	Professor	Expert
Donghyun Hwang	Korea Institute of Science and Technology (KIST)	Professor	Expert
GooBong Chung	Korea Institute of Robotics & Technology Convergence	Doctor	Expert
Seungbin Moon	Sejong University	Professor	Expert
Antonio Hong	People Technology And	Co-CEO	Expert
Joo-seung Park	Kim & Chang	Expert Adviser	Expert



Seungjin Oh	National Insurance Health Service Ilsan Hospital	MD Professor	Expert
Chanhui Park	Seoul National University (SNUH) National Hospital	Team Leader	Expert
Young Huh	Medical Device Industry Promotion Foundation	Vice Chairman	Expert
Yong Seok Ihn	Korea Institute of Science and Technology (KIST)	Senior Researcher	Expert

### Private sector engagement

Key private sector contributors, including Samsung Medical Center, Hallym University Medical Center, Sungkyunkwan University and ezCaretech, bring unparalleled expertise in digital transformation, smart hospital systems, and hospital ESG initiatives. Their active engagement ensures that ISO/TC 304's work remains aligned with cutting-edge industry trends and technological advancements.

### 2.2 The involvement of national standardization technical committees and relevant stakeholders of GOST R in the activities of the committee.

Russian Federation has been the ISO member since 1946. Russian language is one of three ISO official languages for issuing international standards and communication.

1. National TC 076 "Management Systems" mirrors International technical committees ISO/TC 176 "Quality management and quality assurance" and all SC, ISO/TC 207 "Environmental management", ISO/TC 210 "Quality management and corresponding general aspects for products with a health purpose including medical devices", ISO/TC 232 "Education and learning services", ISO/TC 268 "Sustainable cities and communities", ISO/TC 301 "Energy management and energy savings", ISO/TC 304 "Healthcare organization management", ISO/TC 342 "Management consultancy".
2. National TC 076 "Management Systems" boasts extensive experience in international standardization.

Dr Valentin Dzedik, being the representative of National TC 076 "Management Systems" is also a **Secretary Support Team** of ISO/TC 176/SC 2/TG 1 "Input into ISO/TMB groups and task forces".

National TC 076 "Management Systems" is duly experienced with organization and convening of ISO-related international events indicated in Section 1 herein.

Also, it should be noted that in terms of its activity National TC 076 "Management Systems" fully reflects ISO/TC 304, the Secretariat of which is being sought by GOST R.

### Unique experience of the Russian Federation in management of health care organization documentation



The Russian Federation has developed national standards GOST R 71549-2024 “Management system of the person-centered medical organization. General requirements”, GOST R 59240-2020 “Occupational health and safety management systems. Requirements to organization of health care, prevention of diseases and health promotion of workers” and GOST R 70675-2023 “Occupational safety and health management systems. Human health risk assessment guide”, as well as developing and revising national standards that do not have international equivalents:

- GOST R “Quality management systems in medical organizations. Digital maturity of a medical organization. General requirements”;
- GOST R “Quality management systems in pathology and anatomy departments of medical organizations. Requirements”;
- GOST R “Quality management systems in sanatorium-resort organizations. Requirements”;
- GOST R “Quality management systems in medical organizations. Ensuring the quality and safety of medical activities. Requirements”.
- GOST R “Technologies of performance of simple medical services. General provisions”;
- GOST P “Technologies for the performance of simple medical services of functional examination”;
- GOST R “Technologies of performance of simple medical services. Desmurgy, immobilization, bandages, orthopedic aids”;
- GOST R “Technologies of performance of simple medical services of invasive interventions”;
- GOST R “Technologies for the performance of simple medical services. Manipulations of nursing care”.

These documents can become an important basis for further development of international standardization under the auspices of ISO/TC 304.

### 3. Other relevant information provided by the candidate NSBs

#### 3.1 Other relevant information provided by KATS

Please find other relevant information in **Annex 2**.

### 4. A table of the P-memberships, O-memberships and secretariats held by the candidate member body in the technical committee and any subcommittees

#### 4.1 Participations of KATS and GOST R to ISO/TC 304.

Committee	Korea, Republic of (KATS)	Russian Federation (GOST R)
ISO/TC 304	P-Member	P-Member

#### 4.2 History of participations to ISO/TC 304.

Country (NSB)	ISO/TC 304	
	Role type	Since
Korea, Republic of (KATS)	P-Member	2016-04-22
Russian Federation	P-Member	2022-04-05

(GOST R)		
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#### 4.3 P-Members Voting performance on CIB and DIS/FDIS ballots circulated by ISO/TC 304 the period of 2020 – 2024

Committee	Ballot Type	Year	Korea, Republic of (KATS)	Russian Federation (GOST R)
ISO/TC 304	CIB	2020*	100%	n/a
		2021*	100%	n/a
		2022	100%	100%
		2023	100%	93%
		2024	100%	100%
	DIS/FDIS	2020*	100%	n/a
		2021*	100%	n/a
		2022	100%	100%
		2023	100%	100%
		2024	100%	100%

(\*) GOST R was not obligated to vote prior to 2022-04-05, the date it began participating as a P-member.



## MOTIVATION STATEMENT

The Republic of Korea formally submits its candidacy to serve as the Secretariat for ISO/TC 304, a critical committee focused on advancing healthcare organization management. This role aligns with Korea's longstanding commitment to fostering innovation, efficiency, and resilience within global healthcare systems. Backed by extensive expertise, state-of-the-art infrastructure, and demonstrated leadership in healthcare standardization, Korea is exceptionally well-suited to fulfill the responsibilities of this role.

### Leadership in healthcare organization management

#### 1. Global efforts in healthcare organization management

Healthcare organization management is a cornerstone of high-quality, safe, and efficient healthcare delivery worldwide. International initiatives, such as the World Health Organization's (WHO) Universal Health Coverage (UHC) programs and the Sustainable Development Goals (SDGs), emphasize the importance of robust governance and operational frameworks.

WHO's 2021–2030 strategic plan highlights the critical role of resilient healthcare systems in promoting health equity and responding to global health challenges. The UHC 2030 initiative further delineates seven key behaviors to accelerate progress toward universal health coverage: coordinated technical assistance, south-to-south and triangular cooperation, unified information and accountability platforms, alignment with national procurement and financial systems, comprehensive budgeting for health, and a single, cohesive national health strategy.

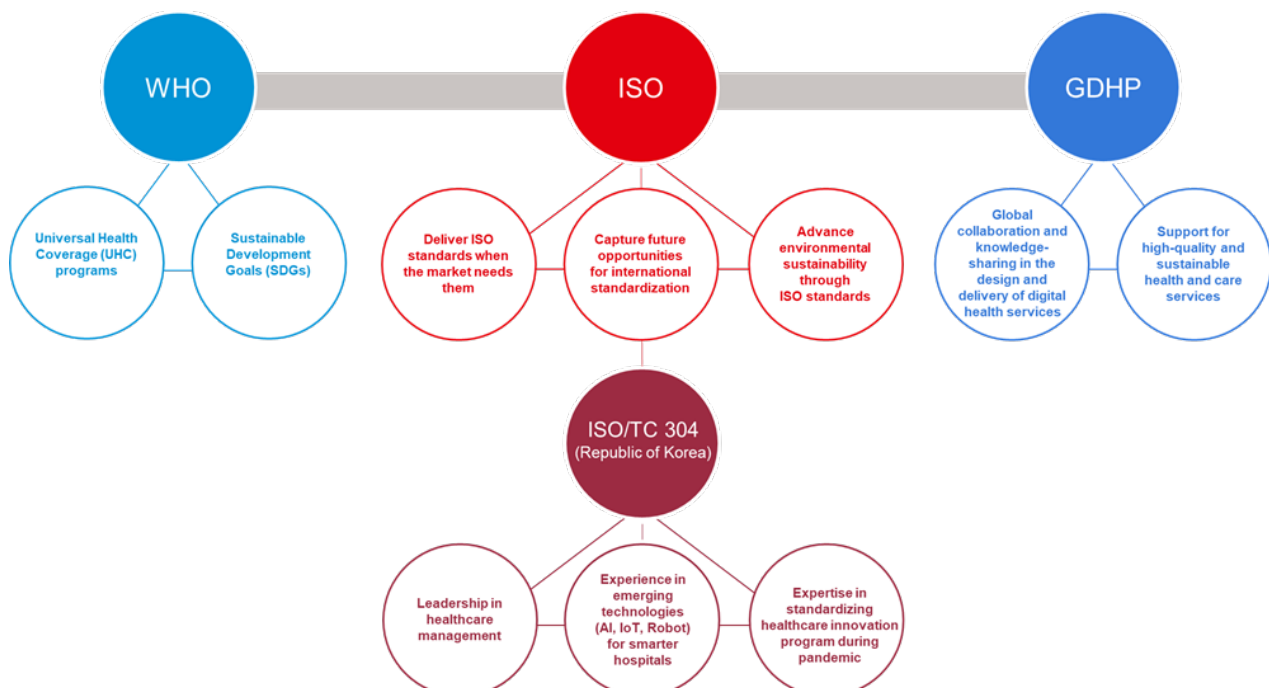


Figure 1. Global stakeholders in healthcare management

Source: Digital Health Lab, Sungkyunkwan University(2025.01)

The GDHP promotes the adoption of leading global practices in leveraging data and technology to enhance health and care services. It creates opportunities for collaborative policy development and knowledge sharing while enabling forward-looking analysis to better predict future trends<sup>i</sup>.

ISO technical committees, particularly TC 304, have played an essential role in establishing international standards for governance, risk management, quality assurance, and technological integration. TC 304 also published standards and guidelines for pandemic preparation and response.<sup>ii</sup> ISO 5258:2022, ISO 5472:2022, ISO 5741:2023 and 6028:2023<sup>iii</sup> have been published under the leadership of KATS<sup>iv</sup>. These standards describe the essential requirements and procedures for enabling a high number of people to be tested faster, more safely and to prevent the spread of infection.

These standards provide a comprehensive roadmap for harmonizing diverse healthcare operations, from small clinics to expansive hospital networks.

## 2. National contributions to healthcare management

Korea's leadership in healthcare management is exemplified by the Smart Hospital Initiative, which integrates cutting-edge technologies, including artificial intelligence (AI), predictive analytics, and the Internet of Things (IoT), to optimize clinical decision-making processes and enhance patient safety. These innovations align directly with ISO/TC 304's objectives and provide scalable models and frameworks for global implementation in diverse healthcare settings.

Korea's advancements in electronic medical record (EMR) interoperability further illustrates its commitment to standardizing healthcare information systems. By streamlining data integration across institutions, they ensure seamless communication between healthcare providers, improving patient outcomes and operational efficiency. Such strategic investments have established Korea as a global leader in effective, technology-driven healthcare management practices.

Beyond healthcare-specific innovations, South Korea has solidified its position as a global research and development (R&D) powerhouse. The government's sustained investment in R&D reflects a national commitment to advancing scientific and technological frontiers. In 2012, government R&D spending constituted 1.11% of GDP, amounting to €11.1 billion (approximately KRW 16 trillion). By 2022, this proportion had risen to 1.38% of GDP, with expenditures reaching €21.9 billion (approximately KRW 29 trillion), making South Korea one of the highest-ranking countries globally in terms of government R&D spending as a percentage of GDP.

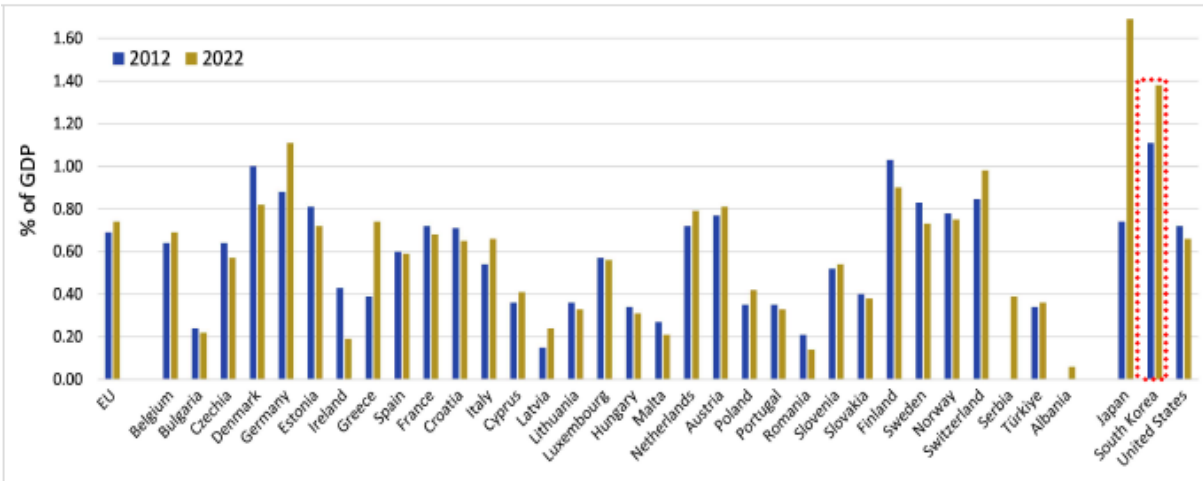


Figure 2. Government R&D Budget Ratio to GDP by Country (2012/2022)

Reference: Eurostat, OECD restructuring(2024.01)

Over the past five years, the Ministry of Health and Welfare has strategically directed its R&D budget toward initiatives aimed at safeguarding public health, fostering the growth of bio-health industries, and developing

future-ready medical technologies, particularly those driven by data analytics and AI. These efforts are part of a broader strategy to address national healthcare challenges through innovation, thereby creating a robust and sustainable R&D ecosystem.

Notably, South Korea has achieved significant milestones in the smart hospital domain. According to Newsweek’s “2025 Best Smart Hospitals in the World” ranking, six South Korean hospitals are among the top 100 globally, highlighting the country’s leadership in this field. Institutions such as Samsung Medical Center (ranked 18th), Seoul National University Hospital (60th), and Asan Medical Center (65th) exemplify best practices in integrating advanced technologies to deliver patient-centered and efficient healthcare services.<sup>v</sup> These hospitals leverage AI, big data, and IoT solutions to enhance operational efficiency and clinical effectiveness, setting global benchmarks for smart hospital implementation.

Strategic plans for ISO/TC 304

Recognizing the critical role of ISO/TC 304, Korea proposes an agenda to:

- 1. **Digital transformation:** Define standards for implementing AI, machine learning, and IoT technologies in healthcare operations.
- 2. **Smart hospital:** Establish standards for the design, implementation, and operation of smart hospital systems. This includes guidelines and requirements for the integration of advanced technologies such as real-time location services (RTLS), digital health platforms, predictive analytics, and automated workflows to optimize healthcare delivery and patient experience.
- 3. **Hospital ESG (Environmental, Social, and Governance):** Develop comprehensive standards focused on sustainability, social responsibility, and ethical governance in healthcare organizations. These standards will promote energy-efficient practices, waste management, and socially responsible operations, ensuring that healthcare organizations contribute positively to their communities and the environment.<sup>vii</sup>

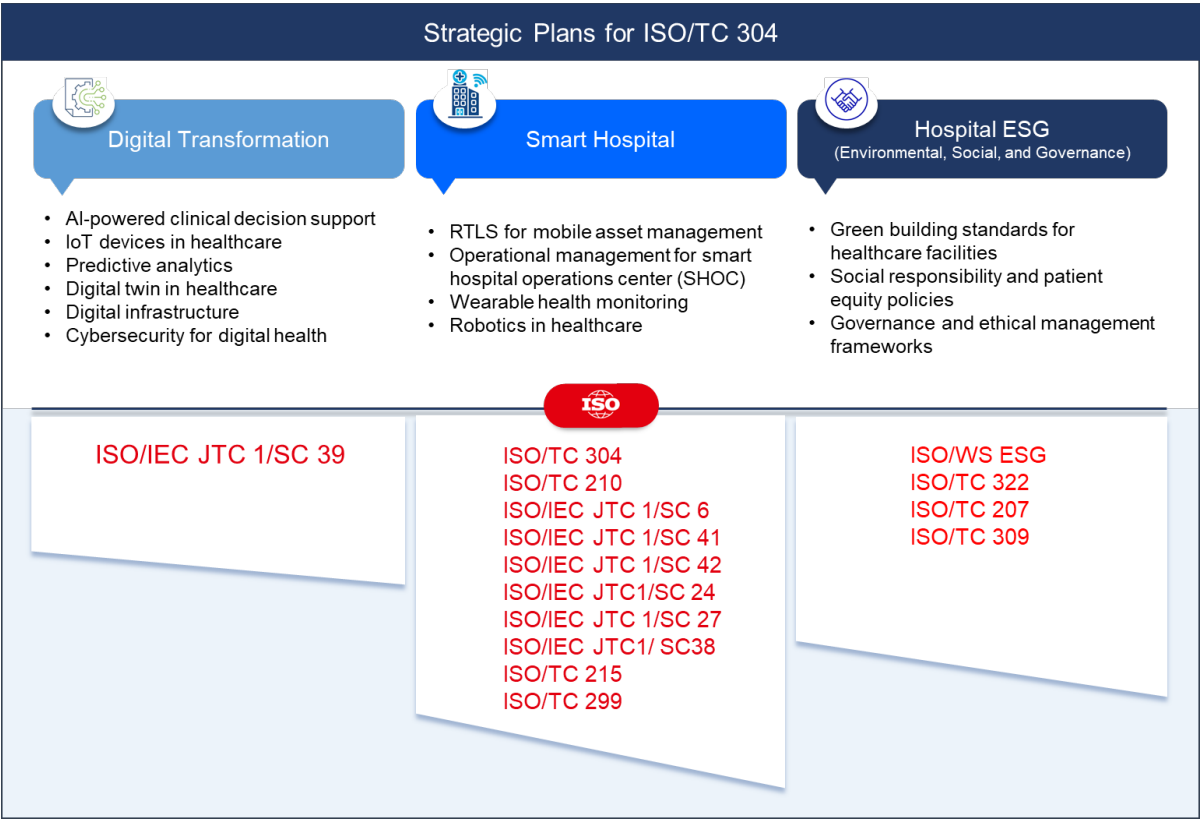


Figure 3. Strategic plans for ISO/TC 304

Source: Digital Health Lab, Sungkyunkwan University(2025.01)

Classification	Content
Digital Transformation	<b>AI-powered clinical decision support:</b> Establish standards for the safe and effective use of AI in providing clinical decision support, ensuring accuracy, transparency, and accountability.
	<b>IoT devices in healthcare:</b> Establish standards for the secure integration and management of IoT devices in healthcare facilities, focusing on data privacy, cybersecurity, and interoperability.
	<b>Predictive analytics:</b> Define guidelines for the deployment of predictive analytical models in healthcare, including data governance, accuracy validation, and ethical considerations.
	<b>Digital twin in healthcare:</b> Establish guidelines for the use of digital twins to simulate healthcare processes, optimize resource management, and enhance patient care.
	<b>Digital infrastructure:</b> Define the technical and operational requirements for the digital infrastructure necessary to support hospital systems, including cloud solutions, data centers, and connectivity, especially for smart hospitals.
	<b>Cybersecurity for digital health:</b> Provide a cybersecurity framework that addresses data protection, threat detection, and risk management for digital health technologies
Smart Hospitals	<b>RTLS for mobile asset management:</b> Develop standards for the use of real-time location systems to improve the management of medical equipment and staff efficiency.
	<b>Operational management for smart hospital operations center (SHOC):</b> Develop standards for the operation of SHOCs that oversee hospital operations in real-time, manage emergencies, and optimize resource allocation.
	<b>Wearable health monitoring:</b> Develop standards for integrating wearable health devices into hospital systems to enhance continuous patient monitoring and improve outcomes.
	<b>Robotics in healthcare:</b> Establish guidelines for the safe and efficient introduction and use of robots in hospitals.
Hospital ESG	<b>Green building standards for healthcare facilities:</b> Establish guidelines for maintaining environmentally sustainable healthcare buildings, including energy efficiency, water conservation, and waste reduction.
	<b>Social responsibility and patient equity policies:</b> Establish guidelines to support healthcare organizations to implement socially

	responsible practices that promote equitable access to care and community engagement.
	<b>Governance and ethical management frameworks:</b> Establish guidelines for healthcare governance that emphasize transparency, ethical decision-making, and accountability.

Table 1. Examples of standardization candidate (outline)

The development of comprehensive standards is imperative for translating overarching healthcare management principles into structured, actionable frameworks applicable across diverse organizational settings. These proposed standards will serve as critical tools for enhancing operational efficiency, patient safety, and environmental sustainability within healthcare institutions globally. By addressing both the public and private sectors, these standards are designed to facilitate widespread adoption at local, regional, national, and international levels.

Specifically, the creation of standards focused on digital transformation, smart hospitals, and hospital ESG initiatives will provide healthcare organizations with a coherent strategy to modernize operations, optimize resource utilization, and address evolving patient needs. Incorporating advanced technologies such as artificial intelligence, the Internet of Things (IoT), and robotics within these frameworks ensures that healthcare institutions can achieve superior outcomes while mitigating associated risks through robust governance practices.

Should these standards be published under ISO, the Republic of Korea, through the Korean Agency for Technology and Standards (KATS), is committed to spearheading their dissemination through targeted initiatives such as the International Standards Infrastructure Cooperation Program (ISCP)<sup>viii</sup>. This program, integrated into Korea's Official Development Assistance (ODA) framework, will play a pivotal role in bridging disparities in healthcare management capabilities, particularly in low-resource settings. By facilitating access to best practices, these standards will empower healthcare organizations worldwide to adopt innovative solutions for improved governance, safety, and operational resilience.

The global implementation of these standards is essential for fostering more secure, efficient, and sustainable healthcare ecosystems. Providing clear, actionable guidance will enable healthcare institutions to pursue continuous quality improvement, deliver superior patient care, and build the necessary resilience to navigate future challenges.

Moreover, the publication of these standards is expected to catalyze broader participation from member countries in ISO/TC 304, further enhancing international cooperation in healthcare standardization efforts.

## Conclusion

Through its candidacy for the Secretariat of ISO/TC 304, Korea reaffirms its dedication to driving transformative advancements in healthcare organization management. By fostering global collaboration, engaging diverse stakeholders, and championing innovation, Korea is committed to shaping resilient, efficient, and equitable healthcare systems worldwide.

<sup>i</sup> <https://gdhp.health/>

<sup>ii</sup> <https://www.iso.org/news/ref2651.html>

<sup>iii</sup> <https://www.iso.org/committee/6131376.html>

<sup>iv</sup> <https://www.kats.go.kr/en/main.do>

<sup>v</sup> <https://www.newsweek.com/rankings/worlds-best-smart-hospitals-2025>

<sup>vi</sup> <https://www.khidi.or.kr/board/view?linkId=48904151&menuId=MENU00085>

<sup>vii</sup> <http://www.samsunghospital.com/home/info/esgReport.do>

<sup>viii</sup> <https://www.kats.go.kr/content.do?cmsid=362>