

## Mission and Excellence Journey

---

**Our Mission & Excellence Journey** allows us to look at the work we do every day and to think about how to do it better. The Journey helps us determine how we work, how we treat each other, and how we create a better patient experience.

## Capstone Leadership Solutions, Inc.

---

**Capstone Leadership Solutions (Jane McLeod & Sue Tetzlaff):** Jane and Sue are consultants that we have partnered with to help implement the Mission & Excellence Journey. Capstone gives us the framework for the Journey and helps to layout of the vision to take Access from a good organization to a great organization.

## Value-Based

### Behavioral Standards

---

**Access Values:** Describe the “why” of the work that we do. Our Mission & Excellence Journey puts these values into action.

- *Compassion:* We listen to our patients, staff, and community to understand their needs and provide care with empathy and respect.
- *Diversity:* We provide care and build community that respects the personal, social, and cultural diversity reflected in our patients and staff.
- *Stewardship:* We use the resources we are given effectively and efficiently, and we value innovation.
- *Opportunity:* We believe that every person deserves quality healthcare to help them overcome barriers and create new opportunities.
- *Community:* We work together with healthcare organizations and local partners to improve the health of our community and expand care to those with limited access.

**Value-based Behavioral Standards:** The behavioral standards are the ways that we live out our values. The behavioral standards help to create consistency throughout the organization on expectations. They were developed by the employees in the organization and help employees hold each other accountable.

**Teamwork & Communication:** Are the “how” we do the work that we do, and how we live out our value-based behavioral standards in our day-to-day work.

## Rounding

---

**Rounding:** Is about developing relationships with employees. It’s a chance to talk about what is going well and what needs to be improved. Rounding is done with each staff member face-to-face on a monthly basis. The basic structure of rounding: Positive opening, rounding

questions and provide follow-up, and end with a positive. Rounding is typically 5 to 15 minutes in length.



**Spotlight Report:** A communication tool that provides information back to the employee from questions that came up during rounding. It is a way to provide feedback to employees on the status of their request/questions that came up during rounding that their supervisor could not answer.

## Grateful Leadership

---

Grateful leaders are those who see, recognize, and express appreciation and gratitude for their employees' contributions, on an ongoing basis.

**Thank you Notes:** Thank you notes are one way to express gratitude to Access employees for their work. Leaders are expected to write at least two thank you notes per month. Thank you notes can be sent to any employee in the organization. Thank you notes can be sent to Human Resources who will mail them to the employee's home.

**Recognition, Celebration & Appreciation:** Leaders need to develop a cadence of recognition, celebration, and appreciation for their staff in whatever form they feel will make their staff feel valued and appreciated.

## Accountability Meetings

---

**Accountability Meetings:** Monthly meetings for supervisors of leaders to check in on the status of their Mission & Excellence work. Accountability meeting agendas are updated every quarter in conjunction with the quarterly Leadership Development Institutes.

## Positive Communication Standards

---

A variety of methods used to define first-rate communication throughout the organization.

Positive communication standards and their definitions include:

- *Teach Back Method:* A way to confirm that you have explained to the patient what they need to know in a manner that the patient understands. Also known as the “show me” or “closing the loop” method.
- *Narrated Care or Key Words at Key Times:* Technique that requires caregivers to provide explanation and the “why” behind the activities and skills they are providing for the patient. Narrated care is a communication technique used to “connect the dots” and help patients better understand what we are doing and why. Narrated care or scripts are not memorized, but serve as examples to be implemented by staff as needed.
- *Managing Up:* Managing up others is creating a good impression of others before the patient meets them.
- *Banning “We-They” and “Managing Down” Communications:* Making statements that divide employees or departments instead of aligning them are “we-they” statements and should be eliminated. You want to develop an effective communication system that builds relationships, not breaks them.
- *Words to Choose & Words to Lose:* The adoption of words and phrases that are not accepted in communication within the organization and replacing them with more appropriate words and phrases.
- *Hallway Etiquette:* Communication standard that requires all employees to acknowledge (make eye contact) and greet everyone they pass in the hallway.
- *Telephone Etiquette:* Provides employees with the guidelines of effective customer service related to all telephone interactions.
- *Listening:* Being a great listener is a way to create empathy and trust in a relationship. Make eye contact, ask active listening questions, paraphrase, and take notes, if appropriate.
- *Gratitude:* Express appreciation and gratitude to employees on an ongoing basis.

## Employee Engagement Teams

---

One of the cornerstones of the Mission & Excellence Journey is leader-facilitated, employee-driven teams. Access's three employee engagement teams are outlined below.

**Patient Experience Team - The Avengers:** The team's purpose is to develop organization systems to achieve high levels of satisfaction of patients and their families.

**Employee Experience Team - #MESuperheroes:** The team's purpose is to develop and implement ideas that lead to a more engaged and satisfied workforce and increases Access' ability to recruit and retain talented employees. The #MESuperheroes strives to develop an employee experience that encourages employees to want to work at Access.

**Employee Training Team - Power Training Rangers:** The team's purpose is to provide bi-annual training opportunities to staff on topics relevant to their work.

**Super Powers Unite:** When all three of the employee engagement teams come together to work on a Mission & Excellence initiative.

## Mission & Excellence Journey Leadership Teams

---

**Super Six:** Group of leaders that oversee and manage the Mission & Excellence Journey. After consultation with Jane and Sue, this team develops the plan on how to execute and how to best implement new initiatives. Recommendations from the Super Six are brought to the Steering Team.

**Steering Team:** Organizational leaders who are the change management group for the Journey. This team is responsible to ensure that the Mission & Excellence initiatives are hardwired into the culture of the organization.

**Team Captains:** Facilitators of the employee engagement Mission & Excellence Teams.

## Leadership Training

---

**Leadership Development (LD):** Monthly meeting which provides opportunities for leaders to practice skills and share best practices and information. LD meetings are held on the 4<sup>th</sup> Tuesday of the month.

**Leadership Development Institute (LDI):** Quarterly opportunities for leaders to learn and develop new skills. LDIs give leaders the skills and tools to rollout out new initiatives of the Mission & Excellence Journey and to reinforce and practice initiatives that have been rolled out previously.

## Employee Training & Communication

---

**Employee Development Institute (EDI):** Bi-annual opportunities to provide all employees with training, knowledge, skills, and specific topics identified by employees. The EDIs are coordinated by the Power Training Rangers.

**Staff Information Sessions:** Quarterly sessions facilitated by the CEO to provide organizational updates to all staff. The staff information sessions are coordinated by the #MESuperheroes.

**Team Huddles:** Opportunity for regular meetings of departments or functional teams to share information and check-in on progress.

**Mission & Excellence Emails:** Regular communication to staff on the work of the Mission & Excellence teams from the team leaders.

**Employee Survey:** An opportunity for all staff to answer questions about overall satisfaction of their job, communication, work environment, ability to have input in decision making, acknowledgement of their work, and their contribution to the organization.

## Pillar Goals and Cascading Goals

---

**Pillar Goals:** Organizational goals that are set by Operations Leadership. Pillar goals are in the areas of Mission and Growth, Finance, People, Quality, Service and Community.

**Cascading Goals:** The way we connect the organizational goals to front line employees and to the work they perform on a daily basis. Each department will have two cascading goals that will ultimately be built into the annual performance management system.

## Pillar Boards

---

**Pillar Boards:** Communication boards that act as a visual management tool to provide updates and transparency to employees on the status of Pillar Goals. Each department has their own pillar board. Pillar board data is updated monthly, and information on the pillar boards should be shared with staff on a regular basis.

## Patient Experience

---

**Patient Surveys:** How we obtain information from patients regarding their level of care within our clinics. Patient surveys are completed in the clinics using an iPad kiosk.

**Service Recovery:** The interaction between the organization and the patient when there is an instance of dissatisfaction (either real or perceived) with the patient experience.

## Super Smiles

---

**Super Smiles:** An initiative to create a warm and welcoming environment for staff and patients and how we live out our value of Compassion. This program gives employees the opportunity to recognize staff members who exemplify the behavioral standards and improve the patient experience.

## Resiliency

---

**Self-Care/ Resiliency:** Acknowledgment that the health care environment can be difficult and stressful at times. Developing an individual plan to take care of yourself and your personal needs: physically, emotionally, and spiritually.

## Performance Management

---

Our first role as leaders is to help our employees improve, grow, and develop. Our second and equally important role is to hold our employees accountable for their improvement and development.

**Direct Dialogue:** Compliment, coaching, and correction conversations can happen in direct dialogue over time and as part of the formal, performance management process. Direct dialogue is a process, not an event. It is a process that leaders use to help employees improve, grow, and develop. It is also a way to hold employees accountable for their improvement and development. The types of direct dialogue include the following:

- *Compliment:* Conversations focus on sincere, specific, positive feedback. Leaders should use specific examples of when an employee demonstrated the skill or behavior.
- *Coach:* Conversations that focus on one or two professional development opportunities. These opportunities can be focused on the need to modify behavior, learning a new skill, improving technical skills, etc. The conversation should include building up and supporting up.
- *Correct:* Conversations when positive coaching has not resulted in change. These conversations do not include positive feedback and are accompanied by a Performance Improvement Plan (PIP). It is clear to the employee that if they do not complete the PIP, that further action will be taken in Access' disciplinary process.

**Disciplinary Process:** A corrective action taken with an employee for the purpose of improving employee work reliability, performance, or behavior. The formal disciplinary process includes a verbal warning, a written warning, disciplinary probation, and termination (if warranted).

**Performance Improvement Plan (PIP):** Corrective action utilized generally at the correction conversation or verbal warning stage of the progressive disciplinary process. The PIP is written by the employee's supervisor and identifies clear actions and timelines for improvement.

**Mid-Year Conversation:** Formal process for providing employees with coaching, complimenting or correction conversations.

**End-of-Year Conversation:** Formal process for evaluating employees based on performance, accomplishments, and opportunities for improvement.