

TRUE NORTH



North Star Navigators (Steering Team) Action Plan (MMC)

Complete new since last update

Action Steps	Responsible	Deadline	Resources	Potential Barriers	Result	Completed ✓
What task will be done?	Who will do it?	By when?	What do you need to complete this step? (People, money, tools, etc.)	What could get in the way of task completion? How will you overcome them?	What is the outcome of the task?	Action item complete? Follow up
1st Quarter (Jan-Mar 2017)						
Meeting Schedule/Monthly Capstone Coaching Calls. Support/Empower Sub-teams.	Lead: Kathy Sue, Jane, Deb Schultz Steering Committee	2.1.17	Conference room. Need to schedule conference room with Karen Warren	Jane & Sue schedule. Timing of meetings with Steering Committee members.	Team report out/coaching call w Sue/Jane: Second Thursday 0730-0900 (except Feb – 1 st Thursday) Team action planning fourth Wednesday 1130-1230 (except June, July, Aug, and Dec).	Calendar invites sent to team. Rooms reserved.
Plan 2017 quarterly leadership training. Coordinate with capstone visits July 10/11 and Nov 6/7. Joint training Sept.	Lead: Kathy (July and Nov) Kevin, Annette (Sept) Kathy T (Nov)	Planning begins two months prior to each event. May 2017 (MMC) July 2017 (Joint) Sept 2017 (MMC)	Reserve space. With Jane and Sue, select topics for learning. Secure presenters / format.	Scheduling of leaders	July 10 training Sept 6 joint training	July – complete Sept complete Nov –

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Plan, Conduct, Evaluate MMC/Hayward Joint Leadership Training	Lead: Mike Caven Karen Earley Heather Sheehan Dr Quigley	3.28.17 is next joint training event in Hayward.	Look for internal experts in Employee Rounding from both facilities to present. Look to HRO team (and safety lead in Hayward, Laura) to present. Book Review: <i>Grateful Leadership</i> MMC <i>How Full is Your Bucket</i> HAMH/WE SMART Stress Management and Resiliency Training Lean Training - Luke	Finding volunteers to lead each session. Unclear expectations Consensus between organizations	1.27.17 Initial phone conference with Sue, Brad, Mike, Kathy, and Cherie.	Books distributed. Facility reserved. Leaders sent calendar invites.
CEO Forums	Lead: Diane Lulich	3.1.17 Schedule next forum 3.14.17 / 4.13.17 Schedule Forums for remainder of 2017 (December) December forum moved to January 2018	Presenters determined and availability established. Need discussion about Sue's recommendation to do a mini-survey of topics of interest as part of the written evaluation process. (topics? Compass checks / pillar boards)	Senior Leader availability Other presenter availability Clear understanding of roles and process Communication Planning	1st quarter forum not scheduled. Amend goal to three forums in 2017 Yearend two forums held	First 2017 forums scheduled in April. September dates (5) set Plan for Dec. Plan January Forums

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Train Leaders on employee rounding and create a streamlined documentation system	Lead: Kathy Tuttle Todd Reynolds Nursing Leaders	2.1.17 Streamlined process developed after meeting with Sue and Sue. 3.28.17 Joint leader training with Hayward.	Internal experts to present. Coaching for leaders new to the process. Todd – Ashland Hayward Nurse Manager assist.	Leader/manager reluctance to implement process. Time allocated to accomplish task.	May/June implementation 6.1.17 Employee Rounding at a minimum of every two months across the organization. Goal: Enhance employee engagement, by seeking input in a consistent manner with responsiveness to concerns. Recognition of great work.	April Leadership Roundtable review
Develop and implement Goal Cycle (Org goals with cascaded dept. goals) in alignment with strategic plan and fiscal year	Lead: Kevin Stranberg Kathy Tuttle Department Leaders	12.16.17 Pillars selected: Workforce, Quality, Service, Finance, Community. 1.26.17 Org. goals set. 4.1.17 set dept goals	Time for leaders to query staff for input into department goals. Support in measurable goal setting.	Time to gain input, set goals and meet with senior leaders	Three measurable goals per department / nursing unit set. Goals become part of monthly meeting agendas. Completion April 1, 2017. Develop tracking dashboard and develop pillar	Dept leaders completed goal review with senior leaders.

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					boards.	
Work with Sub Teams to develop budget for resources needed for action plan	Lead: Kent Dumonseau	2.12.17	\$1000 / team. Larger requests will be evaluated.	Budget	Hayward ---- \$1,000 per team budget. No need for administrative approval up to \$1,000, beyond that, please ask for approval.	Approved at 2.2.17 meeting
Plan for and implement a Daily Safety Briefing Process;	Lead: Nancy Dufek Luke Beirl Dave Disera	3.28.17 is next joint training event in Hayward.	HRO Team and Hayward representative to present. Select implementation date after training. Coaching for leaders new to the process. Ashland - Nancy , Luke, Hayward Dave Disera	Finding volunteers to lead each session. Hardwiring safety briefings into daily activities.	March 27 implementation. Goal: Creating and culture were safety is ever present and a mechanism for reporting and prompt resolution.	Daily Safety Briefings initiated.
2nd Quarter (Apr-Jun 2017)						

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Collaborate with Employee Training Team for Employee Training event.	Training Team and other Team Members as presenters	June 2017	Coordination of presenters, room reservation, connection with managers for scheduling, videotape for viewing on Swank for those unable to attend in person	Presenter volunteers Workload on those days	Over 350 employees present. Video	85% attendance in person 15% to complete on SWANK
Initiate Monthly Accountability Meetings.	Kathy Tuttle Senior Leaders Dept and Unit Leaders	Format completion June 2017 Initial Meetings July 2017	Form completion. Collaboration with those who have the data needed. Schedule monthly meetings Educate Leaders	Time to retrieve data that is not provided. Scheduling conflicts	Form completed, reviewed with leaders.	Complete
Elevate Communication Boards to include organization & department goals/action plans	Kevin Stranberg Luke Beirl Kathy Tuttle Brad Zeller Cheri Morgan	July 2017	Consensus on initial format. Creation of 'temporary' boards to adjust as we go, before final permanent board created. Leader education	Consensus Time for Leader Education. Leader engagement in Standard Work surrounding daily Pillar Board activity	Leadership training at June roundtable meeting. Fully functioning Pillar communication boards	
Refresh/Re-Inspire: Thank You Notes to Home	Steering Team Senior Leaders	June 2017	Leader and Employee Education Decision on process for address release. Standard MMC Thank You notes or purchase for individual taste.	Time constraints.	TBD with Accountability meetings	

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3rd Quarter (Jul-Sept 2017)

<p>Collaborate with Employee Experience Team to promote a high employee survey response rate (75%+ Capstone partner high is 96.4%); Engage all Department Leaders</p>	<p>Senior Leaders Steering Team Employee Experience Team</p>	<p>Strategize 2-4 weeks prior to survey start. Engage in activities to promote completion.</p>	<p>Employee Engagement Team to – fully understand the survey process, esp related to confidentiality. - take an active role, peer-to-peer, to promote completion. - create opportunity to complete survey. Senior Leader expectation of Dept Leader intervention in increasing participation Leadership Incentives for completion.</p>	<p>Computer access Time Staff concern for confidentiality.</p>	<p>80-90% participation Survey dates set Sept 18-Oct 9</p>	<p>Complete – 86% response rate</p>
<p>In preparation for this quarter’s leadership training, review/revise Service Recovery Policy in cooperation with the Patient Experience Team</p> <p>Department/Unit Managers to review</p>	<p>Senior Leaders Kevin Stranberg Cherie Morgan Erika Kurtz Al Bowman Chris Stark</p> <p>Department/Unit Leaders</p>	<p>Sept 6 Joint Training event</p> <p>Oct Employee Training</p>	<p>Time and venue for policy development <i>True North Meeting??</i></p> <p>Recovery strategies that have economic consideration</p>	<p>Consensus</p> <p>Department leaders supporting and empowering frontline staff to manage service recovery</p>	<p>Visible Service Recovery Program. Leadership Training. Employee Training.</p>	<p>Leadership training complete. Sept 6</p>

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information from Leadership Training at Sept department meetings and report out at Oct Accountability Meetings	Senior Leaders					
Begin planning any changes to annual performance evaluations (to be used for 2019 evaluations) to incorporate contributions and results related to 2018 goals	Diane Lulich Rose Gates Kathy Tuttle Brad Zeller	2019	Task Force Selection (HR, front line leaders, union, front line staff). Leader Training	Time Manager buy-in to change in format Stakeholder support	Introduction Conference call with Sue Aug 28 Intro to Leadership Oct 4th	
4th Quarter (Oct-Dec 2017)						
Analyze and prioritize organization-wide and department-specific Employee Survey	Diane Lulich Leaders Employee Engagement					

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results; Engage Employee Experience Team; Engage Leaders	Team					
Collaborate with Employee Training Team (and all teams) to review/revise new employee orientation, as needed, to incorporate Journey-related orientation.	Karen Earley Mike Caven Training Team					
Review/revise hiring/selection process to include behavior based interviews and peer interviewing panels; develop process for 30/60/90 day conversations with new employees;	Diane Lulich					
Set up dates for 2018 CEO/Employee	Jason Douglas	January May			Scheduled 1 – 1.5 months in advance	

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Forums, quarterly Leadership Trainings, bi-annual employee trainings.	Employee Experience Team Karen Kent Diane	September			of the month planned. January 25(2), 30(2), 31(2)	
Evaluate & make recommendation regarding renewal clause in Capstone Partnership Agreement.	Jason Douglas Kathy Tuttle	August 2017	Budget Approval		Renewal	Complete Sept 2018

Complete

new since last update

v. 12.11.17