

Improving Communication

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ Is there an organization-wide communication plan that specifies clearly where and when employees can receive information?			
☐ Does the organization host CEO-Employee meetings on a quarterly basis? ☐ Are the forum agenda topics (at least 50%) determined by the employees in some fashion? Is there a standard process for the CEO to collaborate with employees for agenda creation? ☐ Are the forums scheduled so as to not miss off site departments and non-day shift staff, and otherwise, foster high participation by all those desiring to attend? ☐ Is there another standardized communication method for the CEO to communicate to all employees in between these quarterly forums (at least monthly)?			
☐ Does your organization consistently hold a safety briefing? Everyday? Or, only M-F? ☐ Is the briefing highly structured (e.g., set time/location/agenda/reporting order/documentation system)? ☐ Is attendance mandatory? ☐ How are employees engaged in communicating information to the briefing and receiving information after the briefing?			

☐ What safety statistics are tracked/reported at the briefing? ☐ What mechanisms are in place to follow up and follow through on the findings and trends from the briefings?			
☐ Is there a visual communication board available for each department? ☐ Is there a set standard for how each board should look and the required content on each board? ☐ Is the information on the boards "balanced" and organized by the specific "pillars" (such as finance, people, service, quality, growth, community) of strategies/goals for the organization, and the goals of the specific department? ☐ Is there an annual or semi-annual process (owned by an employee team and/or the peer champion(s) for improving communication) that audits the visual communication boards to validate that the boards retain current and useful information for employees? ☐ Is there a deadline and "vital time" established (e.g., first Monday of each month or every other Monday) for boards to be updated?			
☐ What other department-level communication tactics are required? ☐ Department and/or Shift Huddles? ☐ Staff Meetings ☐ What is the communicated requirement for staff meetings? How often? ☐ Is there an established requirement or template for department staff meeting agendas (e.g., by pillar, by goals)? ☐ Do staff meetings include goal-related activities (e.g., discuss goal results/progress and create an update to goal action plans)?			

☐ Are there other department-specific communication requirements established (e.g., "Friday Five"-type communication, monthly department newsletter, etc.)?			
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Setting and Achieving Goals

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ Is there a regularly scheduled cadence of purposeful activities (aka "a goal cycle") directed at improving measurable results in alignment with the organization's top strategic priorities?			
☐ Is the goal year the same as the fiscal year? If not, are there plans to bring them into alignment?			
☐ Are there designated goal champions designated to lead/organize the goal cycle activities?			
☐ Prior to the start of a new goal year, does the goal cycle begin with pre-cycle activities that include: ☐ Update or affirmation of strategic plan? ☐ Annual employee engagement/satisfaction survey and/or culture of safety assessment survey? ☐ Organizational goal setting? ☐ Department-specific goal setting? ☐ Individual/personal goal setting (optional as part of the goal cycle activities; could be part of annual review process or annual mid-year/coaching conversation process)			
☐ Do leaders receive the organization's annual goals in a timely fashion in order to meet with employees to align/set their own department's goals (and individual goals, if applicable)?			

☐ Do leaders meet with their employees (armed with data and ideas) at a meeting designated for annual department-specific goal setting?			
☐ Does the organization narrow the focus to 3-8 organization goals aligned with the organization's top strategic priorities/pillars?			
☐ Is there a process for the employee-driven team(s) to formally contribute to one or more organizational goals (e.g., employee experience team's action plan includes improvement activities related to the organization's "people" pillar goal)?			
☐ Do departments align/set 2-3 department-specific goals annually? ☐ Are there "push" goals (department-level goal set by administration versus the department leader/employees choosing the goal(s)?			
☐ Are there quarterly (or monthly) action plans developed for each organizational goal? Who develops? What process do they use?			
☐ Are there quarterly (or monthly) action plans developed for each department goal? Who develops? What process do they use?			
☐ How are the organizational goals' action plans and progress/results communicated? To leaders? To employees? ☐ Communication boards (minimum of monthly updates) include goal-related updates using reporting formats that are easily understandable (emojis, color, graphs) way? ☐ CEO-Employee forums (minimum of quarterly) include goal-related updates? ☐ Other standard methods used?			
☐ How are the department goals' action plans and progress/results communicated? To administration? To departmental employees?			

☐ Communication boards (minimum of monthly updates) include goal-related updates using reporting formats that are easily understandable (emojis, color, graphs) way? ☐ Staff meetings (minimum of monthly progress/results and quarterly action plan updates)? ☐ Monthly accountability meetings (minimum of monthly)? ☐ Other standard methods used?			
☐ Is there a standard practice of setting quarterly mini-goals (for each organization and department goal) to help guide quarterly action planning and foster more opportunities to celebrate progress? ☐ Is there a celebration cart or other mechanism to support easy planning and execution of goal-related celebrations in the organization and/or departments?			
☐ Is there an organization-wide celebration of annual goals attained?			
☐ Is there a process for "post-mortem" evaluations/reviews of organization and/or department goals not met (as a way of learning, and not punitive in nature)?			
☐ What tactics are used to promote employees' understanding of their personal role in setting and achieving their department-specific and organizational goals (e.g., through rounding, mid-year performance conversations, employee training events, CEO-Employee Forums, etc.)?			
☐ Are the results of goal achievement efforts incorporated into formal feedback conversations and/or tools (e.g., annual performance review, mid-year coaching conversations)?			
☐ Is "vital time" established as an organization-wide practice for allocating specific days/times for goal-related activities?			

☐ Do the employee training and/or leadership training events include topics that set employees and/or leaders up for success in achieving goals?			
☐ Is the organization's budget cycle timeline incorporated into the goal cycle activity's timeline so that goals are established before budgets are finalized?			

Elevating Gratefulness

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ Do leaders have a requirement and process for sending thank you notes to employees' homes? ☐ Number of thank you notes to write/send weekly? Monthly? ☐ Does your organization provide thank you notes for leaders? Do they purchase their own? ☐ What is the requirement for front line leaders to promote a thank you note request "up the ladder" for a CEO or other senior leaders to write and send?			
☐ Does your organization have a quick and easy way for employees to recognize each other (employee-to-employee recognition program/process)?			
☐ Does your organization have a quick and easy way for patients/family members to recognize employees (patient-to-employee/grateful patients recognition program/process)?			
☐ Does your organization have a celebration cart for celebrations?			
☐ Does your organization have a recognition tool kit in each department for fun and easy on-the-spot recognition?			
☐ Does your organization have awards other than for longevity (e.g., Leader of the Month/Year, Team of the Month/Year, Employee of the Month/Year, Annual/Quarterly DAISY award)?			

☐ Have leaders and employees been trained on how to communicate an impactful and sincere compliment?			
☐ Have leaders and employees been trained on "what is deserving" of recognition and appreciation (e.g., not reserved for only "above and beyond" but also to recognize progress, attempts at change/improvement, etc.)?			
☐ How do you align your grateful leadership activities to the key standards and goals that are the target of improvement?			
☐ What other standardized tactics do you utilize to recognize, celebrate, and appreciate individuals? Groups?			

Effective Hiring and Onboarding

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ What pre-interview activities are standardized? ☐ Does each applicant sign a commitment to the organization's Standards of Behavior prior to being granted an interview? ☐ Do applicants complete any questionnaires/tests/surveys (e.g., service aptitude, behavior, etc.) prior to being granted an interview? ☐ Are job descriptions reviewed and updated as needed prior to job posting, advertising, and interviewing? ☐ Are there other established pre-interview requirements?			
☐ What interview activities are standardized? ☐ Human Resources screening interviews ☐ Hiring leader screening interviews ☐ Peer panel selection interviews ☐ Are Behavioral Based Interview questions asked? What's the process for developing these questions (e.g., standardized questions for department and/or organization; as well as customizing questions to each position, each applicant)? Are behavior based interview questions developed by considering what attributes/behaviors are needed/desired on the team ("Hire Better than you have" "culture fit/add") ☐ Are interviewers trained in conducting behavior based interviews?			

☐ Do onboarding efforts include a focus on fostering socialization?			
☐ Is there a standardized way to greet all new employees (aka "make Day 1 special") when they arrive at their departments on the first day of work?			
☐ Do leaders conduct 30/90-day or 30/60/90-day rounding with a different set of rounding questions for new employees? What are those questions?			
☐ Do the leaders conduct "Stay Interviews/Rounding" for employees at high risk for turnover (e.g., often, employees with tenure less than 2 years are at higher risk for turnover).			
☐ Does your organization provide exit interviews for all employees, in particular, new employees? What process is utilized? Who receives data/information from this process (administration, leaders, employee experience team)?			
☐ Does Human Resources provide leaders with metrics relevant to the hiring, onboarding, and turnover so that leaders can effectively set goals and action plans based on their metrics, as needed? Does your employee engagement/satisfaction survey method assist in identifying improvement opportunities specific to new employees?			
☐ How long is your new employee probationary period? Do leaders effectively use this period to further evaluate the hiring decision?			

Achieving Standards

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ In addition to the organization's values, is there a well defined and written set of "Standards of Behavior" that describes "this is how we behave around here with each other and our patients/visitors"? ☐ Did employees develop and/or revise these standards? Are they in need of updating/revision? ☐ Are they written in the positive (what to do, versus what not to do)? ☐ What are these standards called? Are they solidly "branded" in the organization (known by this name by most/all)? ☐ Was there a "commitment" process in which each employee committed to striving to uphold these standards? Is there a process or timeline for re-commitment? How do new employees commit to these standards? How do we know who has committed to the standards (e.g., a pin, special name badge, filed in personnel file)? ☐ Are there formalized processes to evaluate adherence to the standards (such as annual evaluation, mid-year conversations)? Self-evaluation? Leader? ☐ Is there a process and training for employees and leaders to give regular feedback to each other (e.g., compliments, "call-outs") related to upholding these standards? Is there an organization-wide emphasis on the 3:1 positivity ratio (... three times more compliments than call outs) so that the standards are "brought alive" in a positive manner?			

☐ Is there an employee-driven team (e.g., employee experience team) that is ongoingly committed to training and campaigning to keep the behavior standards "top of mind?" ☐ What standardized processes do leaders adhere to in support of keeping the standards of behavior "top of mind" in their departments? (e.g., huddles, communication boards, staff meetings, validation-feedback loop)? ☐ Do providers also commit to these standards?			
☐ Is there a specific sub-set or separate set of behavior standards applicable to all leaders, senior leaders? ☐ Did employees and/or leaders develop these standards? ☐ Are they written in the positive (what to do, versus what not to do)? ☐ What are these standards called? Are they solidly "branded" (known by this name by most/all leaders)? ☐ Was there a "commitment" process in which each leader committed to striving to uphold these specific standards? Is there a process for re-commitment? ☐ Are there formalized processes to evaluate adherence to the standards (such as annual evaluation, mid-year conversations)? Self-evaluation? Leader? ☐ Is there a process and training for employees and leaders to give regular feedback to each other related to upholding these specific standards (compliments, "call-outs")? Is there an organization-wide emphasis on the 3:1 positivity ratio (three times more compliments than call outs) so that the standards are "brought alive in a positive manner"?			
☐ Have leaders and employees been trained in the 12 Positive Communication Standards (e.g., high standards set for how we			

communicate with each other, and how we communicate with our patients and their families)? ☐ Did an employee team help to customize these standards ("make them ours")? ☐ What are these standards called? Are they solidly "branded" (known by this name by most/all)? ☐ Are there formalized processes to evaluate adherence to the Positive Communication standards (such as annual evaluation, mid-year conversations)? Self-evaluation? Leader? ☐ How do new employees learn of the Positive Communication Standards? ☐ Is there a process and training for employees and leaders to give regular feedback to each other (e.g., compliments, "call-outs") related to upholding these Positive Communication standards? Is there an organization-wide emphasis on the 3:1 positivity ratio (three times more compliments than call outs) so that the standards are "brought alive in a positive manner"? ☐ Is there an employee-driven team (patient experience team) that is ongoingly committed to training and campaigning to keep the Positive Communication standards "top of mind"? ☐ What standardized processes do leaders adhere to in support of keeping the Positive Communication standards "top of mind" in their departments? (e.g., huddles, communication boards, staff meetings, validation-feedback loop)? ☐ Do providers also commit to the Positive Communication standards?			
☐ Are there other STANDARDS to be established and adopted in your organization and/or specific department(s) (e.g., nursing bundle)? Who will own creating these and "bringing/keeping them alive?"			

Giving and Receiving Feedback (aka "Direct Dialogue")

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ What standardized processes are used by leaders to provide formal feedback to employees? ☐ Annual Performance Reviews includes feedback on: ☐ Behavior ☐ Job Task Performance ☐ Contributions (goal progress and attainment, improvement projects) ☐ Link or no link to Merit Pay or Pay for Performance? ☐ Peer input? 360 reviews? ☐ A process to ensure consistent application of the established "rating/scoring" system, if used ☐ Mid-Year Conversations ☐ Coaching Process Only? Or Compliment, Coach, Correction? ☐ Is there scripting written by the Steering Team prior to Mid-Year Conversations so that every employee receives a consistent message of where the organization is headed and their role in it? ☐ Do leaders engage employees in the development of the coaching plan?			
☐ What standardized tactics are used by leaders and employees to provide informal feedback to each other "in the moment?" ☐ Compliments? Call Outs?			

☐ Is there an organization-wide emphasis on the 3:1 positivity ratio (three times more compliments than call outs)? ☐ How, and how often, is training provided to teach employees and leaders how to give and receive feedback? ☐ Is feedback normalized and promoted as an act of caring (...giving feedback is a way to demonstrate our care and concern for each other, our patients, our standards, and our organization)? ☐ Are people "psychologically safe" to communicate call-outs to anyone who is behaving or performing outside of the established standards?			
☐ Do leaders have the "will" and "skill" to initiate and follow through with Correction activities to address chronically low levels of behavior or performance? ☐ What are these Correction Plans called? ☐ Is the 5-Point Correction Conversation outline utilized? ☐ Do leaders meet with a HR professional prior to delivering a Correction conversation? ☐ How does the organization monitor the progress of employees/leaders on Correction plans?			

Strengthening Relationships (aka “Rounding”)

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ What is the branded name of this leadership practice in your organization?			
☐ Who in your organization is required to round?			
☐ What types of rounding practices are standardized? Leaders rounding with: ☐ Employees ☐ “Routine” ☐ Stay-Interviews ☐ New Employees (at 30-90-days or 30-60-90-days) ☐ Physicians/Providers ☐ Patients (aka “Validation Rounding”) ☐ Inter-departmental ☐ Senior Leader ☐ Other?			
☐ What are your standard rounding questions for each rounding practice? ☐ How often, and why, do the questions get changed? Who’s responsible for updating the rounding questions?			
☐ What is the requirement for frequency of rounding in your organization?			

☐ How is rounding documented and who receives the rounding documentation? How long does it take (on average) to document rounding?			
☐ How are follow up and trends communicated after rounding? Are "stop-light" reports used?			
☐ What are the accountability systems in place to assure that rounding is being conducted according to standard (quality and quantity)? Monthly Accountability Meeting? Others?			

Leading Change

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ Has the organization standardized its improvement/change methodologies (e.g., PDSA/PDCA, Lean/Kaizen/A3, Project Management, Goal Cycle, etc.)?			
☐ How are leaders and teams trained and supported with resources/templates/internal subject matter experts to support the successful use of improvement and change methodologies? Are the methodologies appropriately utilized (e.g., not short changing the process, setting measurable aim(s), involving key stakeholders, etc.)			
☐ Are key stakeholders involved in innovating the changes ("do it <i>with</i> them, not <i>to</i> them")?			
☐ Is there a standardized way for your innovators (e.g., employee teams, improvement or project teams) to "hand the baton" to leaders so that leaders can support the changes that impact their departments?			
☐ How, and how often, are leaders and employees trained on tactics for succeeding with improvement and/or change initiatives? Do you have internal peer champions (experts) that can assist leaders and/or teams as they work on change initiatives? Do you have access to external experts/support when needed?			
☐ What communication processes are utilized to announce upcoming changes, keep current changes "top of mind" and to provide the			

status/outcome of changes? At the organization-wide level? At the departmental/local-level?			
☐ What "validation" or study methods are used by teams and leaders to validate the progress of change (e.g., identifying who has adopted the change, what results are being achieved from the change, what barriers/struggles impact the change, what adjustments need to be made): ☐ Data/surveys (and do leaders/teams have access/understanding) ☐ Patient rounding (specific customized questions asked to validate changes) ☐ Demonstration/competency assessments ☐ Employee rounding (specific customized questions asked to validate changes)			
☐ What "feedback" methods (compliment, call-out) are used by leaders and employees to support change efforts? Is there an organization-wide emphasis on the 3:1 positivity ratio (three times more compliments than call outs) so that changes are supported in a positive manner?			
☐ Does every senior leader hold a "monthly accountability meeting" (what do you call this meeting?) with the front line leaders who report directly to them? ☐ Is there a templated agenda for the monthly accountability meeting? Is it followed consistently? ☐ Is the "Leadership Bundle" (leadership practices/standards) accurately reflected on the monthly accountability meeting template? Does the monthly accountability meeting include a check in on the "road map" in follow up to the recent quarterly leadership training?			

☐ Is there a check in on goal metrics and action plans at this meeting? ☐ Is there a check in on the leader's efforts to support the employee-driven teams?			
☐ How does the organization &/or departments celebrate changes that are successful (e.g., those that improve results or advance the strategies of the organization)? How does the organization &/or department celebrate milestones or progress (in essence, celebrating incremental improvements)?			
☐ Do the employee-driven teams provide monthly reports to the Steering Team related to barriers or struggles they are encountering in their efforts to lead changes and improvements?			
☐ Does the Steering Team facilitate a Mid-Year All Teams Check In and/or a All Teams Joint Planning Workshop each year in which change barriers are identified and problem-solved?			
☐ Is there a process for assessing, at certain intervals, the organization's common change challenges (e.g., Capstone's 7 Change Challenges)? What is done in follow up to this assessment?			

Promoting Wellbeing

	Rating Fully Met Partially Met Not Met N/A	Action Needed	Notes
☐ Does the annual employee engagement/satisfaction survey (and/or culture of safety assessment survey) include information on the status of resiliency, wellbeing, and/or burnout in the organization's workforce? Is this information used to prioritize improvement opportunities organization-wide and/or department-specific?			
☐ Is resilience/wellbeing a topic of every quarterly leadership training?			
☐ Is resilience/wellbeing a topic of every bi-annual employee training event?			
☐ Do the competency skills checklists and/or mandatory annual education/competency training for each employee include resilience-related competencies?			
☐ Do you have a formal organization-wide resilience/wellbeing program? ☐ Is there an employee-driven team designated for these initiatives in your organization? Is this team a part of the journey structure for your organization? ☐ What internal and/or external expertise is available to assist with the development or execution of an organization-wide resilience/wellbeing initiative? ☐ Do employees receive pay and compensation for participating in the wellness-related assessments and health/wellness activities?			

☐ Do leaders collaborate with their employees to create department-specific resilience rituals and routines in the department?			
☐ Do leaders create a personalized resilience/wellbeing plan? Is this discussed at the Monthly Accountability Meetings?			
☐ Is every employee expected to maintain their personal resilience/wellbeing plans and present them at Mid-Year Coaching Conversations and/or annual evaluations?			
☐ Do leaders/teams proactively plan for change-related stress in the workforce when planning a change? Do they have a resilience plan they implement along with the plan for implementation of the change?			
☐ Do leaders regularly discuss the resilience/wellbeing of their employees during rounding? Are there resilience questions included as part of the standard rounding questions (continually, or at certain intervals each year)?			

Leadership Training Plan

Leadership Bundle		YR1	YR2	Q1	Q2	Q3	Q4
Achieving Standards							
Effective Hiring & Onboarding							
Elevating Gratefulness							
Giving & Receiving Feedback							
Improving Communication							
Leading Change							
Promoting Wellbeing							
Setting & Achieving Goals							
Strengthening Relationships							

Positive Communication Standards

Positive Communication Standards		YR1	YR2	Q1	Q2	Q3	Q4
Attitude of Gratitude							
Banned Words & Phrases							
Banning Blame							
Body Language							
Hallway Hospitality							
Handoff							
Listening							
Managing Up							
Narrating (Also part of the Nursing Bundle)							
Service Recovery							
Teach Back (Also part of the Nursing Bundle)							
Telephone Etiquette							

Nursing Bundle

Nursing Bundle		YR	YR	Q1	Q2	Q3	Q4
Whiteboards							
Narrating							
Handoffs							
Post Visit Phone Calls							
Teach Back							
Provider/Nurse Rounds							
Purposeful (Hourly) Rounding							