

2011–2012



**Health Care
Progress Level Criteria
for
Performance Excellence**

The following Health Care Criteria are designed to help organizations assess the degree to which they are developing and deploying a sound balanced approach for running their organization in a manner that demonstrates results and positive trends. After completing the Organizational Profile where you are asked to identify what is most important to your organization, proceed to answer each of the following questions as fully as possible. Please remember to reference the eligibility and Progress level application instructions checklist documents located under the Applicants tab on our website at www.texas-quality.org.

1 Leadership

The **Leadership** category examines HOW your organization's SENIOR LEADERS' personal actions guide and sustain your organization. Also examined are your organization's GOVERNANCE system and HOW your organization fulfills its legal, ethical, and societal responsibilities and supports its KEY communities.

1.1 Senior Leadership: How do your senior leaders lead?

Process

Describe HOW SENIOR LEADERS' actions guide and sustain your organization. Describe HOW SENIOR LEADERS communicate with your WORKFORCE and encourage HIGH PERFORMANCE.

Within your response, include answers to the following questions:

a. **VISION, VALUES, and MISSION**

- (1) **VISION and VALUES** HOW do SENIOR LEADERS set your organization's VISION and VALUES? HOW do SENIOR LEADERS DEPLOY your organization's VISION and VALUES through your LEADERSHIP SYSTEM, to the WORKFORCE, and to PATIENTS and other STAKEHOLDERS, as appropriate?
- (2) **Promoting Legal and ETHICAL BEHAVIOR** HOW do SENIOR LEADERS' actions demonstrate their commitment to legal and ETHICAL BEHAVIOR? HOW do they promote an organizational environment that requires it?
- (3) **Creating a SUSTAINABLE Organization** HOW do SENIOR LEADERS create a SUSTAINABLE organization? HOW do SENIOR LEADERS achieve the following?
 - create an environment for organizational PERFORMANCE improvement, the accomplishment of your MISSION and STRATEGIC OBJECTIVES
 - create a WORKFORCE culture that delivers a consistently positive experience for PATIENTS and STAKEHOLDERS and fosters their ENGAGEMENT
 - create an environment for organizational and WORKFORCE LEARNING
 - develop and enhance their leadership skills
 - create and promote a culture of PATIENT safety

b. **Communication and Organizational PERFORMANCE**

- (1) **Communication** HOW do SENIOR LEADERS communicate with and engage the entire WORKFORCE? HOW do SENIOR LEADERS achieve the following?
 - encourage frank, two-way communication throughout the organization
 - communicate KEY decisions
- (2) **Focus on Action** HOW do SENIOR LEADERS create a focus on action to accomplish the organization's objectives, improve PERFORMANCE, and attain its VISION? HOW do SENIOR LEADERS identify needed actions?

1.2 Governance and Societal Responsibilities: How do you govern and fulfill your societal responsibilities?

Process

Describe your organization's GOVERNANCE system and APPROACH to leadership improvement. Describe HOW your organization ensures legal and ETHICAL BEHAVIOR, fulfills its societal responsibilities, supports its KEY communities, and contributes to community health.

Within your response, include answers to the following questions:

a. Organizational **GOVERNANCE**

- (1) **GOVERNANCE System** HOW does your organization review and achieve the following KEY aspects of your GOVERNANCE system?
 - accountability for the management's actions
 - fiscal accountability
 - independence in internal and external audits
 - protection of STAKEHOLDER and stockholder interests, as appropriate
- (2) **PERFORMANCE Evaluation** HOW do you evaluate the PERFORMANCE of your SENIOR LEADERS, including the chief executive? HOW do you use these PERFORMANCE evaluations in determining executive compensation? HOW do you evaluate the PERFORMANCE of members of your GOVERNANCE board, as appropriate?

b. Legal and **ETHICAL BEHAVIOR**

- (1) **Legal Behavior, Regulatory Behavior, and Accreditation** HOW do you address any adverse impacts on society of your HEALTH CARE SERVICES and operations? HOW do you anticipate public concerns with current and future services and operations? HOW do you prepare for these impacts and concerns in a proactive manner, including conserving natural resources and using EFFECTIVE supply-chain management PROCESSES, as appropriate? What are your KEY compliance PROCESSES, MEASURES, and GOALS for achieving and surpassing regulatory, legal, and accreditation requirements, as appropriate?
- (2) **ETHICAL BEHAVIOR** HOW does your organization promote and ensure ETHICAL BEHAVIOR in all interactions? What are your KEY PROCESSES and MEASURES or INDICATORS for enabling and monitoring ETHICAL BEHAVIOR in your GOVERNANCE structure, throughout your organization, and in interactions with PATIENTS, PARTNERS, suppliers, and other STAKEHOLDERS? HOW do you monitor and respond to breaches of ETHICAL BEHAVIOR?

c. Societal Responsibilities and Support of **KEY Communities**

- (1) **Societal Well-Being** HOW do you consider societal well-being and benefit as part of your strategy and daily operations? HOW do you contribute to the well-being of your environmental, social, and economic systems?
- (2) **Community Support** HOW does your organization actively support and strengthen your KEY communities? What are your KEY communities? HOW do you identify these communities and determine areas for organizational involvement, including areas related to your CORE COMPETENCIES?

2 Strategic Planning

The **Strategic Planning** category examines HOW your organization develops STRATEGIC OBJECTIVES and ACTION PLANS. Also examined are HOW your chosen STRATEGIC OBJECTIVES and ACTION PLANS are implemented and changed if circumstances require, and HOW progress is measured.

2.1 Strategy Development: How do you develop your strategy?

Process

Describe HOW your organization establishes its strategy to address its STRATEGIC CHALLENGES and leverage its STRATEGIC ADVANTAGES. Summarize your organization's KEY STRATEGIC OBJECTIVES and their related GOALS.

Within your response, include answers to the following questions:

a. Strategy Development **PROCESS**

- (1) **Strategic Planning PROCESS** HOW does your organization conduct its strategic planning? What are the KEY PROCESS steps? Who are the KEY participants? HOW does your PROCESS identify potential blind spots? HOW do you determine your CORE COMPETENCIES, STRATEGIC CHALLENGES, and STRATEGIC ADVANTAGES (identified in your Organizational Profile)?
- (2) **Strategy Considerations** HOW do you ensure that strategic planning addresses the KEY elements listed below? HOW do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning PROCESS?
 - your organization's strengths, weaknesses, opportunities, and threats
 - early indications of major shifts in technology, markets, HEALTH CARE SERVICES, PATIENT and STAKEHOLDER preferences, competition, the economy, and the regulatory environment
 - long-term organizational SUSTAINABILITY, including needed CORE COMPETENCIES, and PROJECTIONS of your future PERFORMANCE
 - your ability to execute the strategic plan

b. **STRATEGIC OBJECTIVES**

- (1) **KEY STRATEGIC OBJECTIVES** What are your KEY STRATEGIC OBJECTIVES and your timetable for accomplishing them? What are your most important GOALS for these STRATEGIC OBJECTIVES?
- (2) **STRATEGIC OBJECTIVE Considerations** HOW do your STRATEGIC OBJECTIVES achieve the following?
 - address your STRATEGIC CHALLENGES and STRATEGIC ADVANTAGES
 - capitalize on your current CORE COMPETENCIES and address the potential need for new CORE COMPETENCIES
 - balance short- and longer-term challenges and opportunities

2.2 Strategy Implementation: How do you implement your strategy?

Process

Describe HOW your organization converts its STRATEGIC OBJECTIVES into ACTION PLANS. Summarize your organization's ACTION PLANS, HOW they are DEPLOYED, and KEY ACTION PLAN PERFORMANCE MEASURES or INDICATORS. Project your organization's future PERFORMANCE relative to KEY comparisons on these PERFORMANCE MEASURES or INDICATORS.

Within your response, include answers to the following questions:

a. **ACTION PLAN Development and DEPLOYMENT**

- (1) **ACTION PLAN Development** HOW do you develop your ACTION PLANS? What are your KEY short- and longer-term ACTION PLANS and their relationship to your STRATEGIC OBJECTIVES?
- (2) **ACTION PLAN Implementation** HOW do you DEPLOY ACTION PLANS throughout the organization to your WORKFORCE and to KEY suppliers, PARTNERS, and COLLABORATORS, as appropriate, to achieve your KEY STRATEGIC OBJECTIVES? HOW do you ensure that the KEY outcomes of your ACTION PLANS can be sustained?
- (3) **Resource Allocation** HOW do you ensure that financial and other resources are available to support the accomplishment of your ACTION PLANS, while meeting current obligations? HOW do you allocate these resources to support the accomplishment of the plans
- (4) **WORKFORCE Plans** What are your KEY human resource or WORKFORCE plans to accomplish your short- and longer-term STRATEGIC OBJECTIVES and ACTION PLANS?
- (5) **PERFORMANCE MEASURES** What are your KEY PERFORMANCE MEASURES or INDICATORS for tracking the achievement and EFFECTIVENESS of your ACTION PLANS? HOW do you ensure that your overall ACTION PLAN measurement system reinforces organizational ALIGNMENT?

b. **PERFORMANCE PROJECTIONS**

For the KEY PERFORMANCE MEASURES or INDICATORS identified in 2.2a(5), what are your PERFORMANCE PROJECTIONS for both your short- and your longer-term planning time horizons? HOW does your projected PERFORMANCE on these MEASURES or INDICATORS compare with the projected PERFORMANCE of your competitors or other organizations offering similar HEALTH CARE SERVICES? HOW does it compare with KEY BENCHMARKS, GOALS, and past PERFORMANCE, as appropriate?

3 Customer Focus

The **CUSTOMER Focus** category examines HOW your organization engages its PATIENTS and STAKEHOLDERS for long-term marketplace success. This ENGAGEMENT strategy includes HOW your organization listens to the VOICE OF ITS CUSTOMERS (your PATIENTS and STAKEHOLDERS), builds CUSTOMER relationships, and uses CUSTOMER information to improve and identify opportunities for INNOVATION.

3.1 Voice of the Customer: How do you obtain information from your patients and stakeholders?

Process

Describe HOW your organization listens to your PATIENTS and STAKEHOLDERS and gains satisfaction and dissatisfaction information.

Within your response, include answers to the following questions:

a. **PATIENT and STAKEHOLDER Listening**

- (1) **Listening to Current PATIENTS and STAKEHOLDERS** HOW do you listen to PATIENTS and STAKEHOLDERS to obtain actionable information? HOW do your listening methods vary for different PATIENT groups, STAKEHOLDER groups, or market SEGMENTS? HOW do you use social media and Web-based technologies to listen to PATIENTS and STAKEHOLDERS, as appropriate? HOW do your listening methods vary across the stages of PATIENTS' and STAKEHOLDERS' relationships with you?
- (2) **Listening to Potential PATIENTS and STAKEHOLDERS** HOW do you listen to former PATIENTS and STAKEHOLDERS, potential PATIENTS and STAKEHOLDERS, and competitors' PATIENTS and STAKEHOLDERS to obtain actionable information and to obtain feedback on your services, PATIENT and STAKEHOLDER support, and transactions, as appropriate?

b. Determination of **PATIENT** and **STAKEHOLDER** Satisfaction and **ENGAGEMENT**

- (1) **Satisfaction and ENGAGEMENT** HOW do you determine **PATIENT** and **STAKEHOLDER** satisfaction and **ENGAGEMENT**? HOW do these determination methods differ among **PATIENT** and **STAKEHOLDER** groups and market **SEGMENTS**, as appropriate?
- (2) **Satisfaction Relative to Competitors** HOW do you obtain information on your **PATIENTS'** and **STAKEHOLDERS'** satisfaction relative to their satisfaction with your competitors? HOW do you obtain information on your **PATIENTS'** and **STAKEHOLDERS'** satisfaction relative to the satisfaction **LEVELS** of **PATIENTS** and **STAKEHOLDERS** of other organizations providing similar **HEALTH CARE SERVICES** or to health care industry **BENCHMARKS**, as appropriate?
- (3) **Dissatisfaction** HOW do you determine **PATIENT** and **STAKEHOLDER** dissatisfaction? HOW do your measurements capture actionable information for use in meeting your **PATIENTS'** and **STAKEHOLDERS'** requirements and exceeding their expectations in the future?

3.2 Customer Engagement: How do you engage patients and stakeholders to serve their needs and build relationships?

Process

Describe HOW your organization determines HEALTH CARE SERVICE offerings and PATIENT and STAKEHOLDER communication mechanisms to support PATIENTS and STAKEHOLDERS. Describe HOW your organization builds PATIENT and STAKEHOLDER relationships.

Within your response, include answers to the following questions:

a. **HEALTH CARE SERVICE Offerings and PATIENT and STAKEHOLDER Support**

- (1) **HEALTH CARE SERVICE Offerings** HOW do you identify **PATIENT**, **STAKEHOLDER**, and market requirements for **HEALTH CARE SERVICE** offerings? HOW do you identify service offerings to meet the requirements and exceed the expectations of your **PATIENT** and **STAKEHOLDER** groups and market **SEGMENTS** (identified in your Organizational Profile)?
- (2) **PATIENT and STAKEHOLDER Support** HOW do you enable **PATIENTS** and **STAKEHOLDERS** to seek information and support? HOW do you enable them to obtain **HEALTH CARE SERVICES** from you and provide feedback on your services and your support? What are your **KEY** means of **PATIENT** and **STAKEHOLDER** support, including your **KEY** communication mechanisms?
- (3) **PATIENT and STAKEHOLDER Segmentation** HOW do you use **PATIENT**, **STAKEHOLDER**, market, and **HEALTH CARE SERVICE** offering information to identify current and anticipate future **PATIENT** and **STAKEHOLDER** groups and market **SEGMENTS**? HOW do you consider **PATIENTS** and **STAKEHOLDERS** of competitors and other potential **PATIENTS**, **STAKEHOLDERS**, and markets in this segmentation?
- (4) **PATIENT and STAKEHOLDER Data Use** HOW do you use **PATIENT**, **STAKEHOLDER**, market, and **HEALTH CARE SERVICE** offering information to improve marketing, build a more **PATIENT-** and **STAKEHOLDER-**focused culture, and identify opportunities for **INNOVATION**?

b. **Building PATIENT and STAKEHOLDER Relationships**

- (1) **Relationship Management** HOW do you market, build, and manage relationships with **PATIENTS** and **STAKEHOLDERS** to achieve the following?
 - acquire **PATIENTS** and **STAKEHOLDERS** and build market share
 - retain **PATIENTS** and **STAKEHOLDERS**, meet their requirements, and exceed their expectations in each stage of their relationship with you
- (2) **Complaint Management** HOW do you manage **PATIENT** and **STAKEHOLDER** complaints? HOW does your **PATIENT** and **STAKEHOLDER** complaint management **PROCESS** ensure that complaints are resolved promptly and **EFFECTIVELY**?

4 Measurement, Analysis, and Knowledge Management

The **Measurement, ANALYSIS, and Knowledge Management** category examines HOW your organization selects, gathers, analyzes, manages, and improves its data, information, and KNOWLEDGE ASSETS and HOW it manages its information technology. The category also examines HOW your organization uses review findings to improve its PERFORMANCE.

4.1 Measurement, Analysis, and Improvement of Organizational Performance: How do you measure, analyze, and then improve organizational performance?

Process

Describe HOW your organization measures, analyzes, reviews, and improves its PERFORMANCE through the use of data and information at all levels and in all parts of your organization.

Within your response, include answers to the following questions:

a. PERFORMANCE Measurement

- (1) **PERFORMANCE MEASURES** HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? HOW frequently do you track these MEASURES?
- (2) **Comparative Data** HOW do you select and ensure the EFFECTIVE use of KEY comparative data and information to support operational and strategic decision making and INNOVATION?
- (3) **PATIENT and STAKEHOLDER Data** HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and information (including complaints) to support operational and strategic decision making and INNOVATION?

b. PERFORMANCE ANALYSIS and Review

HOW do you review organizational PERFORMANCE and capabilities? HOW do you use your KEY organizational PERFORMANCE MEASURES in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? HOW do you use these reviews to assess organizational success, competitive PERFORMANCE, financial health, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS?

c. PERFORMANCE Improvement

- (1) **Best-Practice Sharing** HOW do you use PERFORMANCE review findings to share lessons learned and best practices across organizational units and WORK PROCESSES?
- (2) **Future PERFORMANCE** HOW do you use PERFORMANCE review findings and KEY comparative and competitive data to project future PERFORMANCE?
- (3) **Continuous Improvement and INNOVATION** HOW do you use organizational PERFORMANCE review findings to develop priorities for continuous improvement and opportunities for INNOVATION? HOW are these priorities and opportunities DEPLOYED to work group and functional-level operations throughout your organization

4.2 Management of Information, Knowledge, and Information Technology: How do you manage your information, organizational knowledge, and information technology?

Process

Describe HOW your organization builds and manages its KNOWLEDGE ASSETS. Describe HOW your organization ensures the quality and availability of needed data, information, software, and

hardware for your WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and PATIENTS and STAKEHOLDERS.

Within your response, include answers to the following questions:

a. Data, Information, and Knowledge Management

- (1) **Properties** HOW do you manage your organizational data, information, and knowledge to ensure the following properties?
 - accuracy
 - integrity and reliability
 - timeliness
 - security and confidentiality
- (2) **Data and Information Availability** HOW do you make needed data and information available to your WORKFORCE, suppliers, PARTNERS, COLLABORATORS, PATIENTS, and STAKEHOLDERS, as appropriate?
- (3) **Knowledge Management** HOW do you manage organizational knowledge to accomplish the following?
 - the collection and transfer of WORKFORCE knowledge
 - the transfer of relevant knowledge from and to PATIENTS, STAKEHOLDERS, suppliers, PARTNERS, and COLLABORATORS
 - the rapid identification, sharing, and implementation of best practices

b. Management of Information Resources and Technology

- (1) **Hardware and Software Properties** HOW do you ensure that hardware and software are reliable, secure, and user-friendly?
- (2) **Emergency Availability** In the event of an emergency, HOW do you ensure the continued availability of hardware and software systems and the continued availability of data and information to EFFECTIVELY serve PATIENTS, STAKEHOLDERS and organizational needs?

5 Workforce Focus

The **WORKFORCE Focus** category examines your ability to assess WORKFORCE CAPABILITY and CAPACITY needs and build a WORKFORCE environment conducive to HIGH PERFORMANCE. The category also examines HOW your organization engages, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization’s overall MISSION, strategy, and ACTION PLANS.

5.1 Workforce Environment: How do you build an effective and supportive workforce environment?

Process

Describe HOW your organization manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organization. Describe HOW your organization maintains a safe, secure, and supportive work climate.

Within your response, include answers to the following questions:

a. WORKFORCE CAPABILITY and CAPACITY

- (1) **CAPABILITY and CAPACITY** HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs, including skills, competencies, and staffing levels?
- (2) **New WORKFORCE Members** HOW do you recruit, hire, place, and retain new members of your WORKFORCE? HOW do you ensure that your WORKFORCE represents the diverse ideas, cultures, and thinking of your hiring and PATIENT and STAKEHOLDER community?

(3) **Work Accomplishment** HOW do you organize and manage your WORKFORCE to achieve the following?

- accomplish the work of your organization
- capitalize on the organization's CORE COMPETENCIES
- reinforce a PATIENT, STAKEHOLDER, and health care focus
- exceed PERFORMANCE expectations

(4) **WORKFORCE Change Management** HOW do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs? HOW do you manage your WORKFORCE, its needs, and your needs to ensure continuity, prevent WORKFORCE reductions, and minimize the impact of WORKFORCE reductions, if they do become necessary?

b. **WORKFORCE Climate**

(1) **Workplace Environment** HOW do you address workplace environmental factors, including accessibility, to ensure and improve WORKFORCE health, safety, and security? What are your PERFORMANCE MEASURES and improvement GOALS for each of these WORKFORCE needs?

(2) **WORKFORCE Policies and Benefits** HOW do you support your WORKFORCE via policies, services, and benefits? HOW are these tailored to the needs of a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?

5.2 Workforce Engagement: How do you engage your workforce to achieve organizational and personal success?

Process

Describe HOW your organization engages, compensates, and rewards your WORKFORCE to achieve HIGH PERFORMANCE. Describe HOW you assess WORKFORCE ENGAGEMENT and use the results to achieve higher PERFORMANCE. Describe HOW members of your WORKFORCE, including leaders, are developed to achieve HIGH PERFORMANCE.

Within your response, include answers to the following questions:

a. **WORKFORCE PERFORMANCE**

(1) **Elements of ENGAGEMENT** HOW do you determine the KEY elements that affect WORKFORCE ENGAGEMENT? HOW do you determine the KEY elements that affect WORKFORCE satisfaction?

(2) **Organizational Culture** HOW do you foster an organizational culture that is characterized by open communication, HIGH-PERFORMANCE WORK, and an engaged WORKFORCE?

(3) **PERFORMANCE Management** HOW does your WORKFORCE PERFORMANCE management system achieve the following?

- support HIGH-PERFORMANCE WORK and WORKFORCE ENGAGEMENT
- consider WORKFORCE compensation, reward, recognition, and incentive practices
- reinforce a PATIENT, STAKEHOLDER, and health care focus and achievement of your ACTION PLANS

B. **Assessment of WORKFORCE ENGAGEMENT**

(1) **Assessment of ENGAGEMENT** HOW do you assess WORKFORCE ENGAGEMENT? What formal and informal assessment methods and MEASURES do you use to determine WORKFORCE ENGAGEMENT and WORKFORCE satisfaction?

(2) **Correlation with Organizational RESULTS** HOW do you relate your WORKFORCE ENGAGEMENT assessment findings to KEY organizational RESULTS reported in category 7 to identify opportunities for improvement in both WORKFORCE ENGAGEMENT and health care RESULTS?

c. **WORKFORCE** and Leader Development

- (1) **LEARNING and Development System** HOW does your LEARNING and development system address the following factors for your WORKFORCE members and leaders?
 - your organization's CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of its ACTION PLANS, both short-term and long-term
 - organizational PERFORMANCE improvement and INNOVATION
 - ethical health care and ethical business practices
 - PATIENT and STAKEHOLDER focus
 - their LEARNING and development needs, including those that are self-identified and those identified by supervisors, managers, and SENIOR LEADERS
- (2) **LEARNING and Development EFFECTIVENESS** HOW do you evaluate the EFFECTIVENESS and efficiency of your LEARNING and development system?
- (3) **Career Progression** HOW do you manage EFFECTIVE career progression for your entire WORKFORCE?

6 Operations Focus

The **OPERATIONS FOCUS** category examines HOW your organization designs, manages, and improves its WORK SYSTEMS and WORK PROCESSES to deliver PATIENT and STAKEHOLDER VALUE and achieve organizational success and SUSTAINABILITY. Also examined is your readiness for emergencies.

6.1 **Work Systems: How do you design, manage, and improve your work systems?**

Process

Describe HOW your organization designs, manages, and improves its WORK SYSTEMS to deliver PATIENT and STAKEHOLDER VALUE, prepare for potential emergencies, and achieve organizational success and SUSTAINABILITY.

Within your response, include answers to the following questions:

a. **WORK SYSTEM** Design

- (1) **Design Concepts** HOW do you design your overall WORK SYSTEMS? HOW do you capitalize on your CORE COMPETENCIES?
- (2) **WORK SYSTEM Requirements** HOW do you determine KEY WORK SYSTEM requirements, incorporating input from PATIENTS, STAKEHOLDERS, suppliers, PARTNERS, and COLLABORATORS, as appropriate? What are the KEY requirements for these WORK SYSTEMS?

b. **WORK SYSTEM** Management

- (1) **WORK SYSTEM Implementation** What are your organization's WORK SYSTEMS? HOW do you manage and improve your WORK SYSTEMS to deliver PATIENT and STAKEHOLDER VALUE and achieve organizational success and SUSTAINABILITY?
- (2) **Cost Control** HOW do you control the overall costs of your WORK SYSTEMS? HOW do you prevent rework and errors, including medical errors and unintended harm to PATIENTS? HOW do you minimize the costs of inspections, tests, and PROCESS or PERFORMANCE audits, as appropriate?

c. **Emergency Readiness**

HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies? HOW does your disaster and emergency preparedness system consider prevention, management, continuity of operations for PATIENTS and the community, evacuation, and recovery?

6.2 Work Processes: How do you design, manage, and improve your key work processes?

Process

Describe HOW your organization designs, manages, and improves its KEY WORK PROCESSES to deliver PATIENT and STAKEHOLDER VALUE and achieve organizational success and SUSTAINABILITY.

Within your response, include answers to the following questions:

a. WORK PROCESS Design

- (1) **Design Concepts** HOW do you design your WORK PROCESSES to meet all the KEY requirements? HOW do you incorporate new technology, organizational knowledge, evidence-based medicine, HEALTH CARE SERVICE excellence, and the potential need for agility into these PROCESSES?
- (2) **WORK PROCESS Requirements** HOW do you determine KEY WORK PROCESS requirements? What are your organization's KEY WORK PROCESSES? What are the KEY requirements for these WORK PROCESSES?

b. WORK PROCESS Management

- (1) **KEY WORK PROCESS Implementation** HOW do your KEY WORK PROCESSES relate to your WORK SYSTEMS? HOW does your day-to-day operation of these PROCESSES ensure that they meet KEY PROCESS requirements?
- (2) **PATIENT Expectations and Preferences** HOW do you address and consider each PATIENT's expectations? HOW are HEALTH CARE SERVICE delivery PROCESSES and likely outcomes explained to set realistic PATIENT expectations?
- (3) **Supply-Chain Management** HOW do you manage your supply chain? HOW do you ensure that suppliers you select are qualified and positioned to enhance your PERFORMANCE and PATIENT and STAKEHOLDER satisfaction?
- (4) **PROCESS Improvement** HOW do you improve your WORK PROCESSES to improve health care outcomes, achieve better PERFORMANCE, reduce variability, and improve HEALTH CARE SERVICES?

7 Results

The **RESULTS** category examines your organization's PERFORMANCE and improvement in all KEY areas—health care and PROCESS outcomes, CUSTOMER-focused outcomes, WORKFORCE-focused outcomes, leadership and GOVERNANCE outcomes, and financial and market outcomes. PERFORMANCE LEVELS are examined relative to those of competitors and other organizations with similar HEALTH CARE SERVICE offerings.

7.1 Health Care and Process Outcomes: What are your health care and process effectiveness results?

Results

Summarize your organization's KEY health care RESULTS and its KEY PERFORMANCE and PROCESS EFFECTIVENESS and efficiency RESULTS. Include PROCESSES that directly serve PATIENTS and STAKEHOLDERS, strategy, and operations. SEGMENT your RESULTS by HEALTH CARE SERVICE offerings, by PATIENT and STAKEHOLDER groups and market SEGMENTS, and by PROCESS types and locations, as appropriate. Include and indicate your RESULTS for KEY MEASURES that are publicly reported and/or mandated by regulatory, accreditor, or payor requirements. Include appropriate comparative data.

Provide data and information to answer the following questions:

a. **PATIENT-Focused Health Care RESULTS**

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of health care outcomes and PROCESS PERFORMANCE that are important to and directly serve your PATIENTS and STAKEHOLDERS?

b. **Operational PROCESS EFFECTIVENESS RESULTS**

(1) **Operational EFFECTIVENESS** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of your KEY WORK SYSTEMS and PROCESSES, including PRODUCTIVITY, CYCLE TIME, and other appropriate MEASURES of PROCESS EFFECTIVENESS?

(2) **Emergency Preparedness** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the EFFECTIVENESS of your WORK SYSTEM and workplace preparedness for disasters or emergencies?

c. **Strategy Implementation RESULTS**

What are your RESULTS for KEY MEASURES or INDICATORS of the accomplishment of your organizational strategy and ACTION PLANS, including building and strengthening CORE COMPETENCIES?

7.2 Customer-Focused Outcomes: What are your patient- and stakeholder-focused performance results?

Results

Summarize your organization’s KEY PATIENT- and STAKEHOLDER-focused RESULTS for PATIENT and STAKEHOLDER satisfaction, dissatisfaction, and ENGAGEMENT. SEGMENT your RESULTS by HEALTH CARE SERVICE offerings, PATIENT and STAKEHOLDER groups, and market SEGMENTS, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

a. **CUSTOMER-Focused RESULTS**

(1) **PATIENT and STAKEHOLDER Satisfaction** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of PATIENT and STAKEHOLDER satisfaction and dissatisfaction?

(2) **PATIENT and STAKEHOLDER ENGAGEMENT** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of PATIENT and STAKEHOLDER ENGAGEMENT, including relationship building?

7.3 Workforce-Focused Outcomes: What are your workforce-focused performance results?

Results

Summarize your organization’s KEY WORKFORCE-focused RESULTS for your WORKFORCE environment and for WORKFORCE ENGAGEMENT. SEGMENT your RESULTS to address the DIVERSITY of your WORKFORCE and to address your WORKFORCE groups and SEGMENTS, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

a. **WORKFORCE RESULTS**

(1) **WORKFORCE CAPABILITY and CAPACITY** What are your current LEVELS and TRENDS in KEY MEASURES of WORKFORCE CAPABILITY and CAPACITY, including staffing levels and appropriate skills?

- (2) **WORKFORCE Climate** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of your WORKFORCE climate, including WORKFORCE health, safety, and security and WORKFORCE services and benefits, as appropriate?
- (3) **WORKFORCE ENGAGEMENT** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of WORKFORCE ENGAGEMENT and WORKFORCE satisfaction?
- (4) **WORKFORCE Development** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of WORKFORCE and leader development?

7.4 **Leadership and Governance Outcomes:** What are your senior leadership and governance results?

Results

Summarize your organization's KEY SENIOR LEADERSHIP and GOVERNANCE RESULTS, including those for fiscal accountability, legal compliance, ETHICAL BEHAVIOR, societal responsibility, and support of KEY communities and community health. SEGMENT your RESULTS by organizational units, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

a. **Leadership, GOVERNANCE, and Societal Responsibility RESULTS**

- (1) **Leadership** What are your RESULTS for KEY MEASURES or INDICATORS of SENIOR LEADERS' communication and engagement with the WORKFORCE to DEPLOY VISION and VALUES, encourage two-way communication, and create a focus on action?
- (2) **GOVERNANCE** What are your KEY current findings and TRENDS in KEY MEASURES or INDICATORS of GOVERNANCE and fiscal accountability, internal and external, as appropriate?
- (3) **Law, Regulation, and Accreditation** What are your RESULTS for KEY MEASURES or INDICATORS of achieving and surpassing legal, regulatory, and accreditation requirements?
- (4) **Ethics** What are your RESULTS for KEY MEASURES or INDICATORS of ETHICAL BEHAVIOR and of STAKEHOLDER trust in your organization's SENIOR LEADERS and GOVERNANCE? What are your RESULTS for KEY MEASURES or INDICATORS of breaches of ETHICAL BEHAVIOR?
- (5) **Society** What are your RESULTS for KEY MEASURES or INDICATORS of your organization's fulfillment of its societal responsibilities, your organization's support of its KEY communities?

7.5 **Financial and Market Outcomes:** What are your financial and marketplace performance results?

Results

Summarize your organization's KEY financial and marketplace PERFORMANCE RESULTS by market SEGMENTS or PATIENT and STAKEHOLDER groups, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

a. **Financial and Market RESULTS**

- (1) **Financial PERFORMANCE** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of financial PERFORMANCE, including aggregate MEASURES of financial return, financial viability, or budgetary PERFORMANCE, as appropriate?
- (2) **Marketplace PERFORMANCE** What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of marketplace PERFORMANCE, including market share or position, market and market share growth, and new markets entered, as appropriate?