

## SAMPLE

### Category 1 Leadership

#### Item 1.1 Senior Leadership [Category 1-6; 2.2a(1); 7.1-7.5]

#### Key Factors for this Item (4 to 6)

OP Reference	Key Factors
<b>P.1a(1)</b>	NRMC provides care from newborns to geriatrics. HC Service Offerings are shown in P.1-2. IP, OP, and Emergency Services.
<b>P.1a(2)</b>	Mission: Excellence Everyday Vision: Natchitoches Regional Medical Center, your first choice for care! Values: Integrity, Empathy and Caring, Excellence, Communication, Etiquette, and Loyalty, (iExcel) Pillars: People, Service, Quality, Finance/Stewardship and Growth/Community Organizational Goals: <ul style="list-style-type: none"> <li>• Become a Top 100 Hospital</li> <li>• Achieve Top 5% tile in Patient Experience</li> <li>• Adopt Baldrige Business Model</li> </ul>
<b>P.1a(3)</b>	The Key engagement requirements for our associates and physicians are determined annually from the opportunities identified in the associate and physician engagement surveys. <i>Figure P.1-5</i> are the engagement requirements based on the 2017/18 survey results.
<b>P.1b(1)</b>	NRMC is governed by an appointed BOC who has a management agreement with CHRISTUS who employs the CEO. A CHRISTUS representative is appointed to the board in a non-voting capacity.
<b>P.2b</b>	NRMC identifies strategic advantages (SA) and strategic challenges (SC) as part of the SPP. The current SA and SC are listed in <i>Figure P.2-2</i> .  SA - Patient Safety Results, Surgical Care Services, Sustained financial performance, and the use of systematic business model.  SC - Outmigration/Market Share, WF Recruitment – Talent Shortage, Community loyalty, Physician Alignment, IT Infrastructure and Data Mining
<b>P.2c</b>	NRMC uses the PDCA (Plan Do Check Act) and DMAIC (Define, Measure, Analyze, Improve and Control) process improvement models ( <i>Figure P.2-3</i> ) to systematically evaluate and improve key organizational projects and processes. NRMC determines measurable objectives that align with organizational strategy and utilize stakeholder input and data to prioritize value added initiatives.

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**SAMPLE**

**Item Reference: 1.1b**

**Strengths**

**Item Reference: 1.1b (bolded)**

**Strength 1**

KFs #		Narrative, Figure Numbers, Connection to KF
<b>P.1a(1), P.1a(2), P.1a(3), P.1b(1), P.2b, P.2c</b>	<b>Nugget</b>	Appears the applicant has a process where the SLs communicate by a variety of methods.
	<b>Evidence and/or Example</b>	<p>The SLT communicates the MVVCCM daily through emails, phone calls, website and in-person contacts to the network of individual volunteers and partnering organizations by connecting activities to them. They are reinforced to members of the Board of Examiners during Examiner training events and Examiner Team Leaders communicate QTF's MVVCCM on Site Visits to applicants.</p> <p>Reinforced Board of Examiners during Examiner training events and Examiner Team Leaders communicate QTF's MVVCCM on Site Visits to applicants. Appears QTF has a variety of methods. This indicates a close connection to the vision of assisting individuals, organizations, and communities together.</p>
	<b>Relevance</b>	This reinforces the processes to fully engage the volunteers and partnering organizations and may lead to enhanced connections with them.
	<b>Notes</b>	This appears to be very mature and scores greatly increased at site visit.

**Item Reference: 1.1c(1)**

**Strength 2**

KFs #	<b>Narrative, Figure Numbers, Connection to KF</b>	
<b>P.1a(2), P.1a(3), P.2b, P.2c</b>	<b>Nugget</b>	NRMCM's systematic approaches to setting and deploying its mission, vision, and values (MVV) help establish the direction for the entire organization.
	<b>Evidence and/or Example</b>	The Mission, Vision and Values are set during the Strategic Planning Process (Figure 2.1-1) and are well-deployed through the Board of Commissioners, Senior Leaders and the Strategic Planning Committee (as evidenced by the Leadership system depicted in Figure 1.1-1). Examples of how the vision is deployed to the workforce, patients, customers, and stakeholders includes routine rounding, communication boards, stoplight reports, just-in-time huddles and quarterly CEO roundtables.
	<b>Relevance</b>	This process may help NRMCM accomplish its three main goals to become a Watson Health Top 100 Hospital; to achieve 95th percentile in Press Ganey Patient Satisfaction; and to hardwire the Baldrige business excellence model.
	<b>Notes</b>	Site visit really showed how effective this process was and how it was deployed to the ground.

**Item Reference:**

**Strength 3**

KFs #	<b>Narrative, Figure Numbers, Connection to KF</b>	
<b>P.1a(1), P.1a(2), P.1a(3), P.1b(1), P.2b, P.2c</b>	<b>Nugget</b>	NRMC SLs cultivate organizational agility and have developed a culture of taking care of the workforce, the patients, and the stakeholders.
	<b>Evidence and/or Example</b>	<p>Quality Impact Teams (QIT), the Patient Family Advisory Council and the Customer Experience Committee allow the voice of the workforce, patient and other stakeholders to reach the senior leaders for important decisions that impact the patients and the workforce.</p> <p>Senior Leaders serve on both the QITs and the Customer Experience Committee. An example of how this voice influences decisions is the Customer Experience Committee's identification of eight significant health needs in the parish through its Community Health Needs Assessment. Consequently, collaborative efforts have begun to meet needs such as the multifaceted access to healthcare need. As a COL in FY18, a Patient Family Advisory Council (PFAC) was formed to proactively solicit public and societal concerns and enlist their support in creating solutions.</p>
	<b>Relevance</b>	This is a best practice identified through the collaboration with LHA HIIN. This process may allow NRMC to achieve their Vision to become the first choice for care in Natchitoches.
<b>Notes</b>	Unbelievable how well this works and everyone appears to be fully engaged.	

**Item Reference: 1.1c(1)**

**Opportunities for Improvement 1**

KFs #	Narrative, Figure Numbers, Connection to KF	
	<b>Nugget</b>	There does not appear to be a process for succession planning for lower management.
	<b>Evidence and/or Example</b>	NRMC lacks a fully deployed approach to succession planning. The succession plan is in place for senior leaders but is not deployed to lower management levels.
	<b>Relevance</b>	Improving this process may help leaders participate in succession planning and reach their Always Goal, Build a Team of Champions.
	<b>Notes</b>	SLs plans are in force just not the lower levels.

**Scoring Range: Place an X where the organization is for this Item)**

	0-5%	10-25%	30-45%	50-65%	70-85%	90-100%
<b>Approach</b>					X	
<b>Deployment</b>					X	
<b>Learning</b>					X	
<b>Integration</b>					X	

**Rationale for selection of scoring range: 70-85%**

	Scoring Range Rationale	Recommended Score and Rationale
<b>Approach</b>	NMRC met all requirements for basic and overall questions but does not meet all multiples	Missed multiples in succession planning. Not fully responsive to multiples.
<b>Deployment</b>	NMRC met all requirements for basic and overall questions but does not meet all multiples	Deployment gaps in succession planning keeps them from upper scoring range.
<b>Learning</b>	NMRC met all requirements for basic and overall questions but does not meet all multiples	Learning and innovation not used in succession planning.
<b>Integration</b>	NMRC met all requirements for basic and overall questions but does not meet all multiples	Integration is integrated but not well integrated due to succession planning.
<b>Notes</b>		

**Consensus Score: 65%**

**Recommended Final Score: 75%  
(After Site Visit if applicable)**