

WORKSHEET #1

Insert mission statement:

Check boxes that apply to your mission statement:

- Aligned with provincial strategy
- Answers the 'why' of your organization (ie why does your organization exist?)
- Free from jargon or catch phrases
- Motivational
- Does not include ideas/statements that will change over time

Would you modify or change your mission? Why or why not?

Although they might not include all aspects of a perfect mission statement, the following are some good examples of hospital mission statements:

"Robert Wood Johnson University Hospital is committed to Excellence Through Service. We exist to promote, preserve and restore the health of our community."

"Saint Luke's Hospital is a not-for-profit tertiary referral center committed to the highest levels of excellence in providing health services to all patients in a caring environment. We are dedicated to medical research and education. As a member of the Saint Luke's Health System, we are committed to enhancing the physical, mental, and spiritual health of the communities we serve."

"Duke University Health System is committed to excellence, innovation and leadership in meeting the health care needs of the people we serve, improving community health, and fostering the very best medical education and biomedical research"

WORKSHEET #2

Insert your vision statement:

Check the boxes that apply to your vision statement:

- Concise** – be as clear as possible
- Consistent** with the mission & goals
- Understandable for entire organization** – throw away the thesaurus
- Feasible** – grounded in reality
- Inspirational** – inspire the team to make a commitment to contribute

Although they might not include all aspects of a perfect vision, the following are some good examples of hospital vision statements:

"Our Vision is to passionately pursue the health and well-being of our patients, employees and the community through our culture of exceptional service and commitment to quality." Robert Wood Johnson University Hospital

"The best place to get care, the best place to give care." Saint Luke's Hospital

"Middlesex Health System, through best practices and innovation, will measurably improve the health of individuals in the communities we serve. In partnership with our physicians, employees, volunteers and patients, and in collaboration with other institutions and agencies that share our goals, we will commit our resources to programs that are ethically, socially and financially responsible. We will be a center of excellence in healthcare and wellness services." Middlesex Hospital, Connecticut

WORKSHEET #3

Objectives:

- Are realistic steps to achieve your organization's goals
- Answer the WHAT? and WHEN? of your goal
- Are clear to everyone in the organization

Are your objectives:

- Measurable and verifiable** – information can be collected to measure success in achieving the objective.
- Meaningful** – objectives should support your strategic goals and your vision.
- Realistic** - objectives should have a realistic level of accountability.
- Outcome-oriented** – objectives are statements of results, not activities or processes.
- Singular** – objectives should measure one result, not a combination of results.
- Specific** – objectives should state exactly what is to be achieved.
- Time-limited** – objectives can be achieved within the life span of your strategy

Example of a goal and objective:

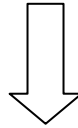
Goal – *Enhance integration across the continuum of care*

Objective – *Collaborate with local and regional partners to identify opportunities for integration of services by the end of the year.*

WORKSHEET #5

Measures:

- Although you may not be developing new indicators for your organization, you will still need to make sure that the indicators that you select align with your strategic goals. This means that you will need to choose measures that link directly with your objectives.
- "Every measure selected should be an element of a chain of cause-and-effect relationships that communicates the meaning of the [department's] strategy to the organization." – Kaplan and Norton, 1996
- Should be a mix of performance drivers (lead indicators) and generic outcome indicators (lag indicators)



LEAD INDICATORS –

These are performance drivers and tend to be unique to a particular department's objectives related to internal processes and employee training programs

LAG INDICATORS –

These should be generic and common to the goals across your organization such as patient satisfaction and provider skills

Are your measures:

- Interpretable*
- Reliable*
- Available/Accessible*
- Important/Relevant*
- Comparable*
- Feasible*
- Useful/Valuable*

Example of an objective and measure:

Objective – *Implement Performance Management Process.*

Measure – *Percent staff with objectives linked to strategy.*

WORKSHEET #6 – Data Quality Assessment Checklist *

1. VALIDITY—Do the data adequately represent performance?

	<i>Yes</i>	<i>No</i>	<i>Comments</i>
Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the data collection instrument well designed?	<input type="checkbox"/>	<input type="checkbox"/>	
Were there incentives for respondents to give incomplete or untruthful information?	<input type="checkbox"/>	<input type="checkbox"/>	
Are enumerators or coders well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the correct formulae being applied?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?	<input type="checkbox"/>	<input type="checkbox"/>	
Have procedures for dealing with missing data been correctly applied?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the sample from which the data are drawn representative of the population served by the activity?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the data complete? (i.e., have all data points been recorded?)	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations for improvement:

2. RELIABILITY—Are data collection processes stable and consistent over time?

	<i>Yes</i>	<i>No</i>	<i>Comments</i>
Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there procedures to ensure that data are free of significant error and that bias is not introduced?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there procedures in place for periodic review of data collection, maintenance, and processing?	<input type="checkbox"/>	<input type="checkbox"/>	
Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?	<input type="checkbox"/>	<input type="checkbox"/>	
Are data quality problems clearly described in final reports?	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations for improvement:

3. TIMELINESS—Are data collected frequently and are they current?

	<i>Yes</i>	<i>No</i>	<i>Comments</i>
Are data available on a frequent enough basis to inform program management decisions?	<input type="checkbox"/>	<input type="checkbox"/>	
Is a regularized schedule of data collection in place to meet program management needs?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the data reported in a given timeframe the most current practically available?	<input type="checkbox"/>	<input type="checkbox"/>	
Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?)	<input type="checkbox"/>	<input type="checkbox"/>	
Are the data reported as soon as possible after collection?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the date of collection clearly identified in the report?	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations for improvement:

4. Usability—Do the data meet the needs of the user groups?

	<i>Yes</i>	<i>No</i>	<i>Comments</i>
Is the data reported in a way that is clear to all stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the data accessible to all groups that use it?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the details of the data defined in the report?	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations for improvement:

*Modified from: The Performance Management Toolkit: A Guide to Developing and Implementing Performance Monitoring Plans

WORKSHEET #7

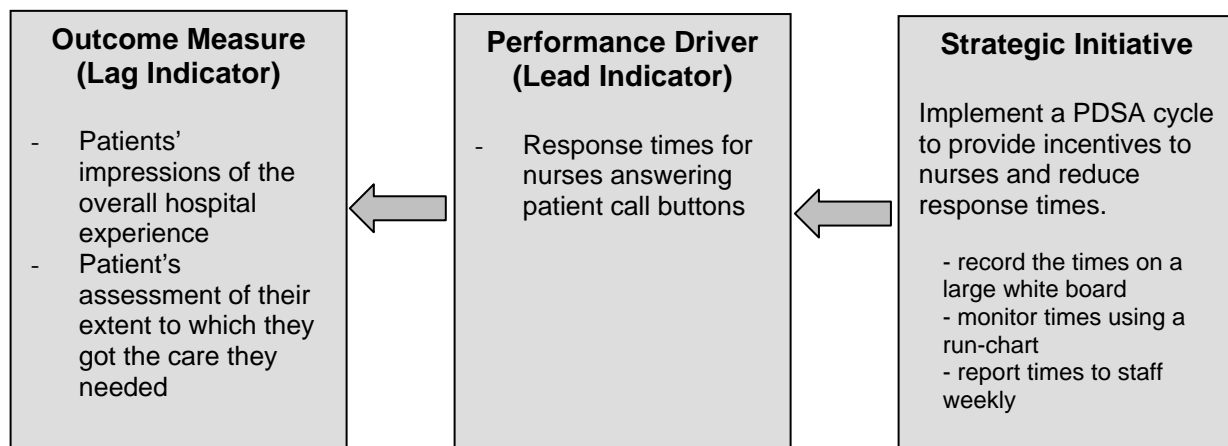
Initiatives

- *Link with your measures and objectives*
- *Identify **pre-existing programs** or projects within your organization*
- *Identify **new programs** or projects to satisfy your measures and objectives*

Example - Illustrates the relationship of the objectives and measures with the strategic initiative

Strategic Objective:

Improve patient satisfaction scores by the end of the year to meet the provincial mean as expressed in Hospital Report



Things to think about after identifying your initiative:

- What is the aim?
- What are the process measures?
- What is the practice change?
- What would an intervention look like?

WORKSHEET # 4 – Aligning your goals, objectives, measures and initiatives

STEP 7:
Insert Health System goal

Health System Goal: _____

STEP 6:
Insert LHIN goal

LHIN Goal: _____

STEP 1:
Which hospital sector goals does your hospital want to strategically align with?

Hospital Sector Goal: _____

Start here ←

STEP 2:
Insert the goal that aligns with the above sector goal

Your hospital specific goal _____

Objectives

STEP 3:
Identify objectives that will help your hospital achieve the identified goal.

Measures

STEP 4:
Identify measures to evaluate success in achieving your objectives.

Initiatives

STEP 5:
Identify initiatives (either ongoing or new) that could be implemented to achieve the objectives.
