

Self-Assessment of Organizational Culture

(Recommended prior to submitting an online application for Pathway to Excellence® designation)

The first step in pursuing recognition as a Pathway to Excellence health care organization is conducting a self-assessment and gap analysis of the organizational culture. Information collected is intended for the organization's internal use. The self-assessment must be deliberate and honest if it is to serve as an accurate measure of the gap between the organization's current and desired states. This process requires an organization to compare itself against the compulsory elements of the Pathway to Excellence program in order to assess the organization's current state.

For a meaningful organizational self-assessment and gap analysis, it is recommended that nurses at all levels be included early in this process. Specific guidance on conducting an organizational self-assessment can be found in the Pathway to Excellence Application Manual.

Elements of Performance	Desired State	Gap	Action Plan
Are all members of the nursing staff actively engaged in and aware of the Pathway to Excellence application?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is there evidence that a shared governance model is in place and integrated throughout the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do direct care nurses serve on nursing and hospital committees?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are staff nurses involved in decision making in all phases of projects that affect nursing, including quality processes?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is there substantive direct care nurse input in daily staffing decisions, including the hiring of new nursing staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are policies developed based on evidence and are you able to provide examples?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Desired State	Gap	Action Plan
Do nurses use new knowledge and evidence-based findings to develop and implement initiatives that improve nursing practice?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do direct care nurses actively participate in safety strategies and in product evaluations?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are preventive measures in place to decrease injury, illness, or accidents?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are employee support structures in place for reporting and addressing work environment events or concerns?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are nonadversarial, nonretaliatory, and alternative dispute resolution mechanisms in place to address concerns about professional behavior of health care professionals?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are there systems to assess quality of patient care as well as rights and needs for cultural sensitivity?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is there a process in place to communicate updates regarding changes in quality information (for example, core measures, outcome metrics, indicators) to all employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do staffing patterns accommodate the orientation activities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are needs assessment tools utilized to individualize orientation?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Desired State	Gap	Action Plan
Is a cross-orientation program in place if nurses are assigned to other practice settings?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are nurses who serve as preceptors provided education/training and feedback to serve as preceptors?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the CNO have a bachelor's degree or higher in nursing?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do the CNO and nurse managers advocate for patients?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are the CNO and nurse managers accessible and do they advocate for nursing staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the CNO support nurse managers in resolving issues?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is leadership succession planning in place?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is feedback from peers or direct report staff incorporated into the performance evaluation of nurses in leadership roles?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are there examples of development opportunities through mentoring of staff in both the clinical and administrative arenas?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Desired State	Gap	Action Plan
Is there a process that facilitates the development of competence, recognition, and/or advancement for nurses (for example, a clinical practice ladder model)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are opportunities and rewards or incentives offered to nurses who serve as outstanding role models for exemplary service?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do external entities (e.g., community/professional organizations or other agencies) recognize the nurses employed at the health care organization for the nurses' accomplishments and contribution to the community and/or profession?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are direct care nurses involved in the planning and evaluation of organizational initiatives that support personal well-being during and outside work hours?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are health and wellness support services in place that reflect commitment to a balanced lifestyle for employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization utilize results of wellness assessments in the development and implementation of wellness initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are direct care nurses involved in developing their work schedule to meet organizational and personal needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are flexible staffing options provided?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are mechanisms in place that foster and support collaborative interdisciplinary initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

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Do direct care nurses actively participate in outcome-based quality initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are educational sessions provided that address how to facilitate respectful communication or collaboration among employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are principles of change management utilized to support direct care nurses during a period of planned or unplanned organizational change?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are direct care nurses aware of support processes when faced with an ethical concern?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are direct care nurses engaged in cost management?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are safeguards in place to protect the nurse or patient with regard to an unforeseen event?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are security measures in place to protect patients, family, or staff from potential violence in the workplace?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is an interprofessional decision-making process in place when transitioning patients from one level of care to another across the health care continuum?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does nursing collaborate with other disciplines to engage patients and families in making decisions about their care?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Desired State	Gap	Action Plan
Do direct care nurses have input prior to the implementation of changes that affect care delivery or workflow?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are direct care nurses engaged in improving a particular population's health in the community?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Has the organization established partnerships with the community OR health care organizations OR regulatory agencies to either promote a health objective OR address a community health concern or issue?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is there a process in place for newly graduated nurses to transition into practice?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization empower direct care nurses in their role as emerging nurse leaders?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization assess the wellness of its employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Has nursing engagement impacted a particular population for health improvement?	<input type="checkbox"/> Yes <input type="checkbox"/> No		