

2020 Pathway to Excellence® Self-Assessment of Organizational Culture

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.

Recommended prior to submitting an applicant registration for Pathway to Excellence® designation.

Elements of Performance	Current State	Gaps	Action Plan
Pathway Standard 1: Shared Decision-Making			
Is there evidence that the shared governance structure is integrated throughout the organization and direct care nurses utilize this shared governance structure?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization utilize evidence-based practice to implement change in nursing practice?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization foster and support a culture of interprofessional decision-making?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do nurses use the shared governance structure to promote community health and is it based on an organizational community needs assessment?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is input from direct care nurses used in the hiring process for new staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is there an interprofessional process in place to address ethical concerns within the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Current State	Gaps	Action Plan
Pathway Standard 2: Leadership			
Do nurse managers accommodate and actively support direct care nurses to participate in shared governance committees?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is the CNO accessible to nursing staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are the nurse managers accessible to nursing staff?	<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 methods in place to be utilized by organizational leaders to support direct care nurses during times of planned and unplanned change?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do nurse managers engage direct care nurses in cost management?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have role-specific orientation for nurse managers?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization provide leadership development activities to enhance leadership competency?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have retention strategies in place for senior nurse leadership?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have retention strategies in place for nurse managers?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have strategies to maintain a positive practice environment in the event of planned or unplanned executive leadership transition?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Current State	Gaps	Action Plan
Pathway Standard 3: Safety			
Does the organization support direct care nurses to communicate concerns about the long-term nurse staffing plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do direct care nurses have input in daily staffing decisions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have process(es) in place to involve direct care nurses in reporting, reviewing, and identifying trends of patient-related safety events?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have process(es) in place to involve direct care nurses in reporting, reviewing, and identifying trends of nurse-related safety events?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization promote a workplace culture free of incivility, bullying, and other violence within the healthcare team?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization safeguard nurses from abuse by patients and/or families?	<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		
Pathway Standard 4: Quality			
Do nurses implement evidence-based practice in patient care areas?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is there a process in place to communicate updates regarding changes in quality initiatives and performance in quality measures?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization's quality improvement process reflect interprofessional collaboration?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do direct care nurses lead quality initiatives to improve externally-benchmarked outcomes?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Current State	Gaps	Action Plan
Does the organization provide sessions to educate employees about respectful communication?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization promote a culture of person-and family-centered care?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization employ strategies to align staff with the mission, vision, values or goals beyond orientation?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are direct care nurses in the organization educated about the concept and application of evidence-based practice?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Pathway Standard 5: Well-Being			
Are direct care nurses involved in planning, implementation, and evaluation of well-being initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization utilize results of employee health assessments in the development of health initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is the organization providing nurses opportunities to create work schedules that support nurse well-being?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does senior leadership integrate employee resilience and well-being in strategic planning?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization ask for suggestions from direct care nurses for future well-being initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization support and recognize nurses' involvement in community volunteer activities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does nursing leadership foster a lived culture of recognition?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization offer opportunities to support the well-being of staff who experience adverse work-related situations?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Elements of Performance	Current State	Gaps	Action Plan
Does the organization have strategy(ies) to address physical fatigue experienced by the healthcare team?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have strategy(ies) to address compassion fatigue experienced by the healthcare team?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Pathway Standard 6: Professional Development			
Do orienting nurses identify their self-assessed competencies on a needs assessment tool to facilitate the individualization of their orientation?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is training provided and competence established before nurses are assigned to an area other than their primary area?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization use succession planning to develop nurses for nursing leadership roles?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have examples from both direct care and non-direct care nurses who have experienced professional growth through mentoring?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization support direct care nurses to participate in professional development activities (excluding orientation)?	<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 foster growth of direct care nurses as emerging nurse leaders within or outside the organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
General Pathway Questions			
Are staff members aware and actively engaged in the Pathway to Excellence journey?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the CNO have a Bachelor's degree in Nursing or higher?	<input type="checkbox"/> Yes <input type="checkbox"/> No		