ANCC
AMERICAN NURSES CREDENTIALING CENTER
PATHWAY TO EXCELLENCE

Self-Assessment of Organizational Culture (for Long Term Care)
(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® in Long Term Care program in order to assess the organization's current state.

For a meaningful organizational self-assessment and gap analysis, it is recommended that nursing staff at all levels be included early in this process. Specific guidance on conducting an organizational self-assessment can be found in the 2017 Pathway to Excellence® in Long Term Care 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?	Yes No		
Is there evidence that a shared governance model is in place and integrated throughout the organization?	Yes No		
Do nursing staff serve on nursing and organizational committees?	Yes No		
Are the staff involved in decision making in all phases of projects that affect nursing, including quality processes?	Yes No		
Is there substantive nursing staff input in daily staffing decisions, including the hiring of new nursing staff?	Yes No		
Are policies developed based on evidence and are you able to provide examples?	Yes No		

Elements of Performance	Desired State	Gap	Action Plan
Do nursing staff use new knowledge and evidence-based findings to develop and implement initiatives that improve nursing practice?	Yes No		
Do nursing staff actively participate in safety strategies and in product evaluations?	Yes No		
Are preventive measures in place to decrease injury, illness, or accidents?	Yes No		
Are employee support structures in place for reporting and addressing work environment events or concerns?	Yes No		
Are nonadversarial, nonretaliatory, and alternative dispute resolution mechanisms in place to address concerns about professional behavior of health care professionals?	Yes No		
Are there systems to assess quality of residents care as well as rights and needs for cultural sensitivity?	Yes 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?	Yes No		
Do staffing patterns accommodate the orientation activities?	Yes No		
Are needs assessment tools utilized to individualize orientation?	Yes No		

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

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

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

Elements of Performance	Desired State		Gap	Action Plan
Do nursing staff have input prior to the implementation of changes that affect care delivery or workflow?	Yes	No		
Are nursing staff engaged in improving a particular population's health in the community?	Yes	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?	Yes	No		
Is there a process in place for newly graduated nurses to transition into practice?	Yes	No		
Does the organization empower nursing staff in their role as emerging nurse leaders?	Yes	No		
Does the organization assess the wellness of its employees?	Yes	No		
Has nursing engagement impacted a particular population for health improvement?	Yes	No		