

1. LEADERSHIP

The Leadership category asks how senior leaders' personal actions guide and sustain your organization. It also asks about your organization's governance system and how your organization fulfills its legal, ethical, and societal responsibilities.

1.1 Senior Leadership: How do your senior leaders lead the organization? In your response, include answers to the following questions:

a. Vision, Values, and Mission

(1) Vision and Values: How do senior leaders set your organization's vision and values? How do senior leaders deploy the vision and values through your leadership system; to the workforce; to key suppliers and partners; and to patients, other customers, and other stakeholders, as appropriate? How do senior leaders' personal actions reflect a commitment to those values?

{Please type your responses here.}

{Please provide any citations here.}

(2) Promoting Legal and Ethical Behavior: How do senior leaders' actions demonstrate their commitment to legal and ethical behavior? How do they promote an organizational environment that requires it?

{Please type your responses here.}

{Please provide any citations here.}

(3) Creating a Successful Organization: How do senior leaders' actions build an organization that is successful now and in the future? How do they:

- **create an environment for the achievement of your mission, improvement of organizational performance, performance leadership, organizational learning, and learning for people in the workforce;**
- **create a workforce culture that delivers a consistently positive experience for patients and other customers and that fosters customer engagement;**
- **create an environment for innovation and intelligent risk taking, achievement of your strategic objectives, and organizational agility;**
- **participate in succession planning and the development of future organizational leaders; and**
- **create and promote a culture of patient safety?**

{Please type your responses here.}

{Please provide any citations here.}

b. Communication and Organizational Performance

(1) Communication: How do senior leaders communicate with and engage the entire workforce and key customers? How do they:

- **encourage frank, two-way communication, including effective use of social media, when appropriate;**
- **communicate key decisions and needs for organizational change; and**
- **reinforce high performance and a patient, other customer, and health care focus by taking a direct role in motivating the workforce, including by participating in reward and recognition programs?**

{Please type your responses here.}

{Please provide any citations here.}

(2) Focus on Action: How do senior leaders create a focus on action that will achieve the organization's mission? How do senior leaders:

- **create a focus on action that will improve the organization's performance, achieve innovation and intelligent risk taking, and attain its vision;**
- **identify needed actions; and**
- **in setting expectations for organizational performance, include a focus on creating and balancing value for patients, other customers, and other stakeholders?**

{Please type your responses here.}

{Please provide any citations here.}

1.2 Governance and Societal Responsibilities: How do you govern your organization and fulfill your societal responsibilities? In your response, include answers to the following questions:

a. Organizational Governance

(1) Governance System: How does your organization ensure responsible governance? How do you review and achieve the following key aspects of your governance system?

- **Accountability for senior leaders' actions**
- **Accountability for strategic plans**
- **Fiscal accountability**

- **Transparency in operations**
- **Selection of governance board members and disclosure policies for them, as appropriate**
- **Independence and effectiveness of internal and external audits**
- **Protection of stakeholder and stockholder interests, as appropriate**
- **Succession planning for senior leaders**

{Please type your responses here.}

{Please provide any citations here.}

(2) Performance Evaluation: How do you evaluate the performance of your senior leaders, including the chief executive, and your governance board? How do you use performance evaluations in determining executive compensation? How do your Senior Leaders and governance board use these performance evaluations to advance their development and improve both their own effectiveness as leaders and that of your board and leadership system, as appropriate?

{Please type your responses here.}

{Please provide any citations here.}

b. Legal and Ethical Behavior

(1) Legal, Regulatory, and Accreditation Compliance: How do you anticipate and address public concerns with your health care services and your operations?

How do you:

- **address any adverse societal impacts of your health care services and your operations;**
- **anticipate public concerns with your future health care services and operations; and**
- **prepare for these impacts and concerns proactively, including through conservation of natural resources and effective supply-chain management processes, as appropriate?**

What are your key compliance processes, measures, and goals for meeting and surpassing regulatory, legal, and accreditation requirements, as appropriate?

What are your key processes, measures, and goals for addressing risks associated with your health care services and operations?

{Please type your responses here.}

{Please provide any citations here.}

(2) Ethical Behavior: How do you promote and ensure ethical behavior in all interactions? What are your key processes and measures or indicators for enabling and monitoring ethical behavior in your governance structure; throughout your organization; and in interactions with your workforce, patients, other customers, partners, suppliers, and other stakeholders? How do you monitor and respond to breaches of ethical behavior?

{Please type your responses here.}

{Please provide any citations here.}

c. Societal Responsibilities

(1) Societal Well-Being: How do you consider societal well-being and benefit as part of your strategy and daily operations? How do you contribute to societal well-being through your environmental, social, and economic systems?

{Please type your responses here.}

{Please provide any citations here.}

(2) Community Support: How do you actively support and strengthen your key communities? What are your key communities? How do you identify them and determine areas for organizational involvement, including areas that leverage your core competencies? How do your senior leaders, in concert with your workforce, contribute to improving these communities and building community health?

{Please type your responses here.}

{Please provide any citations here.}

As future healthcare leaders, students will:

- (1) answer questions to assess the leadership strengths of their current healthcare organization.
- (2) consider how senior leaders lead the organization (1.1) by evaluating the organization's:
 - a. mission, vision, and values
 - i. vision and values
 - ii. promoting legal and ethical behavior
 - iii. creating a successful organization
 - b. communication and organizational performance
 - i. communication
 - ii. focus on action
- (3) consider how the organization is governed and how it fulfills its societal responsibilities (1.2) by evaluating the organization's:
 - a. organizational governance
 - i. governance system
 - ii. performance evaluation
 - b. legal and ethical behavior
 - i. legal, regulatory, and accreditation compliance
 - ii. ethical behavior
 - c. societal responsibilities
 - i. societal well-being
 - ii. community support