2020 Pathway to Excellence in Long Term Care®
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 in Long-Term Care® 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?	☐Yes ☐No		
Does the organization utilize evidence-based practice to implement change in nursing practice?	☐Yes ☐No		
Does the organization foster and support a culture of interprofessional decision-making?	☐Yes ☐No		
Do nursing staff use the shared governance structure to promote community health and is it based on an organizational community needs assessment?	☐Yes ☐No		
Is input from nursing staff used in the hiring process for new staff?	☐Yes ☐No		
Is there an interprofessional process in place to address ethical concerns within the organization?	☐Yes ☐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?	☐Yes ☐No		
Is the DNO accessible to nursing staff?	☐Yes ☐No		
Are the nurse managers accessible to nursing staff?	☐Yes ☐No		
Is feedback from peers or direct report staff incorporated into the performance evaluation of nurses in leadership roles?	☐Yes ☐No		
Are there methods in place to be utilized by organizational leaders to support direct care nurses during times of planned and unplanned change?	☐Yes ☐No		
Do nurse managers engage direct care nurses in cost management?	☐Yes ☐No		
Does the organization have role-specific orientation for nurse managers?	☐Yes ☐No		
Does the organization provide leadership development activities to enhance leadership competency?	☐Yes ☐No		
Does the organization have retention strategies in place for senior nurse leadership?	☐Yes ☐No		
Does the organization have retention strategies in place for nurse managers?	☐Yes ☐No		
Does the organization have strategies to maintain a positive practice environment in the event of planned or unplanned executive leadership transition?	☐Yes ☐No		

Elements of Performance	Current State	Gaps	Action Plan
Pathway Standard 3: Safety			
Does the organization support the nursing staff to communicate concerns about the long-term nurse staffing plan?	☐Yes ☐No		
Do nursing staff have input in daily staffing decisions?	☐Yes ☐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?	☐Yes ☐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?	☐Yes ☐No		
Does the organization promote a workplace culture free of incivility, bullying, and other violence within the healthcare team?	☐Yes ☐No		
Does the organization safeguard nurses from abuse by patients and/or families?	☐Yes ☐No		
Is an interprofessional decision-making process in place when transitioning patients from one level of care to another across the health care continuum?	☐Yes ☐No		
Pathway Standard 4: Quality			
Do nursing staff implement evidence-based practice in patient care areas?	☐Yes ☐No		
Is there a process in place to communicate updates regarding changes in quality initiatives and performance in quality measures?	☐Yes ☐No		
Does the organization's quality improvement process reflect interprofessional collaboration?	☐Yes ☐No		
Do direct care nurses lead quality initiatives to improve externally-benchmarked outcomes?	☐Yes ☐No		

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

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