

## 2024 Pathway to Excellence® Self-Assessment of Organizational Culture

The first step in embarking on a nursing excellence journey and creating a positive practice environment 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 assess what is currently in place against the evidence-based elements of the ANCC Pathway to Excellence Framework for Creating Positive Practice Environments. 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	Current State	Gaps	Action Plan
Pathway Standard 1: Shared Decision-Making			
Does the organization foster and support a culture of interprofessional decision-making?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization periodically assess the effectiveness of the current shared decision-making structure?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization utilize evidence-based practice to implement changes in nursing practice?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

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Do nurses use the shared decision-making structure to select initiatives team members will participate in to promote community health?	<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		
Do direct care nurses collaborate with interprofessional colleagues to select and plan the implementation of new or upgrade to existing technologies?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is input from direct care nurses included in the process when hiring new staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do direct care nurses use the shared decision-making structure to plan and evaluate well-being initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Pathway Standard 2: Leadership</b>			
Does the organization have strategies to sustain a positive practice environment regardless of leadership or organizational changes?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization ask the nursing leadership team their input on which retention strategies would influence their intent to stay?	<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		

Elements of Performance	Current State	Gaps	Action Plan
Do new nurse managers identify their self-assessed needs on a needs assessment tool to facilitate the individualization of their own orientation?	<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		
Is feedback from peers or direct report staff incorporated into the performance evaluation of nurse managers?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do nurse managers engage direct care nurses in collaborative cost management discussions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do nurse managers accommodate and actively support direct care nurses to participate in shared decision-making structure committees?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are there strategies in place to be utilized by organizational leaders to support direct care nurses' continued involvement in the shared decision-making structure during times of planned and unplanned change?	<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		

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Pathway Standard 3: Safety			
Does the organization have a process(es) in place to involve direct care nurses in reporting, analysis, and identifying trends of patient-related safety events?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have a process(es) in place to involve direct care nurses in reporting and improvement strategies to prevent nurse-related safety events from re-occurring?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization promote psychological and physical safety through a culture that is free from workplace violence among the healthcare team?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization safeguard nurses from abuse by patients and/or visitors?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization establish long-term staffing plans that reflect effective team composition? Does the organization support direct care nurses to communicate concerns about the long-term staffing plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the nursing leadership team address long-term staffing concerns expressed by the direct care nurses and communicate associated strategies back to the direct care nurses?	<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		

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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 the organization ensure that direct care nurses consistently plan and take meal and rest breaks during work?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Are direct care nurses supported to provide safe patient care when they are assigned to an area other than their primary area?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do staff feel 1) safe to report discriminatory behaviors, 2) know that reported concerns will be addressed, and 3) follow-up will be provided to the person reporting the concerns?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Pathway Standard 4: Quality</b>			
Does the organization engage direct care nurses to understand how their role and actions contribute to the mission, vision, values or goals of the organization?	<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		
Are direct care nurses and nurse managers in the organization educated about the concept and application of evidence-based practice?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

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Do direct care nurses implement evidence-based practice in patient care areas?	<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		
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		
Do direct care nurses lead quality initiatives to improve externally benchmarked outcomes?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have a process to identify and address health disparities identified in the local community?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization promote a culture of diversity, equity, inclusion, and belonging (DEIB)? Does the organization assess the effectiveness of associated strategies to promote DEIB?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization encourage sharing of new ideas and support innovation in the workplace?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Pathway Standard 5: Well-Being</b>			
Does the organization raise awareness of 1) mental health issues prevalent among nurses, 2) mental health services to address those issues, and 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		

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evidence-based strategies to enhance mental well-being during work hours?			
Does the organization utilize results of employee physical health and mental wellness assessments in the development of health initiatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does senior leadership integrate employee resilience and well-being into the organization's 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		
Do nurse managers provide nurses opportunities to create work schedules that support nurse well-being?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization support and recognize nurses' involvement in 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		
Do nurses feel safe to self-report medical errors in the workplace?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization offer real-time opportunities to support the well-being of staff who experience adverse work-related situations?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

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Does the organization have support strategies to address the well-being needs of senior nursing leaders and nurse managers?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization have a strategy(ies) to address compassion fatigue experienced by the healthcare team?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Pathway Standard 6: Professional Development</b>			
Do orienting nurses assess their competencies on a needs assessment tool to facilitate the individualization of their orientation?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Is there a process in place for newly graduated nurses and newly hired experienced nurses to transition into practice?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Do direct care nurses have input into the selection of educational offerings?	<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		
Does the organization support direct care nurses to pursue specialty certification?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Does the organization foster a mentoring environment?	<input type="checkbox"/> Yes <input type="checkbox"/> No		



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Does the organization provide sessions to educate employees about respectful communication?	<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		
Are nurses encouraged to share best practices with entities outside their organization?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>General Pathway Questions</b>			
Are staff members aware of the WHY, and actively engaged in the Pathway to Excellence journey?			
Does the CNO have a Bachelor's degree in Nursing or higher?			