

# Leader Assessment

## Case Study

*Source: Indiana hospital system,  
Admissions = 54,311, ED visits = 125,782,  
employees >8,189*

# Leader Assessment

*What is your role?*

|                     | #<br>Responded           | %<br>(Response Rate) |
|---------------------|--------------------------|----------------------|
| Senior Leader       | 48                       | 100%                 |
| Physician           | 30                       | 18 %                 |
| Department Director | 153                      | 79%                  |
| Manager             | 307                      | 57%                  |
| Other               | 19                       | n/a                  |
| <b>Total</b>        | <b>557</b> (917 = total) | <b>61%</b>           |

# Leader Assessment

*Please list the top 3 things your organization does well and should continue to do.*

| Senior Leader                                   | Physician               | Department Director                       | Manager                                   | Other                                     |
|---|-------------------------|---|---|---|
| Quality of Care                                 | Quality of Care         | Quality of Care                           | Quality of Care                           | Quality of Care                           |
| Financial Performance (net revenue, EBITA, etc) | Leadership              | Patient Satisfaction / Perception of Care | Patient Satisfaction / Perception of Care | Patient Safety                            |
| Patient Satisfaction / Perception of Care       | Education opportunities | Financial/Fiscal Responsibility           | Patient Safety                            | Patient Satisfaction / Perception of Care |

# Leader Assessment

*Please list the top three opportunities for improvement at your organization.*

| Senior Leader                        | Physician  | Department Director                  | Manager                              | Other                                |
|--------------------------------------|--|--------------------------------------|--------------------------------------|--------------------------------------|
| Accountability                       | Communication  | Dealing with Low Performance         | Communication (transparent and open) | Dealing with Low Performance         |
| Communication (transparent and open) | Process Improvements (i.e. billing, scheduling, etc) | Accountability                       | Dealing with Low Performance         | Communication (transparent and open) |
| Dealing with Low Performance         | Customer and Patient Satisfaction                    | Communication (transparent and open) | System / Silo Thinking               | Accountability                       |

# Leader Assessment

*What are the top 3 barriers/challenges you face that keep you from achieving your results in your area of responsibility at our organization?*

| Senior Leader                       | Physician                           | Department Director                 | Manager                             | Other                               |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Time and Priorities                 | Time and Priorities                 | Time and Priorities                 | Time and Priorities                 | Time and Priorities                 |
| Resources (financial, staff, space) | Resources (financial, staff, space) | Resources (financial, staff, space) | Resources (financial, staff, space) | Resources (financial, staff, space) |
| Economy and financial issues        | Economy and financial issues        | System and Silos                    | Communication                       | Communication                       |

# Leader Assessment

*Over the past 5 years, the external healthcare market in your area has been:*

|                     |             | Very Easy<br>1 | Easy<br>2 | Normal<br>3 | Difficult<br>4 | Very Difficult<br>5 |
|---------------------|-------------|----------------|-----------|-------------|----------------|---------------------|
| Senior Leader       | <b>68.2</b> | <b>0</b>       | <b>1</b>  | <b>15</b>   | <b>28</b>      | <b>4</b>            |
| Physician           | <b>67.5</b> | <b>0</b>       | <b>0</b>  | <b>14</b>   | <b>11</b>      | <b>5</b>            |
| Department Director | <b>63.1</b> | <b>1</b>       | <b>8</b>  | <b>62</b>   | <b>74</b>      | <b>8</b>            |
| Manager             | <b>60.3</b> | <b>1</b>       | <b>13</b> | <b>156</b>  | <b>133</b>     | <b>4</b>            |
| Other               | <b>61.8</b> | <b>0</b>       | <b>1</b>  | <b>10</b>   | <b>6</b>       | <b>2</b>            |
| <b>Total</b>        | <b>62.2</b> | <b>2</b>       | <b>23</b> | <b>257</b>  | <b>252</b>     | <b>23</b>           |

\* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

# Leader Assessment

*Over the next 5 years, the external healthcare market in your area will be:*

|                     |             | Very Easy<br>1 | Easy<br>2 | Normal<br>3 | Difficult<br>4 | Very Difficult<br>5 |
|---------------------|-------------|----------------|-----------|-------------|----------------|---------------------|
| Senior Leader       | <b>85.4</b> | <b>0</b>       | <b>0</b>  | <b>0</b>    | <b>28</b>      | <b>20</b>           |
| Physician           | <b>80.0</b> | <b>0</b>       | <b>0</b>  | <b>3</b>    | <b>18</b>      | <b>9</b>            |
| Department Director | <b>80.2</b> | <b>1</b>       | <b>3</b>  | <b>12</b>   | <b>84</b>      | <b>53</b>           |
| Manager             | <b>73.4</b> | <b>2</b>       | <b>5</b>  | <b>63</b>   | <b>178</b>     | <b>59</b>           |
| Other               | <b>76.3</b> | <b>0</b>       | <b>1</b>  | <b>4</b>    | <b>7</b>       | <b>7</b>            |
| <b>Total</b>        | <b>76.8</b> | <b>3</b>       | <b>9</b>  | <b>82</b>   | <b>315</b>     | <b>148</b>          |

\* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

# Leader Assessment

*If your organization continues to perform exactly as it does today (with the same processes, cost structure, efficiencies, patient care volume, productivity and techniques) your results over the next five years will be:*

|                     |             | Much Worse<br>1 | Worse<br>2 | Same<br>3  | Better<br>4 | Much Better<br>5 |
|---------------------|-------------|-----------------|------------|------------|-------------|------------------|
| Senior Leader       | <b>38.5</b> | <b>5</b>        | <b>21</b>  | <b>13</b>  | <b>9</b>    | <b>0</b>         |
| Physician           | <b>44.2</b> | <b>1</b>        | <b>10</b>  | <b>14</b>  | <b>5</b>    | <b>0</b>         |
| Department Director | <b>43.0</b> | <b>7</b>        | <b>59</b>  | <b>57</b>  | <b>30</b>   | <b>0</b>         |
| Manager             | <b>46.1</b> | <b>7</b>        | <b>107</b> | <b>125</b> | <b>63</b>   | <b>5</b>         |
| Other               | <b>44.7</b> | <b>0</b>        | <b>9</b>   | <b>6</b>   | <b>3</b>    | <b>1</b>         |
| <b>Total</b>        | <b>44.4</b> | <b>20</b>       | <b>206</b> | <b>215</b> | <b>110</b>  | <b>6</b>         |

\* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

# Leader Assessment

*How well does your current leader evaluation system hold people accountable?*

|                     |             | Very Poor<br>1 | Poor<br>2  | Fair<br>3  | Good<br>4  | Excellent<br>5 |
|---------------------|-------------|----------------|------------|------------|------------|----------------|
| Senior Leader       | <b>43.8</b> | <b>3</b>       | <b>17</b>  | <b>18</b>  | <b>9</b>   | <b>1</b>       |
| Physician           | <b>50.0</b> | <b>1</b>       | <b>4</b>   | <b>20</b>  | <b>4</b>   | <b>1</b>       |
| Department Director | <b>50.0</b> | <b>6</b>       | <b>39</b>  | <b>61</b>  | <b>43</b>  | <b>4</b>       |
| Manager             | <b>50.6</b> | <b>16</b>      | <b>60</b>  | <b>142</b> | <b>79</b>  | <b>10</b>      |
| Other               | <b>50.0</b> | <b>1</b>       | <b>4</b>   | <b>9</b>   | <b>4</b>   | <b>1</b>       |
| <b>Total</b>        | <b>49.8</b> | <b>27</b>      | <b>124</b> | <b>250</b> | <b>139</b> | <b>17</b>      |

\* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

# Leader Assessment

*How well does your current leadership training prepare you for your leadership role?*

|                     |             | Very Poor<br>1 | Poor<br>2 | Fair<br>3  | Good<br>4  | Excellent<br>5 |
|---------------------|-------------|----------------|-----------|------------|------------|----------------|
| Senior Leader       | <b>55.7</b> | 1              | 6         | 24         | 15         | 2              |
| Physician           | <b>52.5</b> | 0              | 4         | 19         | 7          | 0              |
| Department Director | <b>56.2</b> | 6              | 23        | 59         | 57         | 8              |
| Manager             | <b>55.2</b> | 13             | 42        | 134        | 104        | 14             |
| Other               | <b>59.2</b> | 0              | 2         | 10         | 5          | 2              |
| <b>Total</b>        | <b>55.5</b> | <b>20</b>      | <b>77</b> | <b>246</b> | <b>188</b> | <b>26</b>      |

\* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

# Leader Assessment

*How many employees do you directly supervise (complete their annual evaluation)?*

|                               | #     |
|-------------------------------|-------|
| Senior Leader                 | 9.79  |
| Physician                     | 19.16 |
| Department Director           | 25.9  |
| Manager                       | 28.44 |
| Other                         | 6.63  |
| Total (includes all raw data) | 20.91 |

# Leader Assessment

*How many of those employees that you supervise are not meeting performance expectations?*

|                     | #    |
|---------------------|------|
| Senior Leader       | 0.46 |
| Physician           | 1.23 |
| Department Director | 2.5  |
| Manager             | 3.5  |
| Other               | 0.47 |
| Total               | 1.85 |

$$(557 \times 1.85 = 1030.45)$$

# Leader Assessment

*How many employees do you have currently working for you who are in formal corrective/disciplinary action?*

|                     | #    |
|---------------------|------|
| Senior Leader       | 0.13 |
| Physician           | 0.13 |
| Department Director | 1.1  |
| Manager             | 1.42 |
| Other               | 0.05 |
| Total               | 0.66 |

$$(557 \times .66 = 367.62)$$

# Leader Assessment

***From a patient/family perspective and point of view, how would a patient/family rate your organization? (1=Worst to 10=Best in Class)***

|                     |             | Worst |   |   |   |    |    |     |     |    | Best in Class |  |
|---------------------|-------------|-------|---|---|---|----|----|-----|-----|----|---------------|--|
|                     |             | 1     | 2 | 3 | 4 | 5  | 6  | 7   | 8   | 9  | 10            |  |
| Senior Leader       | <b>7.33</b> | 0     | 0 | 0 | 0 | 6  | 2  | 17  | 17  | 5  | 1             |  |
| Physician           | <b>7.00</b> | 0     | 0 | 1 | 0 | 4  | 4  | 8   | 10  | 3  | 0             |  |
| Department Director | <b>7.35</b> | 0     | 0 | 0 | 2 | 15 | 20 | 36  | 55  | 21 | 4             |  |
| Manager             | <b>7.34</b> | 0     | 1 | 5 | 5 | 26 | 28 | 84  | 102 | 45 | 11            |  |
| Other               | <b>7.21</b> | 0     | 0 | 0 | 0 | 1  | 2  | 11  | 3   | 1  | 1             |  |
| <b>Total</b>        | <b>7.32</b> | 0     | 1 | 6 | 7 | 52 | 56 | 156 | 187 | 75 | 17            |  |

# Leader Assessment

***Rate the skill set at your organization in implementing and standardizing best practices throughout the organization.  
(1=Worst to 10=Best in Class)***

|                     |             | Worst |   |    |    |    |    |     |     |    | Best in Class |
|---------------------|-------------|-------|---|----|----|----|----|-----|-----|----|---------------|
|                     |             | 1     | 2 | 3  | 4  | 5  | 6  | 7   | 8   | 9  | 10            |
| Senior Leader       | <b>5.52</b> | 0     | 2 | 5  | 4  | 12 | 11 | 9   | 4   | 1  | 0             |
| Physician           | <b>6.2</b>  | 0     | 1 | 0  | 4  | 6  | 6  | 4   | 7   | 2  | 0             |
| Department Director | <b>6.12</b> | 1     | 2 | 8  | 19 | 24 | 26 | 39  | 28  | 2  | 4             |
| Manager             | <b>6.55</b> | 0     | 3 | 10 | 22 | 53 | 46 | 73  | 69  | 27 | 4             |
| Other               | <b>6.11</b> | 0     | 0 | 2  | 2  | 3  | 2  | 6   | 3   | 1  | 0             |
| <b>Total</b>        | <b>6.31</b> | 1     | 8 | 25 | 51 | 98 | 91 | 131 | 111 | 33 | 8             |

# Leader Assessment

***Rate your perception of the ease of practicing medicine for physicians at your organization. (1=Worst to 10=Best in Class)***

|           |            | Worst    |          |          |          |          |          |          |          |          | Best in Class |  |
|-----------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------------|--|
|           |            | 1        | 2        | 3        | 4        | 5        | 6        | 7        | 8        | 9        | 10            |  |
| Physician | <b>5.9</b> | <b>0</b> | <b>0</b> | <b>2</b> | <b>6</b> | <b>5</b> | <b>5</b> | <b>7</b> | <b>3</b> | <b>1</b> | <b>1</b>      |  |

# Leader Assessment

***Rate your perception of the consistency in leadership throughout the organization.***

***(1=Worst to 10=Best in Class)***

|                     |             | Worst |    |    |    |     |    |     |    |    | Best in Class |
|---------------------|-------------|-------|----|----|----|-----|----|-----|----|----|---------------|
|                     |             | 1     | 2  | 3  | 4  | 5   | 6  | 7   | 8  | 9  | 10            |
| Senior Leader       | <b>5.95</b> | 0     | 1  | 1  | 4  | 11  | 7  | 10  | 7  | 0  | 0             |
| Department Director | <b>6.05</b> | 1     | 2  | 7  | 15 | 37  | 21 | 36  | 16 | 11 | 2             |
| Manager             | <b>6.07</b> | 2     | 8  | 13 | 24 | 63  | 57 | 67  | 51 | 12 | 2             |
| Other               | <b>6.24</b> | 0     | 0  | 0  | 2  | 5   | 3  | 3   | 3  | 0  | 1             |
| <b>Total</b>        | <b>6.08</b> | 3     | 11 | 21 | 45 | 106 | 88 | 116 | 77 | 23 | 5             |