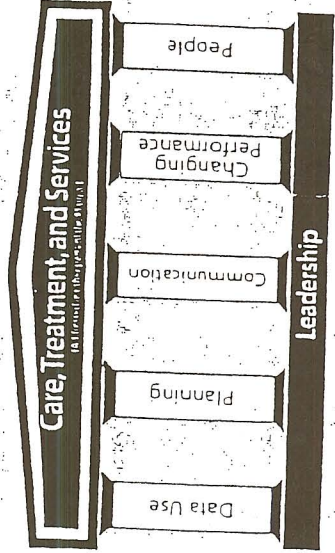


<p><b>Data Use</b></p> <ul style="list-style-type: none"> <li>• Measurement and analysis of data on important processes</li> <li>• Attention to data integrity, confidentiality, security</li> <li>• Timely distribution</li> <li>• Data-driven decision making</li> </ul>	<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Development of long and short term goals</li> <li>• Involvement of key individuals</li> <li>• Appropriate resources available to meet patient/resident/client needs</li> </ul>	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Multiple communication channels; two-way communication</li> <li>• Effective communications among workers, e.g., handoffs</li> <li>• Ability of staff to report errors in a blame-free environment</li> <li>• Relationships among leaders</li> </ul>
<p><b>Changing Performance</b></p> <ul style="list-style-type: none"> <li>• Identify performance gaps</li> <li>• Design, test, and implement interventions</li> <li>• Monitor sustained improvement</li> <li>• Wide-spread involvement of management, staff, clinicians, community</li> </ul>	<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Sufficient numbers</li> <li>• Evaluation of effectiveness</li> <li>• Team orientation</li> <li>• Ability to manage unexpected shortages and other situations</li> </ul>	



The surveyors handed this out at the beginning of the leadership session. It provides guidance on what they were looking for in discussing the pillars. However, they focus on the specific issues identified during the survey and may not get through all of the pillars. - from: 2008/08-tjc-Elgin Mental Health Center (EMHC) \_\_2Ad7Fr