

Leadership Team Assessment Scoring Method

Scoring the results of the ACO Leadership Team Assessment is an important step in the leadership team's effort to understand what appears to be going well and what they might improve. In our work with several ACO Leadership Cohort member organizations, we suggested a pass ("P") or fail ("F") grading scale for each of the 13 questions in the leadership guide. Each question is scored as a pass ("P") based on whether 95% of the respondents indicate the organization's leaders behave in a manner consistent with the research findings. The 95% cut-off is set intentionally high to challenge leaders to be "the best they can be." The purpose is to spur interest, not cast a final "Pass" or "Fail" judgement.

This scoring method in combination with a descriptive analysis of the answer options (% of "strongly agree" responses and so on) offer an approach that can help leaders narrow their focus on where and how to begin their pathway to success.

DOMAIN/QUESTION	QUESTIONS	P/F
DOMAIN 1	The messaging accompanying our strategic plan communicates a compelling reason why the future as an ACO is attractive to all stakeholders.	
	The sequence of improvement objectives in the strategic plan is guided by the workforce's perceived ability to successfully perform the competencies required for success.	
DOMAIN 2	Our senior leadership team training plan is aligned with the strategic plan and includes training senior leaders how to lead people through change.	
	The behaviors of our senior leadership team are consistent with the cultural values and norms we believe are essential for ACO success.	
DOMAIN 3	Our senior leadership team works with the workforce to ensure all staff understand the expected impact of proposed changes in the ACO strategic plan.	
	Our senior leadership team works with the workforce to ensure all staff understand how their performance goals relate to other team's performance goals and organizational goals overall.	
	Our senior leadership team works with the workforce to clarify how all staff can adapt and improve current knowledge and processes based on new performance expectations.	
DOMAIN 4	Our senior leadership team provides the guidance and "safety" (space for failure) care teams need to identify and test improvement ideas.	
	Our senior leadership team identifies and works with "opinion leaders" to shape workforce engagement and improvement strategies.	
	Our senior leadership team works with the workforce to continuously improve communication patterns (timeliness, transparency, accuracy, problem-solving) within and across care teams and between executives and the workforce.	
DOMAIN 5	Our senior leadership team works effectively with the workforce to break down strategic plans into manageable parts and refine the implementation plan change objectives based on local team dynamics.	
	The behaviors of our senior leadership team promote and support local accountability for results.	
	Our senior leadership team collaborates with the workforce to regularly share key lessons learned across teams and promote key behaviors that exemplify value-focused care principles.	