

Table 1: Systems of Leadership Domain

| Components | 1 - Not Started | 2 - Beginning | 3 - Intermediate | 4 - Mature | 5 - Idealized State | DK |
|---|--|---|---|--|---|------------|
| Common Purpose* | The Network has no written statement of their purpose (e.g., Mission, Vision, value, Charter). | Some types of purpose statements exist, but not used in Network activities. | Mission and tenets/values are defined and visible (documents and website). | Mission and tenets/values are defined and visible; understood by participants and used in strategic planning. | The mission/vision statement is used to align and guide the Network, is fully integrated into the Network activities and structure. | Don't know |
| Understanding of the Organization as a System* | The processes of the network are not documented. | Major processes, services and products of the network have been documented. | Relationships between network processes are documented and studied. | Systems diagrams exist to describe the network. System thinking is common in network activities. | Systems diagrams of the network are used in Network management systems. | Don't know |
| Family of Measures | No regular measurement reports. Some data are shared periodically. | Network measures are reported. Some have operational definitions and are documented in standard format. | A clearly defined family of measures is assembled and reported at least quarterly. | A balanced set of measures including key network outcomes, are reported (at least quarterly) and graphically reviewed. | The family of measures, reported as a time series is integrated into Network management systems. | Don't know |
| Information from Stakeholders* | No system in place - information is gathered on an ad hoc, reactive basis. | The network system is based on information collected passively. | The system is well-documented and includes active sources (feedback forms, surveys, focus groups). | Information is documented, analyzed and communicated to network leadership including from patients and families. | Information from stakeholders is organized in a knowledge management system. | Don't know |
| Strategic Planning for Improvement of the Network* | No strategic planning is undertaken (e.g., the Network continues to evolve organically). | Network planning for improvement is done on an informal basis. | A formal, documented process exists for planning. Goals are set annually and reviewed regularly by the leadership team. | An integrated planning process identifies objectives, defines improvement activities, and assigns resources. | Strategic and business planning works as an integrated system and is improved each year. | Don't know |
| Managing Improvement Efforts* | Improvement projects in the network are done on an ad hoc basis. | Improvements are recognized on an as-needed basis and resources are assigned. | Leaders provide formal guidance (e.g. charters) for individuals and teams on improvement activities. | Improvements are guided by the network planning processes. The impact of improvement on the network system is studied. | The improvement system is integrated in the work of the Network and regularly improved. | Don't know |

| | | | | | | |
|-------------------------------|---|--|--|--|---|------------|
| Development of Leaders | Network leaders are self-selected or volunteered. | A leadership development process is being tested. Opportunities exist for future leaders to participate in formal improvement initiatives. | A formal development process, including mentoring and rotation of assignments provides developmental opportunities for future leaders. | Leadership development opportunities are identified as part of strategic planning. A formal succession plan exists for all network leadership positions. | The leadership development processes and succession planning are reviewed as part of annual strategic planning. | Don't know |
| Leadership System | The leaders of the network work relatively independently. | Leadership activities (decision making, planning, resource allocation, and communicating) are done on an ad hoc basis. | Some processes for leadership are documented in the network. | The activities of the leaders of the network are documented, standardized and integrated. | The leadership activities are improved on an annual basis as part of strategic planning. | Don't know |

*Components from or based on “QBS: Progress on Integrating Improvement into the Business” in: Quality as a Business Strategy. Associates in Process Improvement-Austin. September, 1998. Austin, Texas.