Sample Strength Comments

Below is a sample strength comment for each of the process and results categories.

1.1

XXX's senior leadership team has an approach for demonstrating its commitment to legal and ethical behavior. Senior leaders are required to sign employment agreements which include legal and ethical obligations. They also participate in and conduct trainings on ethics, HIPAA, and other legal and regulatory requirements. In addition, senior leaders' individual performance reviews include an evaluation of their legal and ethical behavior. By demonstrating a commitment to legal and ethical behavior, XXX's senior leaders reinforce the organization's core value of uncompromising integrity.	a(2)

1.2

XXX employs multiple methods for anticipating and addressing legal and regulatory concerns. The organization signs a Business Associate Agreement (BAA) with each of its customers that stipulates how protected health information (PHI) will be handled to ensure compliance with all HIPAA and HITECH regulation. Detailed security policies are in place to ensure employees' compliance with regulations. All security-related incidents are tracked and reported to the Board of Directors Audit Committee. The IT team consistently evaluates the security and effectiveness of its systems and makes upgrades as required. XXX's processes for anticipating and addressing legal and regulatory concerns assist the organization in meeting the key requirements of its customers and stakeholders.	b(1)

2.1

XXX has a systematic, seven-step strategic planning process that includes one- and three-year planning horizons. In Figure 2.1, XXX illustrates its SPP which begins each June with an organizational assessment. From October through December, XXX develops short- and long-term action plans, develops the annual operating budget, reviews strategic objectives, and conducts a company-wide SWOT analysis. The strategic plan is communicated to all employees and deployed in January. Plan results are monitored and evaluated quarterly. Implementing a systematic strategic planning process assists the organization in aligning its objectives, goals, and action plans in order to achieve its mission.	a(1)

2.2

XXX has a systematic approach for ensuring the availability of financial and other resources. The annual budget process, which is part of the strategic planning process, forecasts the organization's annual revenue growth projected by quarter. Additional staff and resource needs are estimated based on projected revenue growth by client. If the budget plan needs to be modified or adjusted based on unplanned needs, the senior leadership team reviews the requests and approves the additional resources, as required. A systematic approach to ensuring the availability of financial and other resources may assist XXX in pursing strategic opportunities.	a(3)

Sample Strength Comments

3.1

XXX utilizes multiple approaches for listening and gathering actionable information from current customers and stakeholders. These approaches, shown in Figure 3.1-1, include two formal processes, surveys, and focus groups, as well as multiple informal processes. The survey process follows the Plan-Do-Check-Act (PDCA) model and feedback from students and other stakeholders are included in the strategic planning process. Having a systematic process for listening to students and stakeholders to obtain actionable information may help XXX meet the student requirements of relevant teaching that engages and fosters learning and a guaranteed and viable curriculum.	a(1)

3.2

XXX has a process for determining its clients' key support requirements and deploying the requirements to individuals and groups involved in customer support. Client requirements are determined as part of the sales process and are outlined in each client's contract and Business Associate Agreement (BAA). XXX has also implemented a new onboarding process during which additional client requirements may be identified. The Operations and Account Management teams assigned to each client are made aware of client requirements via the Master Client Guides (MCGs). XXX's approach to determining and deploying its customers' key support requirements demonstrates the organization's commitment to its core value of ecstatic clients.	a(2)

4.1

XXX has an approach for ensuring its performance measurement system can respond to rapid or unexpected organizational or external changes. Senior leaders review the organization's performance measures and tools to identify any changes or additions to the data and information that is being tracked. XXX's data and information is collected and monitored in its IT systems which allows for reports and tracking tools to be updated as needed. Ensuring that its performance management system can respond to rapid or unexpected changes supports XXX in adapting to competitive changes.	a(4)

4.2

XXX has a systematic approach for collecting and transferring workforce knowledge. The organization standardizes its processes through the development of policies, SOPs, and manuals, which are created and maintained by department managers and process owners. New and updated policies and procedures are distributed to employees via email, discussed during daily huddles and staff meetings, and are posted on SharePoint to ensure accessibility. A systematic process for collecting and transferring organizational knowledge supports XXX in achieving its corporate goal of an engaged workforce.	b(1)

Sample Strength Comments

5.1

XXX has a systematic approach for assessing its workforce capability and capacity needs. Each department's hiring needs are projected during the annual budget process based on acquisition of new client contracts. Each quarter, the senior leadership team evaluates workforce capacity needs against projected sales to determine if additional positions should be filled. Human resources works with other departments to determine the skills and abilities required for available positions. XXX's approach for assessing its workforce capability and capacity assists the organization in meeting its strategic objective of building a great team and culture.	a(1)

5.2

XXX assesses workforce engagement through the independent associate survey. The associate survey is conducted annually with at least a 90% response rate and results are segmented in a variety of ways (including location and functional department). Fifteen factors are addressed that relate to internal organizational effectiveness, quality of work, and fairness and rewards. Surveys also include qualitative feedback, and results are shared throughout XXX. Focus groups are established for key areas of importance. This approach supports leaders' understanding of the work environment and associate satisfaction, which has an effect on XXX's ability to carry out its mission.	b(1)

6.1

XXX has a systematic approach for determining healthcare and support services and work process requirements, which are identified in Figure 6.1-2. Results from listening methods described in Figure 3.1-1, along with external information gained from conferences, publications, industry scans, and emails containing information about changing regulations are analyzed to understand expectations, requirements, and desired outcomes. Identification and implementation of key services and work processes supports XXX's efforts to achieve its strategic objectives.	a(1)

6.2

XXX has a systematic, well-deployed, integrated approach for ensuring security and cybersecurity of sensitive or privileged data or information. User access is role-based and granted based on current job functions with restricted software installation privileges. Security and cybersecurity of sensitive or privileged data or information is deployed and integrated through the network and System Center Configuration Manager (SCCM) to all departments and appropriate workforce groups, students, and stakeholders. Restricting access and other security measures may help XXX to limit or contain the impact of potential security and cybersecurity events.	b(2)

Sample Strength Comments

7.1

XXX measures for safety and emergency preparedness demonstrate favorable levels and trends. XXX performance is at or near 100% for all safety and emergency preparedness measures (Figure 7.1-51: Fire and Emergency Drill Completion Rates, Figure 7.1-52: Emergency and Safety Measures, and 7.1-53: Emergency and Safety Required Trainings). Favorable levels and trends for safety and emergency preparedness may help XXX meet its goal of furnishing safe, appropriate, and well-maintained facilities that support teaching and learning.	b(2)

7.2

XXX shows favorable results for client retention. As shown in Figure 7.15, the organization has maintained an average of 98% retention since the first quarter of 2014, which exceeds the 95% retention rate goal set in its strategic objectives. Maintaining favorable levels of client retention may enhance XXX's competitive position.	a(1)

7.3

XXX has favorable levels, trends, and comparisons for workforce capability, a key component of its Leadership System. The organization's workforce capability results demonstrate consistent improvement and exceed Magnet comparison for the percentage of clinical nurses with a BSN or higher degree (Figure 7.3-1) and the percentage of decision makers with nationally recognized certification (Figure 7.3-2). Favorable results for workforce capability demonstrate a commitment to aligning workforce resources and supporting workforce retention.	a(1)

7.4

Legal, regulatory, and accreditation results demonstrate favorable levels and trends. The organization has 100% legal compliance for the past six years (Figure 7.4-14) and has experienced zero legal fines and sanctions for four years (Figure 7.4-15). These favorable results support XXX's value of integrity and its commitment to quality and accountability.	a(3)

7.5

Results for Return on Equity (ROE) illustrate the applicant's ability to sustain its earnings performance relative to the industry. Overall ROE (Figure 7.5-1) exceeded the top-quartile comparisons during the period shown and is approaching the best comparison megabank, and ROE by Customer Group (Figure 7.5-2) is meeting or exceeding best-comparison benchmarks.	a(1)

Sample OFI Comments

Below is a sample OFI comment for each of the process and results categories.

1.1

XXX senior leaders lack a systematic approach for creating a focus on action that will achieve the organization's mission. XXX program operate independent of each other, lacking consistency in deployment of strategy, pursuit of innovation, and utilization of the workforce across programs. Deploying a systematic approach for creating a focus on action may assist XXX in implementing its strategic initiatives.	c(2)

1.2

XXX lacks systematic cycles of learning for multiple processes related to the organization's governance and societal responsibilities. Although XXX has developed and deployed approaches for ensuring accountability and addressing legal and ethical requirements, it does not systematically evaluate these processes in order to identify opportunities for improvement. Engaging in cycles of learning and improvement for its governance and societal responsibility processes may assist XXX in meeting its strategic objectives of improving quality and operational efficiencies.	a, b, c

2.1

XXX lacks a systematic approach for analyzing relevant data and preparing information for its strategic planning process. XXX employs multiple methods for collecting data; however, there is not a systematic process for analyzing the data to use in strategy development. A systematic approach for analyzing data and preparing information for the strategic planning process may assist XXX in responding to competitive changes.	a(3)

2.2

There is limited evidence that XXX has a systematic approach for deploying action plans to its workforce. Failure to achieve alignment and consistency in the implementation of action plans may result in significant resources being spent on activities that do not contribute to the Pillar goals and negatively impact organizational sustainability.	a(1)

3.1

XXX does not have a systematic process for tracking satisfaction relative to competitors. Without this information, it may be difficult for XXX to understand whether its declining year-over-year sales are due to general economic conditions, competitive issues, or other factors.	a(1)

3.2

Although XXX has implemented a systematic onboarding process to identify and meet customer requirements, the organization lacks a systematic approach for exceeding expectations and retaining customers. Development of a systematic approach for exceeding expectations and retaining customers may assist XXX in achieving its strategic objectives of improving client satisfaction and profitable business growth.	b(1)

Sample OFI Comments

4.1

XXX does not have a systematic process for selecting comparative data and information to support fact-based decision making. The organization states that it has a dedicated analytics department to help make better and faster decisions and that it has developed industry best practices data around what is most important to clients; however, there is not process for how the organization selects comparative data and information sources and measures. A systematic approach for selecting comparative data and information may assist XXX in identifying opportunities for improvement and innovation.	a(2)

4.2

XXX does not have a systematic process for identifying and sharing the best practices of high performing units or operations. Although XXX's Revenue Services team meets weekly and monthly to discuss results, trends, and best practices, the organization does not have an approach for determining what processes and actions are best practices or for sharing and implementing best practices across the organization. A systematic approach to identifying and sharing best practices may support XXX in achieving its strategic objective to improve quality in all areas of the organization.	b(2)

5.1

Although XXX uses the strategic planning process to address change, it is not evident how the process to prepare its workforce for changing capability and capacity needs is accomplished. Examples of addressing workforce growth, reductions, changes in the organizational structure, and work systems were anecdotal, and not the result of a systematic process. A well-defined approach may enable XXX to address its strategic challenge of workforce retention and better prepare the organization for changing capacity needs.	a(4)

5.2

XXX performs employee engagement surveys every two years with seventy-three percent of employees participating in the most recent survey. However, only twenty percent of the survey results were acted upon despite clear negative trends. Through acknowledging the results and creating action plans, the organization may see improvement in the Service and People Pillar goal results, supporting XXX's belief that its employees are the organization's greatest asset. More frequent surveys may better address the rapidly changing healthcare landscape and support management by fact.	b(1)

6.1

XXX lacks a systematic approach for determining key work process and support process requirements. The organization identifies general work process requirements; however, o process is in place for determining those requirements. A systematic approach for determining measurable requirements for key work and support processes may assist XXX in developing and implementing a performance improvement plan.	a(1)

Sample OFI Comments

6.2

XXX lacks a systematic approach for detecting, responding to, and recovering from cybersecurity breaches. Implementing cybersecurity processes may assist XXX in protecting its operational technology, which is one of the organization's key competitive differentiators.	b(2)

7.1

XXX lacks results related to the effectiveness and efficiency of its key processes. XXX identifies multiple process effectiveness and efficiency measures in Category 6; however, no results are provided for these measures. Tracking, trending, and comparing results related to process effectiveness and efficiency may assist XXX to continuously improve internal operations in order to meet customer needs.	b(1)

7.2

XXX lacks comparative data and/or benchmarks for its customer-focused performance results. Evaluating results and trends related to customer satisfaction, dissatisfaction, and engagement against comparative data sources or industry standards may assist XXX in continuing to meet its target of 95% client retention.	a

7.3

Results for Professional Learning (PL) satisfaction, including mentoring relationships, professional development, and improving skills through feedback demonstrate inconsistent trends (Figure 7.3-24). Mentoring relationships and professional development experienced a larger fluctuation than the improvement of skills through feedback from 2014 to 2016. These results may hinder XXX's ability to meet and exceed workforce continuing education needs.	a(4)

7.4

XXX lacks segmentation for its results related to leadership and governance. Segmenting results may assist the organization in ensuring that it is meeting the requirements of all key stakeholder groups.	a, b

7.5

No measures of financial performance are available. This data is not shared by the corporate parent. Scrap and units processed charts may reflect internal sales mix, but there are no clear measures of financial performance in terms of sales, cost savings or containment, return on invested capital, or other measures of efficiency or stewardship of stakeholders' investment. Without such data, BF may experience significant challenges in achieving its vision.	a(1)