

The D.I.A.L.O.G Organizational Evaluation Instrument

D IAGNOSTIC DATA
I NDICATING
ALIGNMENT OF
O RGANIZATIONAL
G OALS



Summary Report:
Client Company Name
Day, Month Date, Year

Presented by:
Affiliate Name/Affiliate Company Name
An Affiliate of
Resource Associates Corporation

EXECUTIVE SUMMARY

PURPOSE: The purpose of this instrument is to provide an organization's leadership with hard data as to where there are "disconnects" within the organization affecting results. The source of the data is the people within the organization. The data provides a tool for identifying specific issues that may need to be addressed in addition to areas of strength which should be capitalized on.

OVERVIEW AND METHODOLOGY

The D.I.AL.O.G. Organization Evaluation Instrument was administered to 46 individuals within (Client Company Name) during the period of (start date) through (finish date). The instrument, which is included at the end of this report, consisted of 69 statements. The following data is a summary of the responses delineated for the organization, for three Stratifications within the organization.

Each individual was requested to check one of the response boxes for each statement. These response options were:

- Strongly Agree
- Somewhat Agree
- Neutral (Neither agree or disagree)
- Somewhat Disagree
- Strongly Disagree
- I Don't Know

The Stratifications were identified as:

- Managers (6 respondents)
- Supervisors (13 respondents)
- Staff (27 respondents)

Each individual was told that his or her individual response would be kept confidential and that all data would be reported by group. There was no way of identifying the identity of any single respondent.

This instrument is divided into seven (7) categories. These categories are a proven theoretical model developed by the National Institute of Standards and Technology, U.S. Department of Commerce. They are the categories employed in the Malcolm Baldrige National Quality Award. The seven categories are:

Leadership: Senior management's leadership and involvement in creating and sustaining values, organizational direction, performance expectations and a customer focus that promotes performance excellence.

Strategic Planning: How the organization sets strategic direction and how plans are put into action.

Focus on Patients, Other Customers, and Markets: How the organization determines requirements and expectations of customers and how the organization strengthens relationships with customers and determines their level of satisfaction.

Measurement, Analysis, and Knowledge Management: The use of data and information in the organization to better understand areas for improvement and how the organization is performing.

Staff Focus: How employees are encouraged to develop and utilize their potential in alignment with overall strategy and the organization's efforts to build and maintain an environment conducive to performance excellence, full participation, and personal and organizational growth.

Process Management: This category addresses the key aspects of process management to include how key processes are designed, managed and improved.

Organizational Performance Results: The organization's performance and improvement in key business areas and how effectively these results are communicated throughout the organization.

The statements consisted of both positive and negative statements. Example:
Positive statement: *“Senior management has defined a clear direction for our organization.”* Negative statement: *“ I have no idea what our goals are from year to year.”*

Prior to tabulation, responses to negative statements were converted so that “Disagreement” responses are reported positive and “Agreement” responses are reported negative. The responses were tabulated and the data summary is reported as follows:

Strongly Agree & Somewhat Agree reported as Positive
Neutral reported as Neutral
Strongly Disagree & Somewhat Disagree reported as Negative
I Don't Know reported as Don't Know

The response for question #69, “How likely are you to recommend our organization’s goods or services to a friend?” is as follows:





Loyal Customer reported as Positive
Neutralizer reported as Neutral
Diminisher reported as Negative

The response data is reported as follows:





- Page 5 Summary of all responses; overall and for each category (Graphs)
- Page 7 Summary of responses for each Stratifications according to each category (Graphs).
- Page 15 Summary of all responses for the Leadership category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 19 Summary of all responses for the Strategic Planning category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 23 Summary of all responses for the Focus on Patients, Other Customers and Markets category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 27 Summary of all responses for the Measurement, Analysis, and Knowledge Management category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 31 Summary of all responses for the Staff Focus category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 35 Summary of all responses for the Process Management category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 39 Summary of all responses for the Organizational Performance Results category (Graph) Statements within this category are stored in descending order (Negative plus Don't Know)
- Page 43 Summary of all responses for Recommend a Friend
- Page 47 All statements in the instrument (All respondents) stored in descending order (Negative plus Don't Know)

Summary of all Responses (Overall and Category)





Overall Responses

+		32.58%
0		15.73%
-		44.47%
?		7.23%





Leadership

+		31.40%
0		15.94%
-		44.69%
?		7.97%





Strategic Planning

+		28.26%
0		15.22%
-		48.91%
?		7.61%




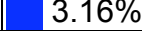
Focus on Patients, Other Customers, and Markets

+		36.23%
0		19.08%
-		37.44%
?		7.25%





Measurement, Analysis, and Knowledge Management

+		28.48%
0		12.17%
-		53.91%
?		5.43%





Staff Focus

+		32.21%
0		15.02%
-		49.60%
?		3.16%




Process Management

+		36.96%
0		15.22%
-		37.20%
?		10.63%

Organizational Performance Results

+		35.22%
0		17.83%
-		37.61%
?		9.35%





Overall Responses for Recommend a Friend

+		34.78%
0		17.39%
-		47.82%

Results by Stratifications within Category

Leadership





Managers

+		83.33%
0		5.56%
-		9.26%
?		1.85%

Supervisors





+		21.37%
0		8.55%
-		61.54%
?		8.55%

Staff





+		24.69%
0		21.81%
-		44.44%
?		9.05%

Strategic Planning





Managers

+		80.00%
0		5.00%
-		13.33%
?		1.67%

Supervisors





+		14.62%
0		12.31%
-		66.15%
?		6.92%

Staff





+		23.33%
0		18.89%
-		48.52%
?		9.26%

Focus on Patients, Other Customers, and Markets





Managers

+		75.93%
0		9.26%
-		12.96%
?		1.85%

Supervisors





+		24.79%
0		22.22%
-		47.01%
?		5.98%

Staff





+		32.92%
0		19.75%
-		38.27%
?		9.05%

Measurement, Analysis, and Knowledge Management

Managers

+		83.33%
0		6.67%
-		8.33%
?		1.67%

Supervisors





+		18.46%
0		10.00%
-		69.23%
?		2.31%

Staff




+		21.11%
0		14.44%
-		56.67%
?		7.78%

Staff Focus





Managers

+		71.21%
0		9.09%
-		16.67%
?		3.03%

Supervisors





+		17.48%
0		15.38%
-		64.34%
?		2.80%

Staff





+		30.64%
0		16.16%
-		49.83%
?		3.37%

Process Management





Managers

+		87.04%
0		3.70%
-		7.41%
?		1.85%

Supervisors





+		25.64%
0		20.51%
-		41.88%
?		11.97%

Staff





+		31.28%
0		15.23%
-		41.56%
?		11.93%

Organizational Performance Results





Managers

+		81.67%
0		10.00%
-		5.00%
?		3.33%

Supervisors




+		24.62%
0		21.54%
-		49.23%
?		4.62%

Staff




+		30.00%
0		17.78%
-		39.26%
?		12.96%

Responses for Recommend a Friend




Managers

+		66.66%
0		16.67%
-		16.67%

Supervisors

+		23.08%
0		15.38%
-		61.54%





Staff

+		33.33%
0		18.52%
-		48.15%

Summary of Leadership Responses

(Sorted by Negative + Don't Know)

Leadership





+		31.40%
0		15.94%
-		44.69%
?		7.97%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
13	4	28	1	7	Senior management understands the importance of employee morale and motivation in satisfying patients.
12	7	23	4	5	Senior management believes that revenue is the most important thing.
13	6	27	0	6	Senior management continually asks for our input in identifying areas for improvement.
7	12	17	10	9	Senior management is concerned about the impact that our waste has upon the environment.
13	8	24	1	1	Senior management has defined a clear direction for our organization.
16	6	22	2	2	Our strategic plan is realistic and focuses on quality and performance excellence.
16	7	19	4	8	Senior management believes that everyone in the organization has the capability to contribute.
13	11	11	11	3	Senior management directs that our suppliers be treated honestly.
27	5	14	0	4	Senior management directs that our patients be treated honestly.

Summary of Leadership Responses for Managers

(Sorted by Negative + Don't Know)

Leadership



+		83.33%
0		5.56%
-		9.26%
?		1.85%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
3	0	3	0	9	Senior management is concerned about the impact that our waste has upon the environment.
2	2	2	0	5	Senior management believes that revenue is the most important thing.
5	0	0	1	3	Senior management directs that our suppliers be treated honestly.
5	1	0	0	1	Senior management has defined a clear direction for our organization.
6	0	0	0	2	Our strategic plan is realistic and focuses on quality and performance excellence.
6	0	0	0	4	Senior management directs that our patients be treated honestly.
6	0	0	0	6	Senior management continually asks for our input in identifying areas for improvement.
6	0	0	0	7	Senior management understands the importance of employee morale and motivation in satisfying patients.
6	0	0	0	8	Senior management believes that everyone in the organization has the capability to contribute.

Summary of Leadership Responses for Supervisors

(Sorted by Negative + Don't Know)

Leadership





+		21.37%
0		8.55%
-		61.54%
?		8.55%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
2	0	11	0	5	Senior management believes that revenue is the most important thing.
2	0	11	0	7	Senior management understands the importance of employee morale and motivation in satisfying patients.
2	1	10	0	6	Senior management continually asks for our input in identifying areas for improvement.
3	1	9	0	1	Senior management has defined a clear direction for our organization.
3	1	8	1	2	Our strategic plan is realistic and focuses on quality and performance excellence.
2	2	8	1	8	Senior management believes that everyone in the organization has the capability to contribute.
2	2	6	3	9	Senior management is concerned about the impact that our waste has upon the environment.
3	2	3	5	3	Senior management directs that our suppliers be treated honestly.
6	1	6	0	4	Senior management directs that our patients be treated honestly.

Summary of Leadership Responses for Staff

(Sorted by Negative + Don't Know)

Leadership





+		24.69%
0		21.81%
-		44.44%
?		9.05%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Leadership Statements</i>
5	4	17	1	7	Senior management understands the importance of employee morale and motivation in satisfying patients.
5	5	17	0	6	Senior management continually asks for our input in identifying areas for improvement.
5	6	15	1	1	Senior management has defined a clear direction for our organization.
7	5	14	1	2	Our strategic plan is realistic and focuses on quality and performance excellence.
2	10	8	7	9	Senior management is concerned about the impact that our waste has upon the environment.
8	5	10	4	5	Senior management believes that revenue is the most important thing.
8	5	11	3	8	Senior management believes that everyone in the organization has the capability to contribute.
5	9	8	5	3	Senior management directs that our suppliers be treated honestly.
15	4	8	0	4	Senior management directs that our patients be treated honestly.

Summary of Strategic Planning Responses

(Sorted by Negative + Don't Know)

Strategic Planning





+		28.26%
0		15.22%
-		48.91%
?		7.61%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Strategic Planning Statements</i>
9	2	34	1	17	The way our organization is structured, it is tough to get things done around here.
10	6	29	1	14	I play a part in developing the organization's plans, budgets, and objectives.
15	3	28	0	15	Senior management just wants us to do our jobs and not ask any questions.
14	5	18	9	11	Our strategic plan identifies patients by service area and their expectations.
16	4	26	0	13	I have no idea what our goals are from year to year.
13	8	21	4	10	I have a clear vision of what our organization will look like at some point in the future.
12	10	17	7	19	Our strategic plan is based on customer focused goals, not just growing every year.
15	8	18	5	12	Our strategic planning process evaluates our competitive strengths and limitations.
10	14	16	6	18	The personal rewards/recognition in this organization are based on the attainment of measurable results.
16	10	18	2	16	I have written goals and objectives which support the organization's overall objectives.

Summary of Strategic Planning Responses for Managers

(Sorted by Negative + Don't Know)

Strategic Planning


+		80.00%
0		5.00%
-		13.33%
?		1.67%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Strategic Planning Statements</i>
1	0	5	0	17	The way our organization is structured, it is tough to get things done around here.
5	0	1	0	10	I have a clear vision of what our organization will look like at some point in the future.
5	0	0	1	11	Our strategic plan identifies patients by service area and their expectations.
5	0	1	0	13	I have no idea what our goals are from year to year.
5	0	1	0	15	Senior management just wants us to do our jobs and not ask any questions.
6	0	0	0	12	Our strategic planning process evaluates our competitive strengths and limitations.
5	1	0	0	14	I play a part in developing the organization's plans, budgets, and objectives.
6	0	0	0	16	I have written goals and objectives which support the organization's overall objectives.
4	2	0	0	18	The personal rewards/recognition in this organization are based on the attainment of measurable results.
6	0	0	0	19	Our strategic plan is based on customer focused goals, not just growing every year.

Summary of Strategic Planning Responses for Supervisors

(Sorted by Negative + Don't Know)

Strategic Planning





+		14.62%
0		12.31%
-		66.15%
?		6.92%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Strategic Planning Statements</i>
0	1	12	0	14	I play a part in developing the organization's plans, budgets, and objectives.
2	0	11	0	17	The way our organization is structured, it is tough to get things done around here.
2	1	7	3	11	Our strategic plan identifies patients by service area and their expectations.
3	0	10	0	15	Senior management just wants us to do our jobs and not ask any questions.
0	3	8	2	18	The personal rewards/recognition in this organization are based on the attainment of measurable results.
3	1	8	1	10	I have a clear vision of what our organization will look like at some point in the future.
2	2	6	3	12	Our strategic planning process evaluates our competitive strengths and limitations.
2	2	9	0	13	I have no idea what our goals are from year to year.
1	3	9	0	19	Our strategic plan is based on customer focused goals, not just growing every year.
4	3	6	0	16	I have written goals and objectives which support the organization's overall objectives.

Summary of Strategic Planning Responses for Staff

(Sorted by Negative + Don't Know)

Strategic Planning





+		23.33%
0		18.89%
-		48.52%
?		9.26%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Strategic Planning Statements</i>
6	2	18	1	17	The way our organization is structured, it is tough to get things done around here.
5	4	17	1	14	I play a part in developing the organization's plans, budgets, and objectives.
7	3	17	0	15	Senior management just wants us to do our jobs and not ask any questions.
7	4	11	5	11	Our strategic plan identifies patients by service area and their expectations.
9	2	16	0	13	I have no idea what our goals are from year to year.
5	7	12	3	10	I have a clear vision of what our organization will look like at some point in the future.
5	7	8	7	19	Our strategic plan is based on customer focused goals, not just growing every year.
7	6	12	2	12	Our strategic planning process evaluates our competitive strengths and limitations.
6	7	12	2	16	I have written goals and objectives which support the organization's overall objectives.
6	9	8	4	18	The personal rewards/recognition in this organization are based on the attainment of measurable results.

Summary of Focus on Patients, Other Customers, and Markets Responses

(Sorted by Negative + Don't Know)

Focus on Patients, Other Customers, and Markets





+		36.23%
0		19.08%
-		37.44%
?		7.25%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Focus on Patients, Other Customers, and Markets Statements</i>
13	3	28	2	26	People are recognized/rewarded when they contribute to improved patient satisfaction.
7	11	22	6	23	Significant improvements have taken place in this organization as a direct result of stakeholder input.
10	9	21	6	28	We have a good system for tracking patient satisfaction.
12	8	20	6	22	Our primary measure of patient satisfaction is patient complaints.
11	11	22	2	21	Patients find that dealing with our organization is a complicated hassle.
15	8	20	3	27	When patients complain, they usually get the "run-around."
21	11	12	2	20	We keep our commitments to customers.
24	12	7	3	24	When patients complain, we become defensive.
37	6	3	0	25	I am personally aware of what our patients think about our services.

Summary of Focus on Patients, Other Customers, and Markets Responses for Managers

(Sorted by Negative + Don't Know)

Focus on Patients, Other Customers, and Markets

+		75.93%
0		9.26%
-		12.96%
?		1.85%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Focus on Patients, Other Customers, and Markets Statements</i>
4	0	2	0	21	Patients find that dealing with our organization is a complicated hassle.
3	1	2	0	22	Our primary measure of patient satisfaction is patient complaints.
1	4	0	1	23	Significant improvements have taken place in this organization as a direct result of stakeholder input.
5	0	1	0	24	When patients complain, we become defensive.
5	0	1	0	27	When patients complain, they usually get the "run--around."
5	0	1	0	28	We have a good system for tracking patient satisfaction.
6	0	0	0	20	We keep our commitments to customers.
6	0	0	0	25	I am personally aware of what our patients think about our services.
6	0	0	0	26	People are recognized/rewarded when they contribute to improved patient satisfaction.

Summary of Focus on Patients, Other Customers, and Markets Responses for Supervisors

(Sorted by Negative + Don't Know)

Focus on Patients, Other Customers, and Markets





+	24.79%
0	22.22%
-	47.01%
?	5.98%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Focus on Patients, Other Customers, and Markets Statements</i>
2	0	11	0	26	People are recognized/rewarded when they contribute to improved patient satisfaction.
2	2	9	0	27	When patients complain, they usually get the "run-around."
1	4	7	1	23	Significant improvements have taken place in this organization as a direct result of stakeholder input.
2	3	6	2	28	We have a good system for tracking patient satisfaction.
4	2	7	0	20	We keep our commitments to customers.
0	6	6	1	21	Patients find that dealing with our organization is a complicated hassle.
3	4	5	1	22	Our primary measure of patient satisfaction is patient complaints.
4	4	3	2	24	When patients complain, we become defensive.
11	1	1	0	25	I am personally aware of what our patients think about our services.

Summary of Focus on Patients, Other Customers, and Markets Responses for Staff

(Sorted by Negative + Don't Know)

Focus on Patients, Other Customers, and Markets





+		32.92%
0		19.75%
-		38.27%
?		9.05%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Focus on Patients, Other Customers, and Markets Statements</i>
5	3	15	4	23	Significant improvements have taken place in this organization as a direct result of stakeholder input.
5	3	17	2	26	People are recognized/rewarded when they contribute to improved patient satisfaction.
6	3	13	5	22	Our primary measure of patient satisfaction is patient complaints.
3	6	14	4	28	We have a good system for tracking patient satisfaction.
7	5	14	1	21	Patients find that dealing with our organization is a complicated hassle.
8	6	10	3	27	When patients complain, they usually get the “run-around.”
11	9	5	2	20	We keep our commitments to customers.
15	8	3	1	24	When patients complain, we become defensive.
20	5	2	0	25	I am personally aware of what our patients think about our services.

Summary of Measurement, Analysis, and Knowledge Management Responses

(Sorted by Negative + Don't Know)

Measurement, Analysis, and Knowledge Management

+		28.48%
0		12.17%
-		53.91%
?		5.43%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Measurement, Analysis, and Knowledge Management Statements</i>
7	2	35	2	33	Every month I am given data that shows how my department is contributing to the organization's results.
7	4	31	4	32	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
8	6	29	3	31	Everyone is kept informed with data to show how well the organization is performing financially.
10	5	29	2	34	Decisions affecting me or my department are often made without my input.
11	8	24	3	38	I am encouraged to analyze data to make recommendations which will improve our business.
14	7	24	1	35	I feel "in on things" around here.
19	3	23	1	36	The person to whom I report keeps me in the dark regarding things affecting my job.
17	8	17	4	30	I have no idea how our services compare to our competition.
18	7	18	3	37	The information that I receive is timely and relevant to what I need to do my job effectively.
20	6	18	2	29	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.

Summary of Measurement, Analysis, and Knowledge Management Responses for Managers

(Sorted by Negative + Don't Know)

Measurement, Analysis, and Knowledge Management


+	83.33%
0	6.67%
-	8.33%
?	1.67%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Measurement, Analysis, and Knowledge Management Statements</i>
3	1	2	0	30	I have no idea how our services compare to our competition.
4	0	1	1	32	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
5	0	1	0	34	Decisions affecting me or my department are often made without my input.
5	0	1	0	36	The person to whom I report keeps me in the dark regarding things affecting my job.
6	0	0	0	29	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.
4	2	0	0	31	Everyone is kept informed with data to show how well the organization is performing financially.
5	1	0	0	33	Every month I am given data that shows how my department is contributing to the organization's results.
6	0	0	0	35	I feel "in on things" around here.
6	0	0	0	37	The information that I receive is timely and relevant to what I need to do my job effectively.
6	0	0	0	38	I am encouraged to analyze data to make recommendations which will improve our business.

Summary of Measurement, Analysis, and Knowledge Management Responses for Supervisors

(Sorted by Negative + Don't Know)

Measurement, Analysis, and Knowledge Management





+		18.46%
0		10.00%
-		69.23%
?		2.31%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Measurement, Analysis, and Knowledge Management Statements</i>
0	2	11	0	31	Everyone is kept informed with data to show how well the organization is performing financially.
2	0	11	0	33	Every month I am given data that shows how my department is contributing to the organization's results.
1	2	10	0	32	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
2	1	10	0	34	Decisions affecting me or my department are often made without my input.
1	2	9	1	35	I feel "in on things" around here.
3	0	10	0	36	The person to whom I report keeps me in the dark regarding things affecting my job.
2	1	9	1	38	I am encouraged to analyze data to make recommendations which will improve our business.
4	0	9	0	29	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.
3	1	9	0	37	The information that I receive is timely and relevant to what I need to do my job effectively.
6	4	2	1	30	I have no idea how our services compare to our competition.

Summary of Measurement, Analysis, and Knowledge Management Responses for Staff

(Sorted by Negative + Don't Know)

Measurement, Analysis, and Knowledge Management





+		21.11%
0		14.44%
-		56.67%
?		7.78%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Measurement, Analysis, and Knowledge Management Statements</i>
0	1	24	2	33	Every month I am given data that shows how my department is contributing to the organization's results.
2	2	20	3	32	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
4	2	18	3	31	Everyone is kept informed with data to show how well the organization is performing financially.
3	4	18	2	34	Decisions affecting me or my department are often made without my input.
3	7	15	2	38	I am encouraged to analyze data to make recommendations which will improve our business.
8	3	13	3	30	I have no idea how our services compare to our competition.
7	5	15	0	35	I feel "in on things" around here.
11	3	12	1	36	The person to whom I report keeps me in the dark regarding things affecting my job.
9	6	9	3	37	The information that I receive is timely and relevant to what I need to do my job effectively.
10	6	9	2	29	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.

Summary of Staff Focus Responses

(Sorted by Negative + Don't Know)

Staff Focus

+		32.21%
0		15.02%
-		49.60%
?		3.16%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Staff Focus Statements</i>
9	5	31	1	48	Employee morale in this organization is high.
11	4	29	2	44	My manager asks for my input to find better ways to do my job.
13	4	29	0	43	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
15	4	27	0	47	I feel as though all I have here is a job, not a future.
15	5	24	2	49	My immediate supervisor is genuinely concerned about my welfare and well being.
12	11	19	4	41	Our performance evaluation addresses team skills and team participation.
14	10	22	0	42	I have been provided with training to allow me to continually improve my skills and abilities.
14	10	21	1	45	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
18	8	17	3	39	My performance review occurs frequently enough to satisfy my needs.
20	6	19	1	46	My manager or supervisor never asks me to do something without telling me why.
22	9	13	2	40	The performance review is a negative experience.

Summary of Staff Focus Responses for Managers

(Sorted by Negative + Don't Know)

Staff Focus



+	71.21%
0	9.09%
-	16.67%
?	3.03%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Staff Focus Statements</i>
3	0	2	1	40	The performance review is a negative experience.
3	1	2	0	42	I have been provided with training to allow me to continually improve my skills and abilities.
4	0	2	0	43	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
2	2	2	0	45	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
5	0	1	0	39	My performance review occurs frequently enough to satisfy my needs.
3	2	0	1	41	Our performance evaluation addresses team skills and team participation.
5	0	1	0	47	I feel as though all I have here is a job, not a future.
4	1	1	0	48	Employee morale in this organization is high.
6	0	0	0	44	My manager asks for my input to find better ways to do my job.
6	0	0	0	46	My manager or supervisor never asks me to do something without telling me why.
6	0	0	0	49	My immediate supervisor is genuinely concerned about my welfare and well being.

Summary of Staff Focus Responses for Supervisors

(Sorted by Negative + Don't Know)

Staff Focus





+		17.48%
0		15.38%
-		64.34%
?		2.80%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Staff Focus Statements</i>
1	0	12	0	48	Employee morale in this organization is high.
1	1	11	0	44	My manager asks for my input to find better ways to do my job.
2	1	10	0	43	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
2	1	9	1	49	My immediate supervisor is genuinely concerned about my welfare and well being.
2	2	9	0	42	I have been provided with training to allow me to continually improve my skills and abilities.
2	2	9	0	47	I feel as though all I have here is a job, not a future.
2	3	8	0	45	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
2	4	6	1	40	The performance review is a negative experience.
4	2	6	1	41	Our performance evaluation addresses team skills and team participation.
4	2	7	0	46	My manager or supervisor never asks me to do something without telling me why.
3	4	5	1	39	My performance review occurs frequently enough to satisfy my needs.

Summary of Staff Focus Responses for Staff

(Sorted by Negative + Don't Know)

Staff Focus





+		30.64%
0		16.16%
-		49.83%
?		3.37%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Staff Focus Statements</i>
4	3	18	2	44	My manager asks for my input to find better ways to do my job.
4	4	18	1	48	Employee morale in this organization is high.
7	3	17	0	43	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
8	2	17	0	47	I feel as though all I have here is a job, not a future.
7	4	15	1	49	My immediate supervisor is genuinely concerned about my welfare and well being.
5	7	13	2	41	Our performance evaluation addresses team skills and team participation.
10	4	11	2	39	My performance review occurs frequently enough to satisfy my needs.
10	4	12	1	46	My manager or supervisor never asks me to do something without telling me why.
10	5	11	1	45	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
9	7	11	0	42	I have been provided with training to allow me to continually improve my skills and abilities.
17	5	5	0	40	The performance review is a negative experience.

Summary of Process Management Responses

(Sorted by Negative + Don't Know)

Process Management





+		36.96%
0		15.22%
-		37.20%
?		10.63%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Process Management Statements</i>
12	3	28	3	52	New services are carefully planned before they are introduced.
13	6	25	2	55	There is a broad level of support for continuous improvement in this organization.
16	3	27	0	56	All departments work together to get the job done and to keep the work flowing.
13	7	14	12	57	Our suppliers are treated as partners and we openly communicate our needs to them.
17	7	13	9	51	I know how satisfied the person or persons who receive the output of my work is with it.
20	8	15	3	50	I have no idea who receives the output of the work I produce.
18	10	12	6	58	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
22	8	12	4	54	Employees are encouraged to go out of their way to make sure that external customers are satisfied.
22	11	8	5	53	No matter how big a problem may be, our attitude is "fix it fast and forget it."

Summary of Process Management Responses for Managers

(Sorted by Negative + Don't Know)

Process Management





+		87.04%
0		3.70%
-		7.41%
?		1.85%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Process Management Statements</i>
5	0	1	0	50	I have no idea who receives the output of the work I produce.
5	0	1	0	51	I know how satisfied the person or persons who receive the output of my work is with it.
5	0	1	0	53	No matter how big a problem may be, our attitude is "fix it fast and forget it."
4	1	0	1	57	Our suppliers are treated as partners and we openly communicate our needs to them.
4	1	1	0	58	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
6	0	0	0	52	New services are carefully planned before they are introduced.
6	0	0	0	54	Employees are encouraged to go out of their way to make sure that external customers are satisfied.
6	0	0	0	55	There is a broad level of support for continuous improvement in this organization.
6	0	0	0	56	All departments work together to get the job done and to keep the work flowing.

Summary of Process Management Responses for Supervisors

(Sorted by Negative + Don't Know)

Process Management





+		25.64%
0		20.51%
-		41.88%
?		11.97%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Process Management Statements</i>
1	0	10	2	52	New services are carefully planned before they are introduced.
2	2	4	5	51	I know how satisfied the person or persons who receive the output of my work is with it.
3	1	9	0	55	There is a broad level of support for continuous improvement in this organization.
3	1	9	0	56	All departments work together to get the job done and to keep the work flowing.
3	2	4	4	57	Our suppliers are treated as partners and we openly communicate our needs to them.
2	5	4	2	50	I have no idea who receives the output of the work I produce.
3	6	3	1	53	No matter how big a problem may be, our attitude is "fix it fast and forget it."
7	2	4	0	54	Employees are encouraged to go out of their way to make sure that external customers are satisfied.
6	5	2	0	58	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."

Summary of Process Management Responses for Staff

(Sorted by Negative + Don't Know)

Process Management





+		31.28%
0		15.23%
-		41.56%
?		11.93%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Process Management Statements</i>
5	3	18	1	52	New services are carefully planned before they are introduced.
4	5	16	2	55	There is a broad level of support for continuous improvement in this organization.
7	2	18	0	56	All departments work together to get the job done and to keep the work flowing.
6	4	10	7	57	Our suppliers are treated as partners and we openly communicate our needs to them.
8	4	9	6	58	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
10	5	8	4	51	I know how satisfied the person or persons who receive the output of my work is with it.
9	6	8	4	54	Employees are encouraged to go out of their way to make sure that external customers are satisfied.
13	3	10	1	50	I have no idea who receives the output of the work I produce.
14	5	4	4	53	No matter how big a problem may be, our attitude is "fix it fast and forget it."

Summary of Organizational Performance Results Responses

(Sorted by Negative + Don't Know)

Organizational Performance Results





+		35.22%
0		17.83%
-		37.61%
?		9.35%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Organizational Performance Results Statements</i>
7	7	19	13	64	I know, on a timely basis, where we stand versus our projected business results.
12	7	27	0	60	I regularly see the data that shows our level of quality and excellence.
15	7	19	5	59	My organization meets deadlines and fulfills commitments.
16	7	16	7	62	We are constantly searching for ways to reduce the time it takes to get things done.
14	9	18	5	63	When something goes wrong, management "searches for the guilty."
15	8	19	4	67	Our outcomes are communicated to me so that I can make immediate corrections.
18	7	15	6	61	Our suppliers continuously provide us with materials and/or services which meet our expectations.
21	4	18	3	66	This organization does <i>not</i> think that it is important to find better ways to do things.
23	11	12	0	68	I am proud of the services we provide.
21	15	10	0	65	I feel as though I have personal responsibility toward this organization achieving business results.

Summary of Organizational Performance Results Responses for Managers

(Sorted by Negative + Don't Know)

Organizational Performance Results





+		81.67%
0		10.00%
-		5.00%
?		3.33%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Organizational Performance Results Statements</i>
3	1	0	2	64	I know, on a timely basis, where we stand versus our projected business results.
3	2	1	0	63	When something goes wrong, management “searches for the guilty.”
5	0	1	0	66	This organization does <i>not</i> think that it is important to find better ways to do things.
5	0	1	0	67	Our outcomes are communicated to me so that I can make immediate corrections.
6	0	0	0	59	My organization meets deadlines and fulfills commitments.
6	0	0	0	60	I regularly see the data that shows our level of quality and excellence.
4	2	0	0	61	Our suppliers continuously provide us with materials and/or services which meet our expectations.
5	1	0	0	62	We are constantly searching for ways to reduce the time it takes to get things done.
6	0	0	0	65	I feel as though I have personal responsibility toward this organization achieving business results.
6	0	0	0	68	I am proud of the services we provide.

Summary of Organizational Performance Results Responses for Supervisors

(Sorted by Negative + Don't Know)

Organizational Performance Results





+		24.62%
0		21.54%
-		49.23%
?		4.62%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Organizational Performance Results Statements</i>
2	2	7	2	59	My organization meets deadlines and fulfills commitments.
2	2	9	0	63	When something goes wrong, management “searches for the guilty.”
1	3	8	1	64	I know, on a timely basis, where we stand versus our projected business results.
2	3	8	0	60	I regularly see the data that shows our level of quality and excellence.
2	3	6	2	61	Our suppliers continuously provide us with materials and/or services which meet our expectations.
3	2	8	0	66	This organization does <i>not</i> think that it is important to find better ways to do things.
5	1	6	1	62	We are constantly searching for ways to reduce the time it takes to get things done.
4	2	7	0	67	Our outcomes are communicated to me so that I can make immediate corrections.
4	5	4	0	68	I am proud of the services we provide.
7	5	1	0	65	I feel as though I have personal responsibility toward this organization achieving business results.

Summary of Organizational Performance Results Responses for Staff

(Sorted by Negative + Don't Know)

Organizational Performance Results

+		30.00%
0		17.78%
-		39.26%
?		12.96%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>Organizational Performance Results Statements</i>
3	3	11	10	64	I know, on a timely basis, where we stand versus our projected business results.
4	4	19	0	60	I regularly see the data that shows our level of quality and excellence.
6	5	10	6	62	We are constantly searching for ways to reduce the time it takes to get things done.
7	5	12	3	59	My organization meets deadlines and fulfills commitments.
6	6	11	4	67	Our outcomes are communicated to me so that I can make immediate corrections.
12	2	9	4	61	Our suppliers continuously provide us with materials and/or services which meet our expectations.
9	5	8	5	63	When something goes wrong, management "searches for the guilty."
13	2	9	3	66	This organization does <i>not</i> think that it is important to find better ways to do things.
8	10	9	0	65	I feel as though I have personal responsibility toward this organization achieving business results.
13	6	8	0	68	I am proud of the services we provide.

Summary of Recommend a Friend Responses

Recommend a Friend

+		34.78%
0		17.39%
-		47.82%

<i>Loyal Customer</i>	<i>Neutralizer</i>	<i>Diminisher</i>	<i>Statement Number</i>	<i>Recommend a Friend Statements</i>
16	8	22	69	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Managers

Recommend a Friend

+		66.66%
0		16.67%
-		16.67%

<i>Loyal Customer Neutralizer Diminisher</i>	<i>Statement Number</i>	<i>Recommend a Friend Statements</i>
4 1 1	69	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Supervisors

Recommend a Friend

+		23.08%
0		15.38%
-		61.54%

<i>Loyal Customer Neutralizer Diminisher</i>	<i>Statement Number</i>	<i>Recommend a Friend Statements</i>
3 2 8	69	How likely are you to recommend our organization's goods or services to a friend?

Summary of Recommend a Friend Responses for Staff





Recommend a Friend

+		33.33%
0		18.52%
-		48.15%

<i>Loyal Customer</i>	<i>Neutralizer</i>	<i>Diminisher</i>	<i>Statement Number</i>	<i>Recommend a Friend Statements</i>
9	5	13	69	How likely are you to recommend our organization's goods or services to a friend?

Overall Responses

(Sorted by Negative + Don't Know)

+		32.58%
0		15.73%
-		44.47%
?		7.23%

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
7	2	35	2	33	Every month I am given data that shows how my department is contributing to the organization's results.
9	2	34	1	17	The way our organization is structured, it is tough to get things done around here.
7	4	31	4	32	When recommendations for improvement are submitted to management, we always get feedback as to what was done with them.
8	6	29	3	31	Everyone is kept informed with data to show how well the organization is performing financially.
9	5	31	1	48	Employee morale in this organization is high.
7	7	19	13	64	I know, on a timely basis, where we stand versus our projected business results.
10	5	29	2	34	Decisions affecting me or my department are often made without my input.
11	4	29	2	44	My manager asks for my input to find better ways to do my job.
12	3	28	3	52	New services are carefully planned before they are introduced.
10	6	29	1	14	I play a part in developing the organization's plans, budgets, and objectives.
13	3	28	2	26	People are recognized/rewarded when they contribute to improved patient satisfaction.
13	4	28	1	7	Senior management understands the importance of employee morale and motivation in satisfying patients.
13	4	29	0	43	Recognizing and rewarding individuals for doing a good job is <i>not</i> something that is done in this organization.
15	3	28	0	15	Senior management just wants us to do our jobs and

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
					not ask any questions.
7	11	22	6	23	Significant improvements have taken place in this organization as a direct result of stakeholder input.
12	7	23	4	5	Senior management believes that revenue is the most important thing.
13	6	27	0	6	Senior management continually asks for our input in identifying areas for improvement.
7	12	17	10	9	Senior management is concerned about the impact that our waste has upon the environment.
14	5	18	9	11	Our strategic plan identifies patients by service area and their expectations.
10	9	21	6	28	We have a good system for tracking patient satisfaction.
11	8	24	3	38	I am encouraged to analyze data to make recommendations which will improve our business.
15	4	27	0	47	I feel as though all I have here is a job, not a future.
13	6	25	2	55	There is a broad level of support for continuous improvement in this organization.
16	3	27	0	56	All departments work together to get the job done and to keep the work flowing.
12	7	27	0	60	I regularly see the data that shows our level of quality and excellence.
16	4	26	0	13	I have no idea what our goals are from year to year.
12	8	20	6	22	Our primary measure of patient satisfaction is patient complaints.
15	5	24	2	49	My immediate supervisor is genuinely concerned about my welfare and well being.
13	7	14	12	57	Our suppliers are treated as partners and we openly communicate our needs to them.
13	8	24	1	1	Senior Management has defined a clear direction for our organization.
13	8	21	4	10	I have a clear vision of what our organization will look like at some point in the future.
14	7	24	1	35	I feel "in on things" around here.
16	6	22	2	2	Our strategic plan is realistic and focuses on quality and performance excellence.
12	10	17	7	19	Our strategic plan is based on customer focused goals, not just growing every year.
11	11	22	2	21	Patients find that dealing with our organization is a complicated hassle.
19	3	23	1	36	The person to whom I report keeps me in the dark

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
					regarding things affecting my job.
15	7	19	5	59	My organization meets deadlines and fulfills commitments.
16	7	19	4	8	Senior management believes that everyone in the organization has the capability to contribute.
15	8	18	5	12	Our strategic planning process evaluates our competitive strengths and limitations.
15	8	20	3	27	When patients complain, they usually get the “run--around.”
12	11	19	4	41	Our performance evaluation addresses team skills and team participation.
16	7	16	7	62	We are constantly searching for ways to reduce the time it takes to get things done.
14	9	18	5	63	When something goes wrong, management “searches for the guilty.”
15	8	19	4	67	Our outcomes are communicated to me so that I can make immediate corrections.
13	11	11	11	3	Senior management directs that our suppliers be treated honestly.
10	14	16	6	18	The personal rewards/recognition in this organization are based on the attainment of measurable results.
14	10	22	0	42	I have been provided with training to allow me to continually improve my skills and abilities.
14	10	21	1	45	Very seldom do we hear of one department within the organization pointing the finger of blame at another department.
17	7	13	9	51	I know how satisfied the person or persons who receive the output of my work is with it.
17	8	17	4	30	I have no idea how our services compare to our competition.
18	7	18	3	37	The information that I receive is timely and relevant to what I need to do my job effectively.
18	7	15	6	61	Our suppliers continuously provide us with materials and/or services which meet our expectations.
21	4	18	3	66	This organization does <i>not</i> think that it is important to find better ways to do things.
16	10	18	2	16	I have written goals and objectives which support the organization’s overall objectives.
20	6	18	2	29	I meet with the person or department who supplies me with work, materials, information, etc., and keep them informed of what I need to do my job.

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>	<i>Statement Number</i>	<i>All Statements</i>
18	8	17	3	39	My performance review occurs frequently enough to satisfy my needs.
20	6	19	1	46	My manager or supervisor never asks me to do something without telling me why.
20	8	15	3	50	I have no idea who receives the output of the work I produce.
18	10	12	6	58	The unwritten philosophy of this organization is, "If it isn't broken, don't fix it."
22	8	12	4	54	Employees are encouraged to go out of their way to make sure that external customers are satisfied.
22	9	13	2	40	The performance review is a negative experience.
27	5	14	0	4	Senior management directs that our patients be treated honestly.
21	11	12	2	20	We keep our commitments to customers.
22	11	8	5	53	No matter how big a problem may be, our attitude is "fix it fast and forget it."
23	11	12	0	68	I am proud of the services we provide.
24	12	7	3	24	When patients complain, we become defensive.
21	15	10	0	65	I feel as though I have personal responsibility toward this organization achieving business results.
37	6	3	0	25	I am personally aware of what our patients think about our services.