



# PATH TO PERFORMANCE

DIMENSION	LEVEL 1: Pre-Team Climate	LEVEL 2: Foundational UBT	LEVEL 3: Transitional UBT
<b>SPONSORSHIP</b>	<ul style="list-style-type: none"> <li>+ Sponsors are identified and introduced to team.</li> </ul>	<ul style="list-style-type: none"> <li>+ Sponsors trained.</li> <li>+ Charter completed.</li> <li>+ Sponsor agreement completed.</li> </ul>	<ul style="list-style-type: none"> <li>+ Sponsors regularly communicating with co-leads (minimum monthly communication).</li> </ul>
<b>LEADERSHIP</b>	<ul style="list-style-type: none"> <li>+ Team co-leads are identified or process of identification is under way.</li> <li>+ Team has identified health and safety champion(s).</li> </ul>	<ul style="list-style-type: none"> <li>+ Co-leads have developed a solid working relationship and are jointly planning the development of the team.</li> </ul>	<ul style="list-style-type: none"> <li>+ Co-leads are seen by team members as jointly leading the team.</li> </ul>
<b>TRAINING</b>	<ul style="list-style-type: none"> <li>+ Co-lead training completed.</li> <li>+ Team has created initial action plan and keeps it updated.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team member training (e.g., UBT Orientation, RIM+) completed.</li> </ul>	<ul style="list-style-type: none"> <li>+ Advanced training (e.g., business literacy, coaching skills, metrics) completed.</li> <li>+ UBT Tracker training completed.</li> <li>+ Representative team members have completed business literacy training subject to regional/medical center availability.</li> </ul>
<b>TEAM PROCESS</b>	<ul style="list-style-type: none"> <li>+ Traditional; not much change evident.</li> <li>+ Team meetings scheduled and/or first meeting completed.</li> </ul>	<ul style="list-style-type: none"> <li>+ Staff meetings operating as UBT meetings (no parallel structure).</li> <li>+ Co-leads jointly planning and leading meetings.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team meetings are outcome-based; team members are participating actively in meetings and contributing to team progress and decision making.</li> <li>+ Co-leads moving from direction to facilitation.</li> </ul>
<b>TEAM MEMBER ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>+ Minimal.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team members understand and use partnership processes. i.e., consensus decision making.</li> <li>+ Team has established a communication structure to reach all members of the department.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team members understand key performance metrics.</li> <li>+ At least half of team members can articulate what the team is improving and what their contribution is.</li> </ul>
<b>USE OF TOOLS</b>	<ul style="list-style-type: none"> <li>+ Not in use.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team members receive training in RIM+, etc.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team is able to use RIM+ and has completed two testing cycles within one or more projects.</li> <li>+ Team has begun documenting projects and testing cycles in UBT Tracker.</li> </ul>
<b>GOALS AND PERFORMANCE</b>	<ul style="list-style-type: none"> <li>+ Team does not have goals yet.</li> </ul>	<ul style="list-style-type: none"> <li>+ Co-leads discuss and present data and unit goals to teams.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team has set performance targets, and targets are aligned with unit, department and regional priorities.</li> </ul>

DIMENSION	LEVEL 4: Operational UBT	LEVEL 5: High-Performing UBT
<b>SPONSORSHIP</b>	<ul style="list-style-type: none"> <li>+ Sponsors visibly support teams (minimum monthly contact plus quarterly in-person visit).</li> <li>+ Minimal outside support needed.</li> </ul>	<ul style="list-style-type: none"> <li>+ Sponsors holding teams accountable for performance and reporting results to senior leadership.</li> </ul>
<b>LEADERSHIP</b>	<ul style="list-style-type: none"> <li>+ Co-leads are held jointly accountable for performance by sponsors and executive leadership.</li> <li>+ Trust has been built to such an extent that either co-lead can lead meetings in the other's absence.</li> <li>+ Health and safety champion(s) have begun work with team.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team beginning to operate as a "self-managed team," with most day-to-day decisions made by team members.</li> <li>+ Self-managed teams have developed a level of trust that allows them to proceed with work/meetings in the absence of both co-leads.*</li> </ul> <p><i>*This is not intended to supersede the UBT charter.</i></p>
<b>TRAINING</b>	<ul style="list-style-type: none"> <li>+ Advanced training (e.g., training in process improvement tools, change management training; depends on team needs).</li> <li>+ Focus area-specific training (e.g., patient safety or improvement tools to address human error-related issues).</li> <li>+ In consultation with their sponsors, teams should determine which types of training are appropriate using the examples listed above.</li> </ul>	<ul style="list-style-type: none"> <li>+ Focus area-specific training.</li> <li>+ Advanced performance improvement training (e.g., deeper data analysis, control charts, improvement methods).</li> <li>+ In consultation with their sponsors, teams should determine which types of training are appropriate using the examples listed above.</li> </ul>
<b>TEAM PROCESS</b>	<ul style="list-style-type: none"> <li>+ Co-leads jointly facilitate team meetings using outcome-focused agendas, effective meeting skills and strategies to engage all team members in discussion and decision making.</li> <li>+ Team makes use of huddles to reflect on tests and changes made.</li> <li>+ Team collects own data and reviews to see whether changes are helping improve performance.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team beginning to move from joint management to self-management, with most day-to-day decisions made by team members.</li> <li>+ Unit culture allows team to respond to changes quickly.</li> <li>+ Team can move from first local project to next improvement project and can apply more robust changes.</li> <li>+ Team measures progress using annotated run charts.</li> <li>+ In consultation with their sponsors, member-facing departments are getting direct input from the voice of the customer</li> <li>+ Team must spread or adopt a successful practice.</li> </ul>
<b>TEAM MEMBER ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>+ Unit performance data is discussed regularly.</li> <li>+ Large majority of team members are able to articulate what the team is improving and their contribution.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team members able to connect unit performance to broader strategic goals of company.</li> <li>+ Full transparency of information.</li> <li>+ Team is working on tests of change related to staffing, scheduling, financial improvement, and other daily operations issues.</li> </ul>
<b>USE OF TOOLS</b>	<ul style="list-style-type: none"> <li>+ Team has completed three or more testing cycles, making more robust changes (e.g., workflow improvement rather than training).</li> <li>+ Team documents all projects and testing cycles in UBT Tracker at least every 90 days.</li> </ul>	<ul style="list-style-type: none"> <li>+ Team using advanced performance improvement training.</li> <li>+ Team can move from initial project to next improvement effort, applying deeper data and improvement methods.</li> </ul>
<b>GOALS AND PERFORMANCE</b>	<ul style="list-style-type: none"> <li>+ Team has achieved at least one target on a key performance metric.</li> <li>+ UBT can demonstrate improvements on at least two areas of the Value Compass (to be implemented when UBT Tracker allows projects to be listed under more than one category).</li> </ul>	<ul style="list-style-type: none"> <li>+ Team is achieving targets and sustaining performance on multiple measures.</li> <li>+ UBT can demonstrate improvements in all areas of the Value Compass (to be implemented when UBT Tracker allows projects to be listed under more than one category).</li> <li>+ Team demonstrates a culture of health and safety.</li> </ul>