

Executive Rounding for Safety Best Practices Bundle

Strategy	Tasks
Planning Leadership	<ul style="list-style-type: none"> • Make sure at least one senior executive (e.g. CEO, COO, CFO) leads each round. Executives should complete a round on each designated unit at least monthly. Consider assigning each executive the same unit(s) on which to round consistently (“Adopt a Unit”). • Consider including unit managers and Board members in executive rounds. • Consider offering coaching to executives who will do rounding to ensure it goes smoothly and constructively.
Participants	<ul style="list-style-type: none"> • Invite all workers to rounds. • Inform workers of the structure and purpose of executive rounds, and encourage open sharing of information with executives.
Content of Executive Rounds Session	<ul style="list-style-type: none"> • Address data-driven topics - use data on patient safety, worker safety, employee turnover, safety culture perceptions, and/or patient satisfaction to identify priority topics. • Hold rounds near “Learning Boards” where quality initiative data and information is posted; post items needing follow-up and then results of follow-up on the “Learning Boards.” • Develop a process for determining content to address. (e.g. Review reports from unit managers before rounds; provide key questions to rounders to explore barriers to priority safety practices.) • Create an avenue for workers to suggest topics to be addressed during rounds. • Consider using a standard format. (e.g. review/advise/listen; script of open-ended questions to choose from to elicit feedback) • Ensure that rounds emphasize listening and non-punitive solicitation of safety concerns.
Documentation	<ul style="list-style-type: none"> • Keep records of each round, including the names of participating individuals, date, time and location, feedback given, action items with responsible party, follow up completed and communicated. • Designate a scribe to document each round. • Consider using a standard form, ideally electronically. Use a database for ongoing tracking.
Scheduling	<ul style="list-style-type: none"> • Consider what times will be best for reaching the most workers at each round (e.g. shift change). Remember to include night and weekend shifts; their safety concerns may be unique. • Schedule executive rounds at least 6 months in advance. • Schedule adequate time for completing rounding conversations as well as follow up and documentation. • Designate a coordinator to manage scheduling and documentation, and ensure follow up
Feedback Loop	<ul style="list-style-type: none"> • Establish a process for communicating follow-up on issues raised during rounds back to staff. This shows that their input is valued. • Consider sharing results of rounding in newsletter articles, memos, emails to individual staff, thank you cards, or other staff-wide announcements and emails, reports at department meetings, reports to various committees, town hall meetings, and/or celebrations with rewards for successes from rounds. • If multiple concerns are raised during a round and can’t all be addressed immediately, consider asking workers which need priority escalation.
Evaluation	<ul style="list-style-type: none"> • Establish a process for evaluating the effectiveness of executive rounds. • Alter executive rounding approach if evaluation shows a lack of impact.