<table>
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<th>Strategy</th>
<th>Tasks</th>
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| Planning Leadership           | • 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                  | • 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 | • 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                 | • 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                    | • 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                 | • 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                    | • Establish a process for evaluating the effectiveness of executive rounds.  
  • Alter executive rounding approach if evaluation shows a lack of impact. |

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