

COULD YOUR PRACTICE COMPLETE A MILITARY OPERATION?

The following self-assessment will help you identify which components of military structure may exist in your practice.

Standard operating procedures	Yes	No	Authority and chain of command	Yes	No
Does your practice have policies and procedures that describe "how things are done"?			Does everyone know who the leaders are in your practice?		
Are policies and procedures consistent with those of your parent organization (if applicable)?			Do members of the leadership team have authority as well as responsibility?		
Are policies and procedures up-to-date?			Do they make, communicate and stand by their decisions?		
Is there a process in place to ensure that policies and procedures are regularly updated?			Are staff members' complaints and concerns addressed to the correct person?		
Do staff know that policies and procedures exist, how to find them and how to recommend changes?			Are leaders supported by staff?		
Is someone in charge of drafting, updating and approving policies and procedures?			Teamwork	Yes	No
Do policies and procedures meet the test of 4 Es: evidence-based, effective, efficient and entirely clear?			Do staff function like a team with each person having a stake in the success of the practice?		
Can staff follow the same procedures for each doctor they assist (versus having to follow a different procedure for each doctor)?			Are staff members clear about their individual roles on the team?		
Decision-making structure	Yes	No	Does the team leader allow the members of the team to perform their jobs without excessive interference?		
Is there a clear decision-making process in the practice (e.g., certain decisions are made by consensus, others are made only by physicians, and still others are reserved for "the boss")?			Communication	Yes	No
If a process does exist for making decisions, is it followed each time?			Does your orientation process include communication of the "unwritten rules"?		
Do staff know how decisions are made?			Are experienced staff members asked for their ideas and opinions on how things may be improved or whether a "new" idea has already been tried and failed?		
Are decisions communicated from the practice's leadership to all staff?			Are staff members comfortable communicating both successes and failures?		
If a staff member has an idea about an improvement or change to the practice, is there a clear process for presenting and considering the idea?			Is there an organized way in which feedback is obtained from staff members?		
Organizational structure	Yes	No	Mission	Yes	No
Does your practice have an organizational chart?			Does your practice have a specific mission?		
Does each staff member have a list of job responsibilities that everyone knows about?			Do staff members know what the mission is, their role in achieving it and the status of progress?		
Is it easily and logically apparent who is responsible for certain duties and responsibilities?			Is your practice organized around the mission?		
Is your practice prepared to cover for a staff member who leaves unexpectedly?			Camaraderie	Yes	No
Do staff know who their supervisor is and who is responsible for evaluating them?			Do you know your staff and what information is important to them?		
			Is the practice set up to promote good relationships between staff members?		
			Is there a sense of loyalty among staff and an assumption of good will?		