**Mission, Vision, Guiding Principles for QAPI**

Mission, Vision and Value Statements are standard and critical elements of organizational strategy. Mission, Vision and Value statements serve as foundational guides in the establishment of organizational objectives, and they form the foundation to help guide decision making and setting priorities for Quality Assessment Performance Improvement (QAPI). The organization’s mission, vision and values set the quality direction of the organization, and engage staff working toward a common goal. Strong Mission, Vision and Values Statements inspire employee engagement, foster customer engagement, and help boost organizational performance.

**Mission Statement**

At the heart of any organization is its mission. The mission is the “core”, it is the purpose of the organization. A clear mission captures the essence of the organization and defines what the organization stands for – its purpose, primary objectives and the reason for its existence.

The mission statement should guide the actions of the organization and clearly focus the Quality Assessment Performance Improvement activities. It should spell out the organization’s overall goal, provide a path toward achievement, and guide day-to-day decision-making. The Mission provides the framework or context within which the company’s strategies are formulated.

Mission statements are set in the present tense. Mission statements tend to be short, clear and powerful, use simple and concise terminology, speak loudly and clearly, and generate enthusiasm for the organization.

Examples of Mission Statements:

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| Life is Good | Spreading the power of optimism. |
| Starbucks | Establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow. |
| Pfizer | We dedicate ourselves to humanity's quest for longer, healthier, happier lives through innovation in pharmaceutical, consumer, and animal health products. |
| Ritz-Carlton | The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission. We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience. The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.  |
| Universal Health Service, Inc. | To provide superior quality health care services that: patients recommend to family and friends, physicians prefer for their patients, purchasers select for their clients, employees are proud of, and investors seek for long-term returns. |
| Nike | To bring inspiration and innovation to every athlete in the world. |

**Tips for Developing Mission Statements**

1. Engage employees in the Mission Statement development process.
2. Developing a mission statement should be culture-specific, i.e., participants may use methods ranging from highly analytical and rational to highly creative and divergent, e.g., focused discussions, divergent experiences around daydreams, sharing stories, etc.
3. When wording the mission statement, consider the organization's, services, markets, values, and public image.
4. Consider any changes that may be needed in wording of the mission statement due to the strategic planning process.
5. Ensure that wording of the mission is to the extent that leadership and employees can infer some order of priorities in how services are delivered.
6. When refining the mission, a useful exercise is to add or delete a word from the mission to realize the change in scope of the mission statement and assess how concise is its wording.
7. Does the mission statement include sufficient description that the statement clearly differentiates the mission of the organization?

**Vision Statement**

The vision of an organization is the dream, the type of statement that answers the questions “where are we going” and “what can we achieve?”

It is a concise word picture of what the organization strives to be, and should always be the roadmap that drives, inspires, and motivates those affiliated with the organization. This is the real purpose for going to work every day…how the world will be different because of the organization.

Vision statements also define the organization's purpose, but they focus on its goals and aspirations. These statements are designed to be uplifting and inspiring. They're also timeless: even if the organization changes its strategy, the vision will often stay the same.

Vision statements should offer direction and include a perspective of organizational values. A vision might provide a direction for the organization for the next five to 10 years, while also noting a commitment to integrity, transparency, openness and other such values. A vision statement takes the organizational mission and adds an element of human values. It should inspire employees and give them a sense of purpose.

Examples of Vision Statements:

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| --- | --- |
| Allstate | To reinvent protection and retirement for the consumer. |
| Hilton Worldwide | To fill the earth with the light and warmth of hospitality. |
| Reebok | We all have the potential to do great things, to help consumers, athletes and artists, partners and employees fulfill their true potential and to reach heights they may have thought un-reachable. |
| CVS | To improve the quality of human life. |
| Amazon | Our vision is to be earth’s most customer-centric company where customers can find and discover anything they might want to buy online….at the lowest possible prices. |
| Amnesty International | Our vision is of a world in which every person – regardless of race, religion, ethnicity, sexual orientation, or gender identity – enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other internationally recognized human rights standards. |
| Ikea | To create a better everyday life for the many people. |

**Tips for Developing Vision Statements**

1. The vision statement includes vivid description of the organization as it effectively carries out its operations.
2. Developing a mission statement should be culture-specific, i.e., participants may use methods ranging from highly analytical and rational to highly creative and divergent, e.g., focused discussions, divergent experiences around daydreams, sharing stories, etc.
3. Developing the vision can be the most enjoyable part of planning, but the part where time easily gets away from you.
4. The vision statement is both a compelling description of the state and function of the organization and a motivational tool, including highly idealistic phrasing and activities which the organization can aspire.

The examples of mission and vision statements are concise, focused and inspiring. Do everything you can to make your statements similarly succinct.

**Guiding Principles**

Guiding Principles describe the organization’s beliefs and philosophy pertaining to Quality Assessment Performance Improvement. The principles should guide what the organization does, why it does it and how.

Examples of Guiding Principles:

1. **Guiding Principle #1:** QAPI has a prominent role in our leadership and Board functions, on par with monitoring reimbursement and maximizing revenue.
2. **Guiding Principle #2**: Our organization uses quality assurance and performance improvement to make decisions and guide our day-to-day operations.
3. **Guiding Principle #3:** The outcome of QAPI in our organization is the quality of care and the quality of life of the people we serve.
4. **Guiding Principle #4:** In our organization, QAPI includes all employees, all departments and all services provided.
5. **Guiding Principle #5:** QAPI focuses on systems and processes, rather than individuals. The emphasis is on identifying system gaps rather than on blaming individuals.
6. **Guiding Principle #6:** Our organization makes decisions based on data, which includes the input and experience of caregivers, clients/residents, health care practitioners, families, and other stakeholders.
7. **Guiding Principle #7:** Our organization sets goals for performance and measures progress toward those goals.
8. **Guiding Principle #8:** Our organization supports performance improvement by encouraging our employees to support each other as well as be accountable for their own professional performance and practice.
9. **Guiding Principle #9:** Our organization has a culture that encourages, rather than punishes, employees who identify errors or system breakdowns.

Add any additional Guiding Principles that may be important to your organization. Review the five QAPI elements to ensure you identify and capture guiding principles for your organization.

Create a separate document that articulates your mission, vision statements, and guiding principles of QAPI that may be used as a preamble to your QAPI plan. This document will help you articulate the goals and objectives of your organization; QAPI will help you get

there. Consider posting for all to see.