



Leadership Worksheet

Self Assessment

Rate each statement from 1 (Strongly Disagree) to 5 (Strongly Agree).

Our clinicians have protected time for meaningful bedside presence.

1 2 3 4 5

Training extends beyond documentation into communication skills.

1 2 3 4 5

Expectations around productivity are clearly defined and realistic.

1 2 3 4 5

Staff feel psychologically safe voicing concerns.

1 2 3 4 5

Leadership remains connected to bedside realities.

1 2 3 4 5

Time — Protected Presence

Where is time currently strained in your agency?

What policies unintentionally rush bedside care?

How can you better protect presence for patients and families?

Advice for Leadership:

Protected presence is not created at the bedside — it is created by leadership decisions. Productivity metrics, visit expectations, travel demands, and staffing models directly shape how much time clinicians can offer patients and families. When schedules prioritize volume over presence, compassion becomes rushed and burnout accelerates. Protecting time may require difficult operational changes, but it is one of the most powerful ways to improve care quality, staff retention, and family trust.

Training — Preparation & Confidence

How are new clinicians prepared for difficult end-of-life conversations?

Where are the most common gaps in confidence?

What mentorship structures need strengthening?

Advice for Leadership:

Confidence at the bedside reflects preparation behind the scenes. Orientation that focuses only on policies, documentation, and tasks leaves clinicians unprepared for the emotional and communication demands of hospice care. Structured mentorship, role-modeled conversations, and ongoing skills training are essential for building competence and resilience. When clinicians feel supported and prepared, they communicate more clearly, make better clinical decisions, and are far less likely to burn out or leave the field.

Transparency — Clarity & Culture

Are expectations clearly communicated and consistently applied?

Where does ambiguity create stress for staff?

What cultural shifts are needed to build trust?

Advice for Leadership:

Transparency is the foundation of a healthy hospice culture. When expectations are unclear or inconsistently applied, staff expend emotional energy navigating uncertainty instead of focusing on patient care. Clear communication, consistent follow-through, and openness about decisions build trust and psychological safety. Leaders who acknowledge challenges honestly — rather than presenting an illusion of perfection — foster teams that feel secure, valued, and more willing to speak up early about concerns.

Final Reflection & Action Steps

What is one measurable change you will implement in the next 90 days?

How will you evaluate its impact?

How does this align with the philosophy of Time, Training, and Transparency?

Advice for Leadership:

Sustainable improvement comes from focused, measurable action — not broad intentions. Choose one meaningful change that directly supports clinicians and patient care, then track its impact with clear metrics and honest feedback from staff. Align decisions with Time, Training, and Transparency to ensure changes strengthen both operations and culture. Small, consistent improvements led from the top create lasting transformation.