

# Performance Management

## *Sample Goal Repository*

These goals should solely be used as examples and starting points for crafting your own specific goals, through dialogue with your manager and team.

# SMART Goal Categories and Idea Starters

*For UVA Health Team Members & Leaders*

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# SMART Goal Categories and Idea Starters

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## SMART Goal Categories

### Professional Development

- Focus on learning - learning is key to performance (individual and organization)
- Relevant for everyone, regardless of responsibility, tenure or career aspirations
- Help stay current, hone skill sets and re-ignite passion within existing responsibilities
- Help develop a new set of skills and knowledge base in order to grow

### Execution of Job Duties

- Think about your specific job responsibilities and functional competencies.
- Be specific and clear enough to measure levels of success (inconsistent, consistent, exceptional).

### Operational/Clinical Outcomes (Manager Cascaded for Alignment)

- Not limited to the things you take on as extra credit or above and beyond.
- Think about your whole job and the broad areas (“buckets”) of responsibility or results.
- Be specific and clear enough to measure success.
- Include ongoing responsibilities and new projects, assignments, priorities, or initiatives.
- Focus on what is important to support a healthy work environment
- Consider team’s action planning from Employee Engagement results
- Help with recognition, teamwork, communication or area culture
- Consider what is meaningful within area’s Shared Governance

## SMART Goal Idea Starters

### Professional Development

*(1 required for all Medical Center team members and leaders in FY20; highly recommended for other employees)*

### Individual Contributor/Team Member Roles

1. By June 15, 2020, I will obtain my certification in (*relevant certification field*) and share one key learning with my manager and/or team.  
(**Meets** = by June 15, 2020; **Exceeds** = achieved earlier than June; results in specific behavior / outcome that adds value to the team such as providing an in-service, establishing a new metric on the VMB, or proposing new standard work).
2. Complete a literature review to see what other hospitals, physician groups and/or medical schools have successfully done to improve (*area of interest, such as resilience, diversity, etc.*) and compile leading practices to share with the team by April 30, 2020.  
(**Meets** = 1 leading practice shared; **Exceeds** = present recommendations to senior leadership and/or scale successful initiatives to other departments.)
3. By May 01, 2020, I will join (*insert professional organization*) and provide two updates at monthly staff meetings on current work and publications.  
(**Meets** = 2 updates; **Exceeds** = 4+ updates)

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4. During this fiscal year, increase my knowledge in (*topic directly related to my job role*) by attending a training, rotating through another department, obtaining a certification, etc.  
(**Meets** = at least one activity is completed by June 30, 2020 and at least one key learning is shared with my manager and/or team. **Exceeds** = two or more activities were completed by May 31, 2020 and at least three key learnings are shared with my peers and/or entire team.)
5. To continue my progress towards my (*advanced degree*), I will complete 5 credits by June 30, 2020.  
(**Meets**=5 credits; **Exceeds** = 8+ credits)

## Nursing Academic Progression Program Participants

1. I will establish and remain on track with my academic progression (AP) plan set via the [Milestone Tool](#), holding a progress touchpoint with my manager two times during the performance cycle.  
**Meets** = established Milestone Tool and am on track  
**Exceeds (Select 1 or create own exceeds metric)** =
  - Ahead of timeline I established (i.e. identify top 3 choices, applications submitted by specified date, enroll in a program, complete class)
  - On track and maintain a minimum cumulative GPA of 3.5 or higher in all completed classes
  - On track and participate in the RN to BSN Mentorship Program
  - On track and I will provide an in-service to my team based on content I am learning before May 2020

## Leadership Roles

1. Round on my team members every day for 15 minutes for three weeks in a row by January 1, 2020.  
(**Meets**= 15 minutes every day and debrief finding with my leader; **Exceeds** = 30 minutes every day, OR resulting in documented process improvements)
2. In 2020, I will join the (*insert relevant professional organization's name*) committee, and actively participate by voting monthly and attend 75% of the quarterly live meetings.  
(**Meets** = voting/meeting attendance and sharing key meeting information with my peers at least twice per year; **Exceeds** = serve on the board of the committee in addition to Meets requirements)
3. In 2020, I will participate in a 360 evaluation and incorporate the results into my behaviors and actions.  
(**Meets**= incorporate 2 new behavior changes; **Exceeds** = incorporate 4 or more new behavior changes)

## Execution of Job Duties

*(2 required for all Medical Center team members and leaders in FY20)*

1. Perform all of my job duties as outlined by both my job description and manager/supervisor, with a focus on continuous improvement.  
(**Meets** = fully and consistently completes all job duties as assigned throughout the fiscal year. Receives feedback on job performance improvement in a professional and development-focused manner. **Exceeds** = By May 01, 2020, engaged in at least one activity to evaluate and improve existing standard work and/or develop more lean procedures related to the delivery of my job responsibilities.)
2. Comply with all safety, confidentiality and regulatory policies and procedures in the performance of my job duties as outlined by both the organization/department and manager/supervisor, with a focus on

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continuous improvement.

**(Meets** = fully and consistently compliant throughout the fiscal year. Receives feedback on improvement and establishes corrective action where needed, in a professional and development-focused manner. **Exceeds** = By May 01, 2020, engaged in at least one activity to evaluate and improve existing standard work, effectively communicate policy updates, and/or recommend compliance improvements.)

3. By May 01, 2020, I will start writing a manual for my job to include individual checklists of my specific duties. **(Meets** = outline of manual complete and 3 checklists written; **Exceeds** = 5+ checklists written and utilized)

## Operational/Clinical Outcomes (Manager Cascaded for Alignment)

*(2 required via manager cascade for all Medical Center team members and leaders in FY20)*

### Individual Contributor/Team Member Roles

#### *Area of Patient/Customer Experience*

1. For every customer/patient interaction, I will use “smile, introduce myself and explain my role” to meet area goals by June 01, 2020.  
**(Meets** = targeted goal metric; **Exceeds** = stretch goal metric)
2. For every patient on *(insert my area)*, I will use bedside handover and comfort rounding to meet area goals by June 30, 2020.  
**(Meets** = targeted goal metric; **Exceeds** = stretch goal metric)
3. By April 30, 2020, research, compile, and display a list of the resources available internally (e.g., FEAP seminars, Talent Development courses, etc.) that may be helpful to team members trying to “free my mind from work when I am away from it (Press Ganey Engagement Survey question #42)”  
**(Meets** = posted in department by April 30, 2020; **Exceeds** = Provide an team in-service detailing at least 1 new tool I’ve applied as well as examples of the outcome/impact on my resilience AND follow-up throughout the year in 2-3 tangible ways (e.g., newsletter reminders, flyers, post-class testimonials, etc.)
4. For every patient in *(insert my area)*, I will use the AIDET communication framework to meet area goals by June 01, 2020.  
**(Meets** = targeted goal metric; **Exceeds** = stretch goal metric)
5. For all incoming customer inquiries, I will respond within a timely manner, at least by the next business day.  
**(Meets** = within 24 hours; **Exceeds** = within 8 hours)

#### *Area of Outcomes/Improvement*

1. For every patient or customer in *(my area)*, I will apply standard work for *(insert specific treatment/process)* to improve team outcomes and meet area goals by June 01, 2020.  
**(Meets** = targeted goal metric; **Exceeds** = stretch goal metric)
2. Implement standard work to decrease *(insert opportunity for improvement)* by *(applicable metric)* by May 30, 2020.  
**(Meets** = applicable metric; **Exceeds** = applicable stretch metric)

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## For UVA Health Team Members & Leaders

3. By June 01, 2020, I will improve my written communication by demonstrating a \_\_\_\_% decrease in errors.  
\*\* Measure amount of errors in the 1st quarter of the year, then measure errors in the third and/or fourth quarter of the year.  
(**Meets** = above %; **Exceeds** = 5% higher than above)

### Area of Team Development

1. By December 31st, 2019, I will lead/participate in a review of (*insert standard process for your area*) and report findings at staff meeting in February 2020.  
(**Meets** = report out; **Exceeds** = report out and begin action plan to address findings)
2. By February 01, 2020 I will create and post a display to track outcomes for (*insert major project*) to improve team understanding of progress and milestones to promote continued engagement.  
(**Meets**= February 01, 2020; **Exceeds** = December 31, 2019)
3. Complete a root cause analysis/A3 by May 01, 2020 to determine what team members really mean when they respond unfavorably to Press Ganey Engagement question #42 – “free my mind from work when I am away from it” (e.g., disrespectful team behaviors, unclear expectations, etc.) and will provide two action-orientated recommendations to leadership by June 1, 2020.  
(**Meets** = deadlines met; **Exceeds** = Implement one or more of the recommendations by June 30, 2020.)
4. To improve my comfort and skill giving feedback, I will request coaching from my manager, and provide in-depth feedback to 2 peers by June 1, 2020. I will meet with my manager pre and post feedback episodes and will document in performance notes.  
(**Meets**=2 peers; **Exceeds**=3+ peers)

### Leadership Roles

#### Area of Patient/Customer Experience

1. I will specifically observe my team members twice a week as they interact with patients/customers to ensure their consistent use of “smile, introduce myself and explain my role” to meet area goals by June 01, 2020.  
(**Meets** = targeted goal metric; **Exceeds** = stretch goal metric)
2. By January 01, 2020, identify and implement 3 metrics that will define success for our patient/customer experience.  
(**Meets** = 3 metrics successfully implemented; **Exceeds** = more than 3)

#### Area of Outcomes/Improvement

1. I will support our team goal of cleaning patient rooms in < 20 minutes by developing a checklist and audit process by June 01.  
(**Meets**= Checklist developed by June 01; **Exceeds** = decreased cleaning times OR checklist completed by March 15)
2. I will develop our area’s employee engagement action plan and identify specific actions that I and my team members can own for implementation. (\**Note: this is a goal that would require updating once the specific action is identified.*)

Example Employee Engagement item selected: Professional Development

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3. By February 28th, I will meet with 50% of employees to share learning opportunities specific to their professional role and provide guidance as needed to register or locate resources.  
(**Meets** = 50%; **Exceeds** = 60% or more)
4. By June 01, 2020, help develop and participate in cross-training for the office assistant team to learn procedures across all units so that all critical functions are covered during absences.  
(**Meets** = training developed and 33% of admin assts. are trained; **Exceeds** = 66% are trained.)

### *Area of Team Development*

1. Lead 3 ASPIRE activities with team members by March 31, 2020 about how to identify, recognize and reward the ASPIRE values in the work environment.  
(**Meets**= 3 activities; **Exceeds** = 5 activities OR by February 01, 2020)
2. I will plan 4 team building events between December 01, 2019 and July 1, 2020 for my team members to socialize and get to know each other to promote team building and stronger relationships.  
(**Meets** = 4; **Exceeds** = 5 or more)

### *Area of Continuous Improvement*

1. Implement standard work to decrease/increase team member or team's (*area of opportunity*) by (*applicable metric*).  
(**Meets** = 15% by June 01, 2020; **Exceeds**: 16% OR by April 30, 2020)
2. To improve my comfort and skill giving feedback, will request coaching from my manager and provide in-depth feedback to 2 peers by June 1, 2020. Meet with my manager pre and post feedback episodes.  
(**Meets**=2 peers; **Exceeds**=3+ peers)
3. By June 01, 2020, establish a practice for giving feedback to 1 new person each week until everyone has received it at least twice.  
(**Meets** = feedback provided to all direct reports at least one time. **Exceeds** = feedback provided to direct reports three or more times.)