

ASPIRE Behavior Performance Guide

Our ASPIRE values provide a shared set of expectations for how we show up for our patients, colleagues, and community. The behaviors below describe what performance looks like when expectations are **not met, met, or exceeded**.

Accountability

Acknowledging and assuming responsibility for where we have succeeded and failed in terms of our actions, decisions, policies, and results.

Does Not Meet Expectations

- Places blame on others and avoids responsibility for errors
- Sets unclear or unrealistic expectations and timelines
- Works in silos and withholds information or solutions
- Is unprepared, late, or disengaged from meetings and commitments

Meets Expectations

- Takes accountability for both successes and failures
- Communicates expectations clearly and follows up on commitments
- Acknowledges mistakes and offers solutions to improve outcomes
- Comes prepared, participates actively, and collaborates with others

Exceeds Expectations

- Models ownership and accountability, even in challenging situations
- Anticipates risks and proactively aligns expectations across teams
- Creates solutions with organization-wide impact
- Recognizes and elevates others' contributions while driving results
- Stewardship
- Responsibly managing our resources while committing to continual improvement and learning.

Stewardship

Responsibly managing our resources while committing to continual improvement and learning.

Does Not Meet Expectations

- Frequently operates over budget or outside scope
- Resists change and avoids learning opportunities
- Ignores inefficiencies and root-cause problem solving
- Shows limited ownership of goals or improvement efforts

Meets Expectations

- Uses resources effectively and seeks efficient alternatives
- Applies standard work and learns from problems
- Seeks feedback and adjusts practices accordingly
- Creates goals that align with team and organizational priorities

Exceeds Expectations

- Identifies and implements improvements that benefit the organization
- Leads or accelerates improvement initiatives
- Shares learning and best practices broadly
- Consistently challenges the status quo to create value

Professionalism

Approaching all that we do collaboratively, with helpfulness, kindness, positivity, and competence.

Does Not Meet Expectations

- Avoids collaboration or dismisses others' ideas
- Engages in unprofessional or inappropriate behavior
- Communicates poorly or creates unnecessary conflict
- Fails to support team members, patients, or customers

Meets Expectations

- Is approachable, helpful, and responsive
- Acts with integrity and professionalism
- Seeks input and works collaboratively toward shared goals
- Treats others with kindness, respect, and courtesy

Exceeds Expectations

- Goes out of their way to support others' success
- Serves as a trusted advisor and role model
- Leads cross-functional collaboration effectively
- Consistently demonstrates compassion and advocacy for others

Respect

Being mindful of others while showing compassion through caring and intentional actions.

Does Not Meet Expectations

- Interrupts, talks over others, or fails to listen
- Is inconsiderate of others' time, needs, or preferences
- Communicates in a dismissive or condescending manner
- Fails to clarify expectations or follow through

Meets Expectations

- Listens attentively and asks clarifying questions
- Prepares for interactions and considers diverse needs
- Communicates clearly and respectfully
- Establishes and meets agreed-upon expectations

Exceeds Expectations

- Creates inclusive, respectful spaces for dialogue
- Anticipates needs and proactively supports others
- Handles breakdowns as learning opportunities
- Balances current demands while preparing for future needs

Empathy

Striving to understand what others are feeling and responding with compassion—meeting people where they are.

Does Not Meet Expectations

- Dismisses or minimizes others' experiences or emotions
- Interrupts, multitasks, or rushes conversations
- Uses insensitive language or poor timing
- Fails to follow up or provide meaningful support

Meets Expectations

- Gives full attention and seeks to understand perspectives
- Acknowledges emotions and communicates with care
- Adjusts approach to meet individual needs
- Follows through on commitments and support

Exceeds Expectations

- Anticipates concerns and responds thoughtfully
- De-escalates difficult situations with empathy
- Removes barriers and advocates for others
- Models empathetic behavior and helps others build these skills