

Updated Global Standards for 2023 Evaluations – Revised 3/7/2023

Service – Is available, consistent, and pursues excellent customer service for both external and internal customers. Always striving to differentiate Riverside from other healthcare providers by delivering unmatched service, care, and compassion.

To successfully carry out service in alignment with organizational goals, mission, vision, core values, and our professional standards of behaviors/code of behavior an employee is actively pursuing to improve his/her behaviors/outcomes along with his/her team members to:

- Reflect that every role across the health system is important – there is no ‘just a’
- Improve interdisciplinary team relations
- Connects the dots of “why “
- Recognizes words matter and consistently aligns verbal/nonverbal to align with professional standards of behavior – understanding it’s important not only what you say but how you say it
- Consistently uses AIDET and is comfortable being proactive in their communication with internal and external customers.
- Understands internal and external customers consists of patients, families, physicians, and students, and employees and further recognizes that a customer is anyone on the receiving end of our work and attitude.
- Received Daisy, Butterfly, Tree-Mendous or Mission Possible award/nomination and receives consistent recognition of excellent service on patient post-discharge calls and/or patient experience surveys.
- When service recovery needs to take place, employee is takes initiative and ownership to apologize, checks understanding of the situation to verify understanding of the concern/complaint, and provides regular updates to ensure the customer (whether resident, patient, coworker, medical staff/provider, family/visitors) receives care, information, or service needed.
- In direct patient care areas consistently and effectively handles bedside shift report, registration/scheduling. Keeps individuals updated on delays (e.g. room and round, patient throughput, discharge planning).
- Regularly checks on team members
- Written warning or greater during the past 12 months can result in being Needs Improvement for this item.

Measurement of Success:

- **Exceeds:** Role Models service behaviors and procedures consistently to internal and external customers (coworkers/medical staff, patients/residents, etc.). Mentors and influences others to demonstrate these same behaviors. Does not make negative or we-they comments in onstage or offstage areas. Received Daisy, Butterfly, Tree-Mendous or Mission Possible award (not necessarily nomination) and receives consistent recognition of excellent service on patient post-discharge calls and/or patient experience surveys or from coworkers.
- **Achieves:** Demonstrates service behaviors but may need coaching to consistently demonstrate patient-centric and service behaviors.
- **Needs Improvement:** May have received documented complaints for Code of Behavior and/or patient/resident complaints on multiple occasions in the past 12 months. Observed making negative or we-they remarks in onstage areas during the appraisal period. Does not consistently comply with organizational service/patient-centered behaviors. Written warning over past year is Needs Improvement rating.

Quality – Aligns work outcomes, attitudes, behaviors to deliver high quality individual and team operational excellence.

To successfully carry out quality in alignment with organizational goals, core values, and our professional standards of behaviors an employee is actively pursuing to improve his/her behaviors/outcomes along with his/her team members to:

- Take ownership of performance, involvement in teams/task forces, Lean projects/Rapid Improvement Events, Magnet Councils/UBCs, to strengthen the organization, professional membership in other organizations to bring best practices back to Riverside and execute on new knowledge to improve outcomes, participates in workshops/webinars to improve skills
- Clinical quality outcomes includes reduction of Medicare LOS, reduction of 30 day readmissions, reduction of patient falls, appropriate hand hygiene, save the vein compliance, reduction of medication errors, colon, RMG blood pressure, A1C, mammos, Xenex utilization
- Error proofing/defect reduction, completing the right test correctly the first time
- Reduce patient and family wait times
- Reporting issues immediately/good catch/improves safety for patients/coworkers/organization

Exceeds: Follows all quality initiatives and brings new best practice, evidence based ideas to deliver high quality results. This would include an implementation plan and how they will contribute to plan development. Also anticipates needs of delivering and ensuring quality outcomes and consistently error-free work products.

Achieves: Responds/reacts to situations and follows all quality policies and practices to deliver a positive outcome.

Needs Improvement: Fails to anticipate, fails to respond resulting in poor patient/customer outcomes/errors. Leaves work incomplete for others to do. Does not follow safety policies. Written warning or greater during the past 12 months can result in being Needs Improvement for this item.

Finance – Ensures efficient use of supplies, work time, and enables organization to reduce costs while maintaining high quality. Always looking for lean opportunities that support efficiencies and waste reduction that will enable the organization to more effectively deliver what we do.

To successfully carry out finance in alignment with organizational goals, core values, and our professional standards of behaviors an employee is actively pursuing to improve his/her behaviors/outcomes along with his/her team members to:

- Ability to look at different ways to complete job and team responsibilities in a more cost saving approach.
- Helps to reduce overtime and agency costs
- Utilizes Kaizen board (or brings forward) suggestions on efficiencies and process improvement
- Completing work right the first time
- Working hard to deliver affordable healthcare to our community
- Helping to reduce employee turnover, ensuring team success and engagement
- PATOS, Reducing days in A/R, minimizing no shows, improving accuracy of registration, WHOUPOS, effectively managing overtime to reduce/eliminate overtime
- Maintaining inventory of supplies, removing expired supplies, maintaining accurate records
- Discharge by 1PM, improving patient throughput
- Minimizing lost patient belongings
- Delivering work as an invested owner of the health system

Exceeds: Led team or department in a measurable improvement (cost savings/waste reduction). Took action and helped implement improvement of financial indicators for their department and/or organization.

Achieves: Supports and participates in helping department achieve improved operational performance.

Needs Improvement: Don't offer ideas, cause/contribute inefficiencies, actions causing increased expense, unexcused absences, written warning for attendance in last 12 months.

People – Build personal engagement and team engagement to create an environment that builds employee loyalty, commitment, and retention. Models a culture of total wellness as we partner together in the organization to serve our local region.

- Foster teamwork and works collaboratively within department, across organization, and with external customers
- Is consistent in speaking positively about the organization
- Creates and fosters a trustworthy environment
- Builds a culture of respect
- Has the ability to overcome problems, let it go, and move on positively.
- Offers solutions and positive feedback to help strengthen the team and individuals on the team.
- Has a commitment to the profession
- Coaches others to deliver a high level of quality/accuracy/efficiency.
- Takes ownership of process improvement
- Volunteers in the community to represent Riverside
- Takes the lead in mentoring staff/students, reflecting their level of commitment to the team/organization.
- Helps to onboard new team members and support their success and assists in recruiting other excellent team members to join Riverside.
- Exhibits a high level of integrity
- Strives to achieve a balance of total wellness with self/social awareness. Recognizes and effectively manages own behaviors and their impact in the workplace. Recognizes the behaviors of others and offers support.
- Helps to promote REACH and encourages use of Well in Mind to support resiliency of others.

Exceeds: Champion/role model by positively influencing the behaviors and outcomes of team members – serves on organizational committees – participates in shared governance, committees, councils and share pertinent information with team members. Promotes a positive work environment and takes personal responsibility to resolve issues, address work flow issues, and proactive in resolving issues.

Able to give and accept constructive feedback from team members/peers. Has received positive customer/peer feedback. Manages up others, providing recognition, encouraging others and helping new team members/students have positive learning and workplace interactions consistently.

Achieves: Is personally engaged. Effectively identifies workplaces issues - may or may not bring solutions to problems. Willingness to mentor team members when asked. At times offers constructive feedback to peers. At times, manages up others and may be influenced by others who manage down the organization/teams.

Needs Improvement: Any written warning. Has received peer and customer complaints. Not a consistent effective team player. Is unwelcoming to students, new team members and does not consistently demonstrate desired behaviors that contribute to high employee commitment and engagement.

Growth – Pursues personal growth to bring greater value to organization/team – enabling the organization to grow.

- Pursues membership of professional organizations.
- Attends seminars and participates in webinars to grow knowledge and bring best practices to team/organization.
- Effectively and consistently manages up departments.
- Encouraging health system referrals to the areas of growth opportunity.
- Markets Riverside’s services to our community, family, and friends.
- Buildings interdepartmental relations.
- Takes personal ownership to ensure knowledge, skills, and abilities grow within your profession.
- Willingly accepts extra workload to meet the needs of the organization.
- As we grow, takes personal responsibility to foster innovation and efficiency.

Exceeds: Shares gained knowledge with others. Seeks out projects to make the organization/team better. Takes the initiative to bring forward ideas to improve organization, team, and personal outcomes. Models and encourages others to positively position the organization and other teams to

both internal and external customers. Manages up the organization to promote a positive image to others.

Achieves: Taking personal responsibility of staying current with training requirements and specific professional education requirements. Will follow through on new projects or initiatives if asked. Positively positions the organization and other teams to both internal and external customers.

Needs Improvement: Needs to be reminded to complete required trainings/tasks by due dates. Does not support other employees in accomplishing their position requirements. Does not consistently speak positively about the organization and other teams, departments or shifts and uses we-they communication. Manages down peers/organization to others at work. Written warning or greater during the past 12 months can result in being Needs Improvement for this item.