

High*Middle* Low Criteria

Low	Middle	High
<p>FLEXIBILITY: Maintains effectiveness in varying circumstances and remains open-minded regarding changes in direction and new ideas</p>		
<ul style="list-style-type: none"> ■ Does not accept the need or adjust to change ■ Thinks they will outlast new initiatives and the leader ■ May behave with passive aggression in the face of change 	<ul style="list-style-type: none"> ■ Accepts need for change and adjusts to new processes or direction ■ Is open-minded about change initiatives and constructively asks questions to clarify issues ■ Understands and supports change ■ Demonstrates the advantage of change initiatives to others through actions and words ■ Identifies and acts upon barriers and/or opportunities to support positive change. ■ Re-establish priorities and processes 	<ul style="list-style-type: none"> ■ Creates an environment of constructive change and flexibility. ■ Creatively responds to new situations ■ Viewed as a resource by others to implement change ■ Regarded by others as an individual who meets commitments especially in complex situations.
<p>INITIATIVE/FOLLOW THROUGH: Makes active attempts to influence events to achieve positive outcomes</p>		
<ul style="list-style-type: none"> ■ Does not consistently complete assignments ■ Does not communicate effectively about absences from work areas ■ Blames the manager or others for lack of performance ■ Performs work with little regard to the behaviors of safety awareness 	<ul style="list-style-type: none"> ■ Effectively uses time to complete assignments. ■ Demonstrates pride and ownership of work and completes assignments with integrity ■ Does things before being asked to do them ■ Accepts accountability for the consequences of decisions/actions ■ Recognizes and resolves hazards and potential hazards within approved codes and policies ■ Works to develop and energize others through sharing knowledge and experiences ■ Encourages others to take pride and ownership in their work ■ Works to increase team productivity by introducing new concepts 	<ul style="list-style-type: none"> ■ Regarded as influential member of team by encouraging creativity and innovation in others ■ Consistently generates ideas and processes in response to problems ■ Anticipates needs and takes appropriate actions to meet needs in advance
<p>TEAMWORK: Works cooperatively with others; solicits ideas and opinions to help create acceptance, openly credits others and/or shares successes with others.</p>		
<ul style="list-style-type: none"> ■ Does not manage up co-workers, depts., administration and physicians and may manage down ■ Demonstrates little commitment to the work unit and the organization ■ Demonstrates a We/They mindset 	<ul style="list-style-type: none"> ■ Consistently understands team goals and objectives ■ Works to build consensus among team members ■ Facilitates collaboration / helps others to work together ■ Uses actions and words to demonstrate St. David's HealthCare Partnership Mission, Vision, Values ■ Coaches others to help them complete their work or proactively seeks to be coached by others to develop overall skills and experiences of team ■ Gives credit to others and openly acknowledges others' contributions ■ Understands how team performance contributes to the overall business success of the Partnership ■ Understands and uses the concept of Managing Up others ■ Understands one's own role and how it relates to others ■ Cooperates with others to get the job done 	<ul style="list-style-type: none"> ■ Positively and consistently influences team to support St. David's HealthCare Partnership Mission, Vision, Values and Ethics and Compliance Program ■ Actively promotes a team culture through open, honest feedback ■ Identifies team developmental opportunities to promote team excellence ■ Consistently puts team ahead of personal needs / agenda ■ Brings conflict into the open and works to resolve issues with team members ■ Champions cost-effective behaviors in others ■ Consistently Manages Up other co-workers, depts., hospital administration and physicians

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	<ul style="list-style-type: none"> ■ Consistently completes assignments to contribute to achieving team projects or goals ■ Contributes recommendations to group decisions ■ Takes actions to respect the needs and contributions of others, regardless of personal opinion, to support group decisions ■ Partners to provide the right services and resources at the right time ■ Reflects the company's values and a commitment to code of conduct 	

CUSTOMER FOCUS: Works to exceed the existing needs of our customers by having a result oriented approach, which stresses quality.

<ul style="list-style-type: none"> ■ Does not use AIDET consistently ■ Does not use Key Words at Key Times Consistently ■ Does not adhere consistently to the Customer Service standards 	<ul style="list-style-type: none"> ■ Listens to others and asks questions to gain a better understanding of their requirements and expectations ■ Uses and applies knowledge of specific area of expertise to meet customer expectations. ■ Consistently provides reliable service to customers. ■ Responds to inquiries and requests in a timely manner ■ Follows through on promises ■ Treats everyone with dignity, respect, and consideration ■ Creates positive impressions that demonstrate our service readiness, professionalism, and cleanliness ■ Demonstrates proactive communication and interpersonal skills to assist customers with issues. ■ Offers alternative approaches and solutions to problems for customers ■ Clarifies expectations by asking questions. ■ Consistently uses AIDET ■ Uses Key Words at Key Times ■ Consistently demonstrates actions associated with the Customer Service Standards 	<ul style="list-style-type: none"> ■ Consistently anticipates customer needs and problems ■ Develops on-going relationships with customers by soliciting feedback and assessing satisfaction ■ Consistently applies customer feedback to make necessary changes in work ■ Consistently uses AIDET in interactions with all patients, co-workers and support depts. ■ Promotes and suggests ideas based on unit survey results to identify Key Words at Key Times ■ Anticipates, identifies, and works to remove barriers which block the delivery of commitments. ■ Regarded by others as an individual who meets commitments especially in complex situations. ■ Consistently Uses the Customer Service Standards and helps other members of the team to understand the purpose of the standards
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PERFORMANCE IMPROVEMENT: Takes the responsibility for improving work processes.

<ul style="list-style-type: none"> ■ Points out problems in a negative way ■ Shows little interest in improving own performance or the performance of the organization 	<ul style="list-style-type: none"> ■ Understands concepts of process improvement ■ Identifies problems/inefficiencies and seeks input from others towards solving problems ■ Understands how job duties impact cost ■ Seeks and implements improvement ideas ■ Involved with the design or improvement of quality oriented processes ■ Demonstrates awareness of process improvement activities ■ Helps to monitor the effectiveness of existing processes towards improving quality outcomes ■ Identifies areas for fiscal improvement 	<ul style="list-style-type: none"> ■ Consistently establishes and implements initiatives ■ Works with team to share and promote understanding of processes ■ Sought out by other teams as new, organization-wide processes are introduced ■ Anticipates, identifies, and works to remove barriers which block the delivery of commitments ■ Consistently generates and recommends cost-effective initiatives
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