FY18 Organizational Goals
Talking Points and FAQs for Managers

WHAT: Our organization is strongest when we all work toward common goals. Our annual Organizational Goals are a way for us all to focus on the areas where we can make the biggest, collective impact. In an effort to continue the positive momentum from last year, the 2018 VUMC Organizational Goals are the same as last fiscal year. Retention for all and either Patient Experience OR Academic Performance. Two of the three goals are assigned to each employee.

Retention (for all) – Efforts to keep our best employees at VUMC for the longterm, so our teams remain cohesive, and we can consistently deliver on our missions of patient care, research and education.

Patient Experience (for most) – Providing excellent care and service by fulfilling the needs of our patients and their families.

Academic Performance (for many) – is a combination of grants and contracts expenditures, participation in research studies and award recognitions that lead to new discoveries and improved patient care.

3 REASONS WHY:
• It empowers us all to make a difference in meaningful ways.
• Everyone focusing and contributing to the same goals, helps us advance and perform better in these areas.
• The merit increase is tied to achieving these goals.

CALL TO ACTION:
• Work with your teams to create meaningful tactics for them that will impact our efforts.
• Help share and educate everyone in the organization about this by sharing this information in staff meetings, posting flyers in public places and following up with employees on an individual basis to make sure they have meaningful tactics entered in the system to work on.
• Enter your individual tactics to support organizational goals in Performance Central as soon as possible but certainly no later than Dec. 15, 2017.

THE PROCESS:
• Preferred: Work with your employees to develop their specific tactics. This can occur in one-on-one sessions and team meetings to gain their insight on the things they can personally do to improve our performance.
• Performance Central: You can go into Performance Central on behalf of your employees and submit personal tactics and cascade them down or employees can go in to Performance Central to select and record their specific tactics.
How were these three goals developed?
These goals were determined because they are the areas that we all have in common. They connect every employee to our organizational missions of research, education and clinical care. They are each equally important and contribute to ensuring VUMC is headed in the right direction.

How are these goals different from our Pillar Goals?
They are a subset of our Pillar Goals. Retention, patient experience and academic performance are areas where we can make the biggest impact.

Why were these goals assigned to me?
We want to provide clarity and to directly align every employee to our mission. Assigning the goals to all employees also simplifies the process.

These metrics look lower than last year, why?
Yes, the thresholds have been lowered from last year. We want to be realistic about the impact of implementing eStar, especially since the merit increase is tied to achieving these goals. Even so, we hope that we can improve even higher than the thresholds this year.

How can I impact patient satisfaction?
Those of us who work in clinical care can impact patient satisfaction in many ways such as smiling and making eye contact with each patient and their family member, informing patients about delays, asking “Is there anything else I can do?” before leaving a patient, and more. Imagine you are a patient going through your area, what are the things you would want? What help would you appreciate?

I work in an administrative job/in front of a computer. How can I impact patient experience?
Friendly, helpful and compassionate interactions can positively impact patients and their families. Think of how you would want yourself or a loved one to be treated. Everyone can contribute by helping patients with directions and/or walking them to their destination, letting patients and their family members on and off an elevator first, making eye contact, smiling and letting patients ahead of you in line in the cafeteria, ATM or pharmacy.

How can I impact Retention?
One of the most important factors in enjoying work is feeling connected to co-workers and your work group. We want every member of the VUMC workforce to feel a sense of belonging. Helping new employees get adjusted to their roles/work environment by including them in activities, taking a genuine interest in your co-workers’ lives, celebrating work milestones and accomplishments, offering help when you see a co-worker in need are a few examples of how we can all make a difference.

How can I impact Academic Performance?
About 1,400 members of our workforce were assigned Academic Performance. Staff can impact this area by expediting paperwork, following standard operating procedures, etc.

Are faculty included in these organizational goals?
Most faculty are not included directly in these goals. The Faculty Chairs do have Enterprise Goals that they are improving and some of these will be aligned to their department faculty members. Faculty in administrative leadership roles are included.
How does the merit part of this work?
- Organizational Goals count for 50% of your merit increase for next year if we, as an organization (rather than department) achieve threshold for the overall goals.
- The other 50% of your potential merit increase is based on your annual review. Payout of the merit increase assumes we achieve financial performance at VUMC.

What is the process for physically logging into this?
Three easy steps that take most people less than 2 minutes to complete:
1. Log into Performance Central
2. Go to the HOME screen and select MY GOALS
3. Review your assigned goals.
4. Enter specifics about what you will do to impact these goals.