2024 Performance Reflection & Process FAQ's
[Up to and including Executive Roles]

Contents

Terminology

Assessment – the Performance Reflection form; starting in 2022, created and stored electronically within HealthStream for all eligible roles up to and including Executive. There are four (4) forms as outlined below:

- **Executive** – Vice President roles as well as our Chief Compliance Officer and Chief of Staff.
- **Director** – Director, Administrative Director, or equivalent role.
- **Front Line Leader** – Those with at least one direct report and not eligible for the Director or Executive form.
- **Team Member** – Individual Contributors; those with no direct reports and not eligible for a leadership form.

Assessment State – the current status of the performance reflection form; 2024 statuses, in the process order, are Evaluate/Rate → Review/Meeting → Rater/Employee Sign-off → Closed.

Eligibility – all full or part-time, regular or relief (PRN) employees, regardless of hours worked who were hired/active before October 1st of the performance cycle. Contractors are not eligible unless they are formal leaders of at least one eligible team member.

Peer Reflection – *required for all in a formal leadership role as well as RNs, per Pathways, in any leadership position*; an exact copy of the official performance reflection form used to get feedback from someone who works closely with the individual (*ex. – previous supervisor, secondary job supervisor, direct report, provider, interdisciplinary peer, department team member, etc.*); the Manager/Rater assigns peer forms from within the team member's reflection form using the steps below:

1. Locate the individual's performance form in their Raters tab > All Assessments subtab.
2. Click the drop-down arrow to the right of the "Rate" button.
3. Choose 'Manage Raters and Peers'
4. In the upper right corner, click the 'Select Peers' link.
5. At the far left, type the peer's last name, click the **CHECK BOX** for 'Search All Institutions", click the small gray "Apply" button.
6. Click the check box in front of the desired peer's name.
7. Click "Add Selected"
8. Confirm peer's name appears in the upper right box.
9. Scroll down and click the check box in front of each person you want the selected peer to review.
10. Click "Apply Selections" to immediately send the Peer Reflection form(s) to the peer's HealthStream "To Do" list.

IMPORTANT: *Once submitted by the peer, no changes can be made to their form.*

Performance Cycle – for performance reflections, a 12-month period; currently a calendar year.

Rater/Manager – person in the team member's Supervisor field in UKGPro/UltiPro; automatically assigned the Review/Reflection Rater role in HealthStream if they were the team member's manager at form launch. When an individual transfers to another manager, the Performance Reflection form is automatically moved to the new manager's Raters tab. They will also be assigned ownership of the entire process though signoffs unless the former leader has saved entries within the form, in which case the former leader remains the Rater and owns the process through Signoffs.

Rating/Success Level – as of 2022, we adopted a 4-level Success or Rating scale; below is a list of each level's title and description:

- **ROLE MODEL** (Unequaled Performance): Is viewed as a role model by peers, leaders, and those in other departments. Fluidly and naturally integrates our values into all aspects of their job. Sees opportunities for improvement and leads the way in engaging others in the problem solving and implementation processes for diverse approaches and opinions. Customer service and safety is at the heart of every action, solution, and innovation. Regularly participates in recognition and peer feedback sessions for mutual growth and development. Holds others accountable for inappropriate behaviors with a focus on growth and development. Instrumental in establishing aligned goals, monitoring progress, and driving results.
- **OUTSTANDING CONTRIBUTOR** (Exceptional Performance): Consistently integrates all our values into the delivery of their job role. Demonstrates outstanding levels of effort, effectiveness, and judgement with limited or no supervision. Anticipates patient/customer/ team member needs to deliver an elevated level of service. Regularly exceeds objectives and demonstrates a mindset of continuous improvement. Demonstrates outstanding self and social emotional intelligence.
- **EFFECTIVE CONTRIBUTOR** (**SUCCESSFUL; Skilled Performance**): Effectively demonstrates our values. Successful, consistent, reliable, meets deadlines, prioritizes tasks, and achieves outcomes. At times, exceeds objectives, and takes on additional projects. Values diverse viewpoints. Exhibits self-awareness and takes action to resolve interpersonal or customer service issues with compassion and humility. Is considered a "go to" person for help or ideas.
- **INCONSISTENT CONTRIBUTOR** (Inadequate Performance): Rarely or inconsistently demonstrates our core values. Lacks self-awareness or consideration of customer's (e.g., patient, family, team member) perspective. Often misses deadlines and rarely takes responsibility for actions, outcomes, or behaviors. Performance and/or behaviors cause occasional issues for customers, team members, or the department. IMMEDIATE IMPROVEMENT REQUIRED in this competency/behavior.

RESET – process that wipes all entries in the Rater/Manager, Self, and Peer forms; requires peers to be re-selected, if applicable.

REVERT – process to return a performance reflection form to the initial Evaluate/Rate step; allows Rater to make modifications to the form and/or receive missing Self and/or Peer forms.

Self-Reflection – an exact copy of the official performance reflection form assigned to the individual's HealthStream "To Do" list; once submitted becomes fixed in the official form; starting in 2023, the form is required of all who receive the assignment; completed by the individual based on their personal viewpoint and supported by examples of their achievements and challenges during the performance cycle. ***IMPORTANT:*** *Once submitted, no changes can be made to their form.*

Sign-Off – the performance reflection step where both the team member and manager confirm they held an in-person or virtual performance review discussion. This does not indicate the team member agrees or disagrees with the reflection form's content. An optional final comments box is available at this step. To initiate this step, the manager/rater clicks "Begin Sign-Off" within the direct report's performance reflection form. There are two (2) options available for sign-off:

- **Together (*default*)** – used when reviewing the form on the leader's screen; requires the manager and direct report to know their HealthStream credentials as Single Sign-On isn't available. Once both parties have entered their credentials and desired final comments, click either "Sign-Off and Print" (*to get a printed copy*) or "Sign-Off".
- **Remote with Employee Sign-Off** – used when reviewing a paper version of the reflection form, reviewing the form in a virtual meeting, or when the direct report would like time to review the form independently before sign-off; Rater/Manager clicks "Remote with Employee Sign-Off" then "Continue Sign Off". Once the team member signs off, the Rater must complete their Sign-Off task which will be located in the Raters tab > All Assessments subtab.

Statement – a performance item, often requiring selection of a rating/success level; starting in 2023, each of the 4 unique forms contains seven (7) performance statements or items requiring a rating:

- **Four Values** – 1) Patient & Community-Centeredness, 2) Professionalism, 3) Excellence, 4) Teamwork
- **Three Competency Categories** – 1) SELF, 2) PEOPLE, and 3) BUSINESS

Performance Review Process

Q: Who is eligible to receive a 2024 Performance Review?

A: All full- or part-time, regular or relief (PRN) team members, hired before 10/01/2024, are eligible to receive a 2024 Performance form. For those hired on or after 10/01/2024, the supervisor should schedule a 30-Day and 90-Day conversation, regarding their onboarding experiences at each of these milestones. A 90-Day Conversation Form is available on the Investing In Us website > Engaging Us page.

Q: When are 2024 Performance Reviews launched or made available?

A: Reviews are conducted electronically within HealthStream. Since the 2024 Performance Review covers the calendar year of January 01, 2024 to December 31, 2024, the review form will be launched within HealthStream during the 4th quarter of 2024.

Q: On what job role will I be evaluated for 2024?

A: Your 2024 performance review will be based on the job role you are in when the review is launched (*created*), regardless of how long you've served in that role. If you are in the same job role but transferred to a new department or supervisor during the performance cycle, the new Rater/Manager (*see Terminology for additional information*) should request performance feedback from your previous supervisor through a Peer Reflection form.

Q: Who is responsible for completing the 2024 evaluation form?

A: Your 2024 performance review will be completed by your direct supervisor at the time the review was launched (created). If you changed supervisors during the performance cycle, your current supervisor will request performance feedback related to your former job role from your previous supervisor.

Q: When are 2024 Performance Reflections due?

A: The 2024 Performance Reflections are to be fully completed (signed off) on or before April 13, 2025. This provides time to capture a self-reflection, feedback from additional contributors, if desired, as well as data related to outcomes achievement, where applicable.

Q: What do I do if a direct report is or expects to be on leave when the reflections are due (04/13/25)?

A: When feasible, plan to complete all aspects of the review prior to their leave date. If that is not possible, all portions of the review process can be completed with the exception of the Reflection Review Meeting and Sign-offs, as the team member is not to perform work-related duties while on leave. These tasks, as well as the full completion of the reflection form, are required to be done within thirty (30) days of the team member's return to work (RTW) date.

Q: What if I have a PRN direct report who isn't scheduled to work between the launch date (10/14/24) and the due date (04/13/25)?

A: At launch, reach out to them to schedule paid time for them to complete their Self-Reflection. Prioritize completion of their ratings and comments in their 2024 Performance form. When both are done, click "Submit to Review" and schedule paid time to meet and review the form, either in person or virtually, and complete signoffs.

STEPS: Before concluding the meeting, click "Begin Sign-Off" > choose "Remotely" > click "Complete Sign-Off". Have them complete their HealthStream To Do list sign-off task. Finally, complete your "Sign-Off" task from your Raters tab.

Q: How can I capture performance notes throughout the year, so the 'year-end' process isn't so challenging to produce?

A: HealthStream offers a notes entry and document upload function. Either can be related to your personal performance or another person's performance. These both remain private to you until they are imported into a formal document, such as a Performance Reflection form. At that time, they become discoverable.

1. Within your HealthStream account, click the Profile tab.
2. Select either Notes or Documents then follow the onscreen prompts.

NOTE: *A Job Aid for each is available on Pulse > Information > Human Resources > Organizational & Talent Development > Performance Management > 2023 Performance Resources > HealthStream Job Aids*

Q: How do I know where my direct report's review is in the process?

A: Managers can navigate, in HealthStream, to their Rater's tab > All Assessments subtab. This page lists all open reviews and their current "Status". **NOTE:** To view closed forms, change all three filters at the top of the page to "All".

Q: I'm the 'Rater' but my direct report transferred to another leader and they've been removed from the My Team Dashboard. How do I access their review to complete this task?

A: If you began composing their form before their transfer, from your Raters tab,

1. Click the 'All Assessments' subtab.
2. Locate the 2024 Performance Reflection form line item for the individual.
3. Click the 'Rate' button located to the far right of the line item.

If you did not begin composing their form, request a Peer Reflection form from their new leader.

Q: My direct report transferred from another leader during the review period. Who completes their review?

A: The supervisor of record at the time of the form's launch serves as the 'Rater' for the annual review and is accountable for completing the review and holding the review meeting with the team member. If the form has not been started prior to the transfer, as the new leader you will send a "Peer Reflection" to the original leader for their ratings and feedback. Reference / mimic these in your entries with the exception of the Development section where you should draft their growth plan for 2025. Peer Reflections can also be sent to others who are close to the team member's direct work.

Q: How do I send a copy of the review to the team member for our review meeting?

A: From your Raters tab > All Assessments subtab, click the drop-down arrow to the right of the rate button then select Print to open a print dialog box. This can be saved as a PDF and emailed or can be printed and given to them at or before the meeting.

Q: What do I do if my team member refuses to complete their Sign-Off step?

A: Remind the team member that their sign-off simply indicates they've received the in-person/ virtual Review Meeting, not that they agree or disagree with the contents. If they still refuse to complete this step, contact Human Resources (x4700 or HumanResources@AugustaHealth.com) immediately following the refusal so an HR representative can contact the team member.

Q: What is the final step in the review process that marks it as complete?

A: Rater Sign-Off; once submitted, HealthStream marks the review as 'completed'. To view completed forms back to 2022, go to the Raters tab > All Assessments subtab and change the 3 filters at the top of the page to "All". To sort the forms by direct report last name, click the "Employee" header. **NOTE:** To view and/or print historical reviews between 2016 and 2021, go to UKGPro (*Profile → Jobs tab → Reviews subtab → History table → click the date hyperlink*).

Q: I'm working from home. How do I access my review or my direct report's review when not on-site?

A: From your computer's internet browser, search for "Augusta Health for Employees" then click the 'HealthStream' link. Go to your Raters tab > All Assessments subtab.

Q: My personal review is complete. How do I print a copy for my records?

A: Within HealthStream, go to your Completions tab, locate and open/print your performance form.

Q: My direct report's review is complete. How do I print a copy?

A: Within HealthStream, go to your Raters tab > All Assessments subtab, change all filters to "All", locate and open/print their performance form.

Q: I have a new direct report. How do I view their historical reviews?

A: To view completed forms back to 2022, go to the Raters tab > All Assessments subtab and change the 3 filters at the top of the page to "All". To sort the forms by direct report last name, click the "Employee" header. **NOTE:** To view and/or print historical reviews between 2016 and 2021, go to UKGPro (*Profile → Jobs tab → Reviews subtab → History table → click the date hyperlink*).

Review Template

Q: How many items need to be rated in the 2024 review template?

A: There are seven (7) items requiring a rating in the 2024 performance reflection:

1. **Four (4) Values** (*Patient & Community Centeredness, Professionalism, Excellence, and Teamwork*)
2. **Three (3) Competency Categories** (*Self, People, and Business*)

Q: Do the rated items require comments?

A: No, comments are not required to be included with an individual rating.

Q: How many sections need comments?

A: Three (3) sections where "overall" comments are expected

1. **Values** – provide specific example(s) of the individual's demonstration of our values
2. **Competencies** – provide specific examples of the individual's demonstration of their competencies
3. **Development** – note at least one idea for focus on professional growth for 2025

Q: What are the Rating or Success Levels for 2024?

A: There are 4 rating or success levels with only 1 being below the standard expectation for the item:

1. **Role Model** = Unequaled demonstration of the performance item (value or competency)
2. **Outstanding Contributor** = Exceptional demonstration of the performance item (value or competency)
3. **Effective Contributor** = Successful and consistent demonstration of the performance item (value or competency)
4. **Inconsistent Contributor** = Inadequate demonstration of the performance item (value or competency)

Best Practices & Talking Points

- **Surprise-Free!**
  The annual performance reflection should not be the first conversation with the team member about their performance! It should never come as a shock or surprise, regardless of the level of performance. It's essential to have ongoing conversations (*quarterly at a minimum*) with each team member and a good practice therefore required that the direct report to provide a Self-Reflection as part of the yearly review. This helps bring light to accomplishments you may have missed witnessing, provides insights to their perception of their success and challenges, and allows the team member to share areas of interest related to their professional growth.
- **Alignment & Connection**
  When team members are more engaged (*aligned to organizational initiatives and see a direct connection to meaningful work*) they achieve better outcomes, improve processes, generate greater patient/customer satisfaction, take accountability for successes as well as failures, and experience greater resilience. **TIP:** Regularly recognize the team member's impact and value during your 1:1 conversations to reinforce desired behaviors.
- **Shared Understanding of What Success Looks Like**
  Oftentimes, the leader's assessment of what's needed to demonstrate "success" in a direct report's role may differ widely from the team member's understanding or perception. Reviewing the skills (Job Description) for each direct report role and identifying examples of successful performance for each expectation, helps to mitigate potential biases that are natural in the rating process. Once the activity is complete, having a meeting to share this information with all team members within that role helps to establish a level of trust and sense of equity as each person will know how you define "success" in the role. This can be used during your ongoing conversations to help the team member grow and develop to their desired level of performance. **TIP:** Check out the Values and Competencies Behavioral Rating Guides for examples of this process.
- **Underperformers & Situational Failures**
  Setting clear expectations for each role, providing support along with removing barriers to success, and documenting specific examples of performance helps to establish a performance baseline. Referencing these elements during your ongoing conversations provides opportunities for continuous improvement and alignment to meaningful work. When things go wrong, demonstrating an 'Us vs the Problem' instead of an 'Us vs Them' attitude will more rapidly engage the talented minds on your team toward successful solutions, standard work, and process improvements. **TIP:** Documenting and recognizing evidenced improvement helps to encourage continued success and a healthy 'fail forward' mentality.

- **It's a Two-Way Street – Dialogue not Monologue!**
  Team members have a vital role in the work relationship and success of the team, organization, and personal performance. We know ourselves better than anyone else, so leverage that knowledge. Having the team member's voice in process improvements, goal setting, and identifying how their role has a direct/indirect impact on patient and customer outcomes builds a sense of pride, respect, empowerment, and purpose which helps to drive engagement.
  Together, we make a difference!