

Annual Leadership Performance Appraisal Form

Performance Ratings

1	2	3
Does not Fully Meet Expectations	Fully Meets Expectations	Consistently Exceeds Expectations
Inconsistent results and/or behaviors Improvement needed Minimum expectations not met	Dependable results and/or behaviors Occasionally exceeds expectations Demonstrates skills and knowledge to perform effectively	Goals exceeded frequently Serves as role model to others Top performer who seeks additional responsibility

Section I: ACHIEVEMENT		1	2	3	Score
UVA Medical Center Organizational Goals (25% of total)					
I Care:	FY12 Goals				
Patient Satisfaction	68% HCAHPS Overall Rating of 9s and 10s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Employee Engagement	>69.10 Employee Engagement Index	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
I Heal:					
Risk-Adjusted Mortality	≤0.90 Mortality Index	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
I Build:					
Operating Margin	5.35% Operating Margin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Section I Average Score:					_____

X 0.25 =

Section II: PERSONAL RESPONSIBILITY		1	2	3	Score
Accountabilities/Key Results (25% of total)					
1.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
2.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
3.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
4.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
5.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Section II Average Score:					_____

X 0.25 =

Section III: OUR LEADERSHIP STANDARDS		1	2	3	Score
(25% of total)					
1.	Knows self, people, and business – Understands impact of words and actions, makes individuals feel understood and acknowledged, keeps abreast of industry trends, gets into the details when needed, and technically competent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
2.	Encourages cross-boundary perspective – Eliminates silos, seeks collaboration, looks for opportunities to partner, does not point fingers or blame others, seeks out best practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
3.	Teaches, coaches, and develops others – Objectively assesses both individual and team strengths and areas for development, pushes decision making to lower levels, has a teachable point of view, coaches others to improved performance, actively supports growth of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
4.	Is accountable for outcomes – Individually and collectively sets clear and consistent expectations, monitors and measures results, links assigned responsibilities to outcomes, addresses others openly and directly when performance does not meet expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
5.	Inspires trust - Displays confidence in decision making, follows through on commitments, builds relationships at all levels, challenges the status quo, creates climate of adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Section III Average Score:					_____

X 0.25 =

Annual Leadership Performance Evaluation Form

Section IV: VALUES and LEADERSHIP BEHAVIORS (25% of total)	1	2	3	Score
1. Respect – Promotes patient-centered care, demonstrates empathy, empowers others, honors the dignity and worth of others through actions and words, is courteous, welcoming, caring, and inclusive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
2. Integrity – Treats others fairly, promotes transparency in decision making, assumes positive intent, is honest, confidential, and authentic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
3. Stewardship – Demonstrates keen commitment to cost effectiveness and sound business practices, holds self and others responsible and accountable, supports the community through service, is proactive and creative with resources, supportive, and resourceful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
4. Excellence – Encourages continuous quality improvement and service excellence, is adaptable to change, seeks out new possibilities, optimistic, expects the best from others, shares and repeats successes, innovates, takes reasonable risks, is collaborative, dependable, compliant, and responsive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Section IV Average Score:				_____ X 0.25
Overall Rating Based on Performance Definitions Defined in Sections I – IV				
				

STRENGTHS:
DEVELOPMENT AREAS:
PRIMARY REVIEWER COMMENTS:
EMPLOYEE COMMENTS: