

ASPIRE Behavioral Rating Scale

Value	Behaviors	Examples		
		Does not Meet Expectations	Meets Expectations	Exceeds Expectations
Accountability <i>Acknowledging and assuming responsibility for where we have succeeded and failed in terms of our actions, decisions, policies and results</i>	Own your commitments and outcomes	<ul style="list-style-type: none"> ▪ Places blame on others ▪ Does not accept responsibility for errors ▪ Does not volunteer for new projects or initiatives ▪ Is often late or absent from meetings ▪ Receives negative feedback on contributing to a team or project ▪ Points out team members' mistakes in front of other team members 	<ul style="list-style-type: none"> ▪ Follows up to provide progress, delays, changes to original commitments ▪ Takes accountability for both successes and failures ▪ Comes to meetings prepared and on time; if he/she needs to be late/leave early, inform the meeting facilitator in advance ▪ Does everything he/she can to complete a task or find a mutually acceptable solution ▪ If unable to complete a task, communicates the inability to do so in a timely manner and offer an apology ▪ Holds oneself and others accountable to commitments by discussing progress ▪ Seeks out necessary information rather than waiting to receive it 	<ul style="list-style-type: none"> ▪ Suggests and implements new ideas and ways to more effectively manage work ▪ Is a role model for accepting responsibility for failure ▪ Consistently and openly recognizes and rewards team members for their contributions ▪ Is considered a strong coach and demonstrates leadership based on team member feedback ▪ Effectively facilitates committees, shared governance, engagement and other types of meetings while positively promoting change ▪ Works diligently to help team, division and/or organization exceed goals ▪ Organizes time, effort and projects to effectively support other team members' success
	Define and set clear expectations	<ul style="list-style-type: none"> ▪ Does not deliver on commitments ▪ Sets unrealistic expectations and/or timelines ▪ Assigns unrealistic tasks or responsibilities ▪ Is ineffective when leading teams or projects, resulting in missed deadlines, rework, wasted time, effort and cost ▪ Operates in a silo and does not share a broader scope of work or perspective with team ▪ Does not ask for clarity when not sure of expectations. 	<ul style="list-style-type: none"> ▪ Speaks directly and uses specific, objective examples to ensure understanding ▪ Sets realistic expectations and dialogue with others to be sure they understand and are comfortable with their responsibilities ▪ Collaborates to arrive at an agreed upon frequency to keep all parties informed throughout the process ▪ Ends conversations by clarifying roles and expectations – who is responsible for what, by when and how we will follow-up ▪ Asks questions to seek understanding 	<ul style="list-style-type: none"> ▪ Is often considered the go-to person, subject-matter expert for getting projects done effectively and efficiently ▪ Has a strong track record for success ▪ Has positive reputation from team members who have worked with him/her ▪ Takes time to understand the circumstances of individuals and departments with whom they have working relationships ▪ Effectively summarizes important decisions, verbally and in writing to ensure there is a common understanding and shared accountability
	Be responsible for your mistakes and help to create solutions	<ul style="list-style-type: none"> ▪ Constantly places blame on others rather than owning mistakes ▪ Is an inhibitor of progress ▪ Is negative in approach to tasks, teams, deliverables, etc. ▪ Is not collaborative; prefers to work in a vacuum or silo rather than a collaborative, team approach ▪ Withholds solutions when asked that will help improve outcomes. 	<ul style="list-style-type: none"> ▪ Follows standard work and openly acknowledges deviations from the process ▪ Does not pass blame or judgment on others for perceived shortcomings ▪ Speaks up when values and/or solutions do not match the desired outcome ▪ Proactively takes on problems as an opportunity to expand knowledge and experience ▪ Positively participates in root cause problem solving methods. ▪ Admits mistakes and provides options of solutions to improve 	<ul style="list-style-type: none"> ▪ Volunteers for stretch projects or assignments in order to grow skills and contribute to the Health System ▪ Takes initiative to create standard work solutions ▪ Enables team to succeed and if struggling, stops to teach, coach and support ▪ Is consistently nominated for various awards ▪ Provides problem solving solutions with division or organization-wide impact

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Stewardship <i>Responsibly and carefully managing our resources and commitment to continual improvement and learning while acknowledging shortcomings or problems in our journey</i>	Reduce waste	<ul style="list-style-type: none"> Is over budget or out-of-scope constantly Is not open to and does not explore more efficient, alternate or best practice approaches Is passive when noticing inefficiencies or issues Consistently neglects root cause problem solving methods Regularly walks by trash on floor or leaves clutter behind 	<ul style="list-style-type: none"> Knows and uses available resources/method/systems Seeks alternative approaches Reports issues which interfere with care delivery Uses resources responsibly to the benefit of the System Participates in root cause problem solving Picks up trash and removes physical clutter from hallways Keeps desk free of clutter 	<ul style="list-style-type: none"> Identifies new opportunities to make improvements or introduces new resources, methods, approaches, systems, vendors or systems Uses root cause problem solving to identify solutions that benefit teams, the System, other departments, etc. Develops innovations/processes adopted as a best practice house-wide and/or externally recognized Creates opportunities to recycle and remove trash for team that positively impact environment Utilizes 5S and other Lean organization techniques consistently
	Commit to continuous improvement in all you do	<ul style="list-style-type: none"> Does not proactively seek new learning opportunities Is resistant to change Is regularly late and/or in need of constant reminders to participate in required education. Does not seek feedback from patients, peers, leaders or customers regarding performance Does not demonstrate ASPIRE behavior and desires not to improve 	<ul style="list-style-type: none"> Performs standard work and redefines it by constantly testing and innovating Seeks a safe standard resolution by acknowledging problems in the moment and addressing the root cause without placing blame Leads and shares information on Health System progress by attending meetings, education activities, etc. Continuously learns, understands best practices and industry standards and networks Seeks out feedback on how he/she is adhering to our values 	<ul style="list-style-type: none"> Is recognized for keeping current on learning, new approaches, solutions or innovation Often proposes on new methods, processes, innovation Seeks out learning opportunities, be it formal or informal that impact the organization Shares information with others on learning that can positively influence patient or System outcomes Encourages team members to participate in learning activities, classes, courses Partners with experts (e.g., Be Safe, HR, NPDS, etc.) to accelerate learning and sustain improvement efforts
	Provide value-added work	<ul style="list-style-type: none"> Is not engaged in the goal setting process Assumes others will take responsibility for achieving goals and takes little ownership of creating and aligning to team and System goals Does not take initiative to make improvements and is passive in suggesting new ideas Allows others to behave below expectation and does not challenge appropriately 	<ul style="list-style-type: none"> Creates individual goals that generate value for the organization while supporting colleagues Assesses routine processes periodically to determine what is non-value added to the patient and eliminate waste Understands meeting objectives, purpose, attendees, roles and responsibilities Actively seeks to remove burdens and barriers for others to they can focus on their essential tasks Provides value-add in special projects, assignments, innovation Appropriately challenges behavior that is status quo or substandard 	<ul style="list-style-type: none"> Translates System goals for others so that team and individual goals are aligned for success Is constantly questioning the status quo in order to improve current processes Is not afraid to ask "why" if a standard approach is not working and makes recommendations for improvements Supports team members in their responsibilities and assignments, often paving the way for a streamlined approach or thinking to a task

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Professionalism <i>Approaching all that we do, in a collaborative way, to deliver excellent care through the lens of helpfulness, positivity, kindness and competency</i>	Offer help	<ul style="list-style-type: none"> Does not collaborate with others or on teams Never has time to talk with people about their ideas or feedback Does not volunteer for a project, team, initiative Is always in a hurry to be at the next appointment and dismisses patient/team member/customer who wants to talk when priorities allow 	<ul style="list-style-type: none"> Asks others how he/she can help them and follow up to assure that their needs are met Graciously makes time for anyone who asks for help Takes the time to mentor a colleague in the moment Joins projects for better outcomes for patient, customer or team. Not for self-promotion 	<ul style="list-style-type: none"> Assumes not only responsibility for one's own tasks, but volunteers to help others who are struggling with a deadline, approach, project Is often heard asking, "how can I help" to those who seem to be overwhelmed Is always available for a patient/team member/customer who needs help Takes the time to help someone in need
	Act conscientiously	<ul style="list-style-type: none"> Has personal and private conversations in inappropriate locations Has violated HIPAA law Causes personnel issues with team members Violates System social media policy Has misrepresented the Health System in or outside of normal work hours 	<ul style="list-style-type: none"> Respectfully discusses all personal and sensitive matters in a private location, including personal health information Represents the Health System professionally outside of the organization Actively seeks personal connection in all professional transactions Shows kindness and generosity to all people Models ideal behavior at all levels Is persistent and passionate on behalf of the patient 	<ul style="list-style-type: none"> Shows compassion not only with patients, but with team members Is a strong advocate for the patient at all times, going above and beyond as a patient advocate Always has a smile on his/her face, meeting, greeting and walking with patients/team members Considers impacts of actions and includes others in the thought process
	Be courteous	<ul style="list-style-type: none"> Is negative rather than constructive when providing feedback Is not socially appropriate Does not value others' opinions Does not provide direct feedback; rather talks behind people's backs when voicing dislike or disagreement; is passive aggressive Is arrogant when speaking to patients/team members/customers Does not recognize or behave in a manner that demonstrates the 'patient at the center' when providing care or performing job duties 	<ul style="list-style-type: none"> Uses positive verbal and nonverbal behaviors in all interactions When talking, adjusts ones volume, tone, and pace as appropriate Speaks on the patient/team member/customer's level Provides feedback to others directly Assumes positive intent Thanks the patient for coming to UVA Health System for their care Says "thank you" Greets others when walking the hallways or acknowledges others when greeted 	<ul style="list-style-type: none"> Takes the opportunity for a teaching moment with the utmost courtesy Always acknowledges the "audience" when speaking to others by using language and examples that resonate with the group Provides constructive feedback so individuals can learn from it without fear of retaliation or embarrassment Always smiles and is kind in his/her approach to patients/team members/customers

	Be present	<ul style="list-style-type: none"> ▪ Is often not able to focus at meetings because of previous events/conversations ▪ Does not listen to conversations and therefore provides input that is often not on target ▪ Interrupts constantly ▪ Is easily overwhelmed with tasks and assignments and does not ask for help ▪ Is constantly being told to close computer and/or phone ▪ Allows distractions to interrupt conversations and meetings 	<ul style="list-style-type: none"> ▪ Practices active listening by asking questions and engaging in the conversation ▪ Maintains focus by breaking tasks down to individual steps ▪ Is in the moment in any/all interactions ▪ Disconnects from electronics and email ▪ Hits a mental "reset" by tuning out what previously happened to focus on the here and now ▪ Asks others to be mindfully present in meetings and interpersonal interactions 	<ul style="list-style-type: none"> ▪ Reiterates tasks and responsibilities for the team so that clear direction and responsibilities are given, resulting in on-time, on-budget and value-added projects/initiatives ▪ Is respectful in meetings and conversations by listening and providing input that is a "build on" of ideas ▪ Makes valuable and innovative contributions at meetings ▪ Consistently leaves others feeling respected and heard after interactions. Known to role model this behavior
	Act collaboratively	<ul style="list-style-type: none"> ▪ Problem solves on his/her own rather than pulling in others for solutions ▪ Does not seek peer review on deliverables ▪ Is reluctant to see more broadly in terms of having diverse opinions and ideas ▪ Does not communicate shared goals and directives, inhibiting patients/team members/customers to do their best and provide appropriate solutions ▪ When asked to partner with others is unwilling to do so ▪ Does not demonstrate teamwork 	<ul style="list-style-type: none"> ▪ Gathers input and opinions from a diverse and varied group of sources ▪ Seeks to understand all angles ▪ Has a shared goal and purpose ▪ Develops a foundation of trust by being trustworthy ▪ Invites others into projects, discussions and problem solving ▪ Seeks the advice of others appropriately 	<ul style="list-style-type: none"> ▪ Is a role model for inclusiveness and diversity when forming teams, gathering feedback and insights ▪ Is inquisitive and eager to learn from others' perspectives ▪ Forms teams to include both positive and negative influences for the best outcome ▪ Is always aligned in solutions and innovation with System goals and strategic direction ▪ Is a trusted advisor for patients/team members/customers ▪ Leads cross-functional teams on major projects that positively impact outcomes

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Integrity <i>Being honest, open and fair through our behaviors, attitude and treatment of others</i>	Be transparent	<ul style="list-style-type: none"> Does not provide broader context in order to maintain "power" over a project or deliverable Does not outline clear expectations which results in inefficient or costly outcomes and missed deadlines Often moves on his/her own without consulting others or pulling in additional help on a project/initiative Purposefully withholds information that will help a patient, team or project outcome 	<ul style="list-style-type: none"> Explains decisions and rationale including background information Shares information and results Provides honest and consistent updates to patients, team members and leaders Asks for input before moving to action by asking open-ended questions Is clear about deadlines and timelines Sets ground rules for open discussion and transparency 	<ul style="list-style-type: none"> Manages projects, tasks or initiatives flawlessly because of having regular discussions and/or meetings with team members Keeps team members apprised of changes in project scope or direction so that team members can pivot easily to continue meeting their responsibilities Is always clear in direction, sets and manages expectations with diplomacy and respect Seeks to clarify expectations before proceeding to avoid duplication of effort, to stay on-time and on-budget and to understand roles Calls attention to behaviors that are not conducive to transparent discussion
	Promote fairness	<ul style="list-style-type: none"> Partial to using the same resources and not providing others with opportunities Is not easily able to put personal feelings or prejudices aside when dealing with a patient/team member/customer Does not give people a second chance once a mistake has been made Does not set a good example of our ASPIRE values 	<ul style="list-style-type: none"> Treats everyone the same according to policies and rules Models the behavior he/she expects Effectively makes others aware when their behavior is not consistent with ASPIRE and offers to help Allows space to develop opportunities for learning and growth when mistakes happen 	<ul style="list-style-type: none"> Consistently provides appropriate constructive and positive feedback to everyone Sets and maintains high standards and holds all accountable to those standards Does not show favoritism to team members Demonstrates excellence in all of our ASPIRE values Addresses perceived acts of unfairness
	Leverage talent	<ul style="list-style-type: none"> Inhibits the growth of team members Does not encourage team members to learn and grow Does not create goals that optimize their skills 	<ul style="list-style-type: none"> Ensures the best use of our people and their talents, as to not waste this valuable resource Proactively deploys resources wisely, staff always to census to stay within budget +/-5% Engage others in a conversation about their interests and skills. Take action to help create value for the organizational goals Create individual goals that generate value for the organization while supporting colleagues 	<ul style="list-style-type: none"> Takes the time to know his/her team members well and takes advantage of individual strengths and skills Respects team members' time and never asks them to do something he/she would not have done him/herself Consistently gives team members the opportunity to learn and grow in their careers Solicits areas of interest / strength from colleagues when new opportunities arise
	Respect confidentiality	<ul style="list-style-type: none"> Has had an event where patient, team member, or customer confidentiality has been compromised Leaves sensitive patient/team member/customer information out in plain sight for others to see Inappropriately shares information gathered in private conversations 	<ul style="list-style-type: none"> Respectfully discusses all personal and sensitive matters in a private location, including personal health information Protects private patient data and information Adheres to all workplace and legal guidelines for protecting personal and sensitive information Avoids any discussion of confidential information in social situations 	<ul style="list-style-type: none"> Holds others accountable for speaking inappropriately about personal or health issues of patients/team members/customers Is an advocate for the respect of patient/team member/customer private information Escalates violations to -the appropriate group (e.g., Pt. Safety and Risk Management, Corporate Compliance)

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Respect <i>Being mindful of building a diverse and inclusive environment while showing compassion for everyone through our caring and intentional ways</i>	Engage in active listening	<ul style="list-style-type: none"> ▪ Often has poor project or clinical outcomes because he/she has not listened to ideas and solutions ▪ Neglects to help when a team member doesn't understand ▪ Talks over others during conversations ▪ Does not follow instructions when communication is clear ▪ Knowingly does not participate in conversations 	<ul style="list-style-type: none"> ▪ Removes distractions ▪ Uses non-verbal and body language to demonstrate caring ▪ Is in the moment in any and all interactions ▪ Asks clarifying questions ▪ Is aware of his/her biases and judgments ▪ Does not interrupt while someone else is speaking ▪ Asks patient, team member and customer if they need help when observing uncertain behavior ▪ Does not point when asked for direction but walks the requestor to their desired location 	<ul style="list-style-type: none"> ▪ Encourages others to conduct discussions or meetings in appropriate settings ▪ Is open and inclusive in approach to patients/team members/customers ▪ Always stops and asks if a patient/team member/customer/ understands if he/she has a look of uncertainty ▪ Respects others' constructive opinions
	Be inclusive in decision making and planning	<ul style="list-style-type: none"> ▪ Resistant of other's opinions and easily dismisses other's thoughts ▪ Is negative of ideas in a meeting and often squashes ideas by saying, "that can't work here" or "that is how we have always done it" without validation ▪ Does not reach out to get, validate or socialize ideas, resulting in inappropriate solutions that do not reflect diversity and inclusion ▪ Routinely invites people of similar thought, behavior and function in the planning or decision making process ▪ Does not support lean and other System process improvement method 	<ul style="list-style-type: none"> ▪ Embraces differences in opinion ▪ Responds with curiosity when someone expresses an idea, even if he/she disagrees ▪ Proactively seeks opinions of all impacted parties. Looks for diversity in backgrounds, tenure, experience ▪ Makes time for team members to participate in process improvement initiatives ▪ Has mindfulness in building a diverse and inclusive environment through actions and intent ▪ Asks patients for their care goals, how they would like to receive care, communication, etc. ▪ Conducts frequent huddles and team meetings to stay current with colleagues' workload and responsibilities ▪ Reaches the broader audience by using a mix of channels, e.g. 1:1 team discussions, focus groups, surveys ▪ Has regular, frequent and varying methods to touch base with patients and team members 	<ul style="list-style-type: none"> ▪ Inspires others due to his/her ability to engage a diverse audience to reflect a variety of ideas and opinions ▪ Is open to out-of-the-box thinking and ideas in line with System mission, vision, ASPIRE values ▪ Reaches out to a diverse group of team members to gauge opinions and gather feedback ▪ Is positive in intent to have a diverse and inclusive team and team environment ▪ Has identified new and innovate ways to engage patients and team members ▪ Known for establishing cross-functional teams that get positive outcomes

	<p>Set and clarify expectations for follow-up</p>	<ul style="list-style-type: none"> ▪ Team members often express frustration over not having meeting notes and responsibilities outlined for a project/initiative ▪ Is vague in direction ▪ Is often late or does not attend required meetings ▪ Is inattentive when at meetings, often not turning off electronic devices ▪ Does not stop to ask first before proceeding with a task/project/assignment ▪ Does not use project management tools to deliver efficient and effective projects ▪ Follow up is done in a rude and condescending manner 	<ul style="list-style-type: none"> ▪ Establishes mutually agreeable timeframes at the beginning of a task/relationship ▪ Is specific and does not generalize ▪ Clarifies the ground rules for electronic devices at the start of meetings ▪ Informs the meeting facilitator if he/she needs to be late/leave early, in advance ▪ Asks the patient/customer if he/she has a preference and/or expectation that he/she would like to convey at the beginning of each interaction ▪ Summarizes next steps at the conclusion of each meeting/discussion ▪ Sets clear expectations of responsibilities, deadlines and results 	<ul style="list-style-type: none"> ▪ Prepares meeting notes and keeps team informed each step of the way when leading a project/task/initiative ▪ Achieves System outcomes because of his/her organizational skills ▪ Is engaged and on-time for meetings; makes significant contribution during meetings ▪ Handles breakdowns in expectations/outcomes as an opportunity for learning. ▪ Demonstrates ability to meet current project needs while effectively preparing self and others for future work needs
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Excellence <i>Conducting ourselves in a manner that surpasses ordinary standards through our preparation, collaboration and proactivity in all that we do</i>	Focus on service	<ul style="list-style-type: none"> ▪ Is often in a hurry and neglects to follow protocol ▪ Can be rude and abrupt in approach ▪ Often “assumes” and doesn’t take the time to explain or put the patient/team member at ease ▪ Neglects to thank the patient for choosing UVA Health System ▪ Does not respond to patients, team members and customers in a timely fashion ▪ Does not acknowledge patients and families who are in need of space in an elevator or hallway 	<ul style="list-style-type: none"> ▪ Acknowledges the patient/team member/customer by name ▪ Is a servant leader ▪ Introduces one’s self and role ▪ Describes the interaction ▪ Explains what he/she will be doing and why ▪ Thanks the patient for choosing UVA Health System ▪ Practices customer service communication methods ▪ Gives patients priority when being transported on a stretcher in an elevator 	<ul style="list-style-type: none"> ▪ Frequently receives thank-you notes from patients/team members/customers for their thoughtfulness, kindness, compassion ▪ Creates and presents ideas/efforts led to the adoption of a service improvement as measured by HSAHPS / CGCAHPS ▪ Is a solid communicator in his/her approach ▪ Builds groups who provide excellent service
	Anticipate needs	<ul style="list-style-type: none"> ▪ Is often unprepared for a meeting or project assignment ▪ Delivers late on commitments ▪ Does not give team members appropriate time to prepare for a call/meeting ▪ Is not a coach, leader or mentor with patients/team members ▪ Is not considerate of others when scheduling meeting times or locations 	<ul style="list-style-type: none"> ▪ Prepares for interactions before the encounter ▪ Reviews pertinent information ▪ Considers diverse and unique needs ▪ Walks beside the patient/team member/customer ▪ Asks for clarity of patient, team member and customer needs ▪ Walks beside the patient, team member or customer when interacting 	<ul style="list-style-type: none"> ▪ Is always prepared in advance of a call/meeting and often sends materials out well ahead of an appointment to ensure others have time to prepare ▪ Shares new ideas, innovations, best practices with others so that everyone benefits from the information ▪ Is proactive in sparking dialogue with others ▪ Proactively delivers care/service that promotes a healthy/positive outcome
	Promote growth	<ul style="list-style-type: none"> ▪ Does not seek out new learning opportunities ▪ Does not keep current with new trends, best practices ▪ Works as an individual and does not value the significance of a team ▪ Consistently avoids opportunities for improvement ▪ Does not share learnings with others 	<ul style="list-style-type: none"> ▪ Takes advantage of educational opportunities ▪ Shares knowledge ▪ Encourage self-development of others and oneself ▪ Helps others identify their competencies, aspirations and passions in life and career 	<ul style="list-style-type: none"> ▪ Is proactive with learning, growing and succeeding in his/her career ▪ Encourages others to take the time to learn and grow ▪ Gives team members opportunities to learn through new projects/initiatives ▪ Makes recommendations for promotions ▪ Promotes his/her team members with others, increasing their visibility in the organization ▪ Invests in others through mentorship and other types of development in and outside of division