These goals should solely be used as examples and starting points for crafting your own specific goals, through dialogue with your manager and team.

Have a well-written goal that we can use as an example? Send it to: performance@Virginia.edu
SMART Goal Categories and Idea Starters
For UVA Health System Team Members & Leaders

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SMART Goal Categories and Idea Starters
For UVA Health System Team Members & Leaders

SMART Goal Categories

Professional Development
- Focus on learning - learning is key to performance (individual and organization)
- Relevant for everyone, regardless of responsibility, tenure or career aspirations
- Help stay current, hone skill sets and re-ignite passion within existing responsibilities
- Help develop a new set of skills and knowledge base in order to grow

Operational/Clinical Outcomes
- Not limited to the things you take on as extra credit or above and beyond.
- Think about your whole job and the broad areas (“buckets”) of responsibility or results.
- Be specific and clear enough to measure success.
- Include ongoing responsibilities and new projects, assignments, priorities, or initiatives.
- Focus on what is important to support a healthy work environment
- Consider team’s action planning from Employee Engagement results
- Help with recognition, teamwork, communication or area culture
- Consider what is meaningful within area’s Shared Governance

SMART Goal Idea Starters

Professional Development (1 required for All Nurses at All Levels)

Individual Contributor/Team Member Roles
1. By June 30, 2019, I will obtain my certification in [relevant certification field].
   (Meets = by June 30, 2019; Exceeds = achieved earlier than June; results in specific behavior / outcome that adds value to the team)

2. Complete a literature review to see what other hospitals have successfully done to improve [area of interest, such as resilience, diversity, etc.] and compile leading practices to share with the team by April 30, 2019.
   (Meets = 1 leading practice shared; Exceeds = present recommendations to Sr. Leadership and/or scale successful initiatives to other departments.)

3. By June 30, 2019, I will join [insert professional organization] and provide two updates at monthly staff meetings on current work and publications. (Meets = 2 updates; Exceeds = 4+)

4. To continue my progress towards my [BSN/advanced degree/etc.], I will complete 5 credits by June 30, 2019. (Meets=5 credits; Exceeds = 8)

Nursing Academic Progression Program Participants
1. I will establish [includes taking pre-requisites] or remain on track with my academic progression (AP) plan set via the Milestone Tool and will hold a progress touchpoint with my manager two times per fiscal year. (Meets = established or on track with plan; Exceeds Ideas = ahead of plan OR on track plus 1) I will submit one of my writings from school for publication prior to June 30, 2019 OR 2) I will provide an in-service to my team/colleagues based on the course content I am learning before June 15, 2019 OR 3) I will participate in and complete the UVA RN to BSN Mentorship Program by June 30, 2019.)
2. I will remain on track with my academic progression (AP) per the plan I established with my Milestone Tool while maintaining a minimum cumulative GPA of a 2.0 in all completed classes as of June 30, 2019. (Meets = maintain a minimum cumulative GPA of 2.0 in all completed classes; Exceeds = maintain a minimum cumulative GPA of 3.5 or higher in all completed classes.)

Leadership Roles

1. Round on my team members every day for 15 minutes for three weeks in a row by January 1, 2019. (Meets = 15 minutes every day and debrief finding with my leader; Exceeds = 30 minutes every day, OR resulting in process improvements)

2. In 2019, I will join the (insert relevant professional organization’s name) committee, and actively participate by voting monthly and attend 75% of the quarterly live meetings. (Meets = voting/meeting attendance; Exceeds = serve on the board of the committee in addition to Meets requirements)

3. In 2019, I will participate in a 360 evaluation and incorporate the results into my behaviors and actions. (Meets = incorporate 2 new behavior changes; Exceeds = incorporate 4 or more new behavior changes)

Operational/Clinical Outcomes (min of 3 required; 2 if there is a PD goal)

Individual Contributor/Team Member Roles

Area of Patient/Customer Experience

1. For every customer/patient interaction, I will use “smile, introduce myself and explain my role” to meet area goals by June 30, 2019. (Meets = targeted goal metric; Exceeds = stretch goal metric)

2. For every patient on (insert my area), I will use bedside handover and comfort rounding to meet area goals by June 30, 2019. (Meets = targeted goal metric; Exceeds = stretch goal metric)

3. By April 30, 2019, research, compile, and display a list of the resources available internally (e.g., FEAP seminars, Talent Development courses, etc.) that may be helpful to team members trying to “free my mind from work when I am away from it (Press Ganey Engagement Survey question #42)” (Meets = posted in department by April 30, 2019; Exceeds = Provide an team in-service detailing at least 1 new tool I’ve applied as well as examples of the outcome/impact on my resilience AND follow-up throughout the year in 2-3 tangible ways (e.g., newsletter reminders, flyers, post-class testimonials, etc.)

4. For every patient in (insert my area), I will use the AIDET communication framework to meet area goals by June 30, 2019. (Meets = targeted goal metric; Exceeds = stretch goal metric)

5. For all incoming customer/patient inquiries, I will respond within a timely manner, at least by the next business day. (Meets = within 24 hours; Exceeds = within 8 hours)

Area of Outcomes/Improvement

1. For every patient or customer in (my area), I will apply standard work for (insert specific treatment/process) to improve team outcomes and meet area goals by June 30, 2019. (Meets = targeted goal metric; Exceeds = stretch goal metric)
2. Implement standard work to decrease *insert opportunity for improvement* by 15% by June 30, 2019.  
   (Meets = 15%; Exceeds = 16%)  
3. By June 30, 2019, I will begin writing a manual for my job to include individual checklists of my specific duties.  
   (Meets = outline of manual complete as well as 3 specific checklists written; Exceeds = 5 or more checklists written)  
4. By June 30, 2019, I will improve my written communication by demonstrating a ____% decrease in errors. **Measure amount of errors in the 1st quarter of the year, then measure errors in the third and/or fourth quarter of the year.** (Meets = above %; Exceeds = 5% higher than above)  

**Area of Team Development**  
1. By December 31st, 2018, I will lead/participate in a review of *insert standard process for your area* and report findings at staff meeting in February 2019.  
   (Meets = report out; Exceeds = report out and begin action plan to address findings)  
2. By December 1, 2018 I will create and post a display to track outcomes for *insert major project* to improve team understanding of progress and milestones to promote continued engagement.  
   (Meets = December 1; Exceeds = November 1)  
3. To help reach our goal of improving our area’s culture of safety, I will recognize 1 team member monthly in our staff meeting or team huddle who has role modeled behaviors such as preventing errors, speaking up for safety, or identifying hazards or risks to patient or team member safety. (Meets = 1; Exceeds = 3+)  
4. Complete a root cause analysis/A3 by May 1, 2019 to determine what team members really mean when they respond unfavorably to Press Ganey Engagement question #42 – “free my mind from work when I am away from it” (e.g., disrespectful team behaviors, unclear expectations, etc.) and will provide two action-orientated recommendations to leadership by June 1, 2019.  
   (Meets = deadlines met; Exceeds = Implement one or more of the recommendations by June 30, 2019.)  
5. To improve shared governance culture in my area, I will implement a shared governance committee and begin regular meetings by November 1.  
   (Meets=November 1; Exceeds= October 1)  
6. To improve communication about shared governance work in my area, I will propose a communication tree model for committee members to reach out to a small group of team members to discuss work.  
   (Meets=Propose by December 1; Exceeds= Propose by November 1)  
7. To improve my comfort and skill giving feedback, I will request coaching from my manager, and provide in-depth feedback to 2 peers by June 1, 2019.  
   I will meet with my manager pre and post feedback episodes and will document in performance notes. (Meets=2 peers; Exceeds=3+ peers)  

**Leadership Roles**  

**Area of Patient/Customer Experience**  
1. I will specifically observe my team members twice a week as they interact with patients/customers to ensure their consistent use of “smile, introduce myself and explain my role” to meet area goals by June 30, 2019.  
   (Meets = targeted goal metric; Exceeds = stretch goal metric)
2. By Nov. 30, 2019, identify and implement 3 metrics that will define success for our patient/customer experience. (Meets = 3 metrics successfully implemented; Exceeds = more than 3)

**Area of Outcomes/Improvement**

1. I will support our team goal of cleaning patient rooms in < 20 minutes by developing a checklist and audit process by June 30. (Meets= Checklist developed by 6/30; Exceeds = decreased cleaning times OR checklist completed by March 15)

2. I will develop our area’s employee engagement action plan and identify specific actions that I and my team members can own for implementation. (**Note: this is a goal that would require updating once the specific action is identified.**)

   *Example Employee Engagement item selected:* Professional Development

3. By February 28th, I will meet with 50% of employees to share learning opportunities that are specific to their professional role and provide guidance as needed to register or locate resources. (Meets = 50%; Exceeds = 60% or more)

4. By June 30, 2019, help develop and participate in cross-training for the office assistant team to learn procedures across all units so that all critical functions are covered during absences. (Meets = training developed and 33% of admin assts. are trained; Exceeds = 66% are trained)

**Area of Team Development**

1. Lead 3 ASPIRE activities with team members by December 31, 2019 about how to identify, recognize and reward the ASPIRE values in the work environment. (Meets= 3 activities; Exceeds = 5 activities OR by November 30, 2019)

2. I will plan 4 team building events between October 1, 2018 and July 1, 2019 for my team members to socialize and get to know each other to promote team building and stronger relationships. (Meets = 4; Exceeds = 5 or more)

3. By June 30, 2019, employees indicate you are taking action that helps keep them focused. (To fulfill on this, conduct a survey requesting feedback on 1 – 5 scale) (Meets = average rating of 3.5; Exceeds = average rating above 4.)

**Area of Continuous Improvement**

1. Implement standard work to decrease/increase team member or team’s (insert area of opportunity) by 15% by June 30, 2019 (Exceeds: 16% OR by May 31, 2019)

2. To improve my comfort and skill giving feedback, I will request coaching from my manager, and provide in-depth feedback to 2 peers by June 1, 2019. I will meet with my manager pre and post feedback episodes and will document in my performance evaluation. (Meets=2 peers; Exceeds=3+ peers)
3. By June 30, 2019, establish a practice for giving feedback to 1 new person each week until everyone has received it at least twice. (Meets = feedback provided to all direct reports at least one time. Exceeds = feedback provided to direct reports three or more times.)

Medical Center Balanced Scorecard

Safest Care
- Be Safe – Advance outcomes improvement efforts

Healthy Workplace
- Implement Redesigned Structure
- Improve Employee Engagement & Reduce Turnover
- Prevent Team Member Injuries

Excellent Clinical Care
- Optimize Ambulatory Operations
- Facilitate Patient Progression
- Increase Tertiary/Quaternary Services
- Reduce Access to Opioids & Treat Patients with Substance Abuse
- Improve Patient/Customer Experience
- Prepare for Magnet Reaccreditation

Train in Teams
- Develop & Refine Management Skills & Competencies
- Educate to Be Safe
- Build Organizational Focus on Diversity, Equity, & Inclusion

Stewardship
- Right-size Organization & Reduce Expenses
- Invest in Strategic Outcomes
- Prepare for Hospital Expansion
- Develop Ambulatory Outreach