

Performance Management Part 1 – Create and Collaborate



INTRODUCTION

Welcome to the NYC Health and Hospitals Group 11 Performance Management course, Part One.

This course is designed for all non-unionized Group 11 employees and will focus on the Create and Collaborate phases of the Performance Management Process.

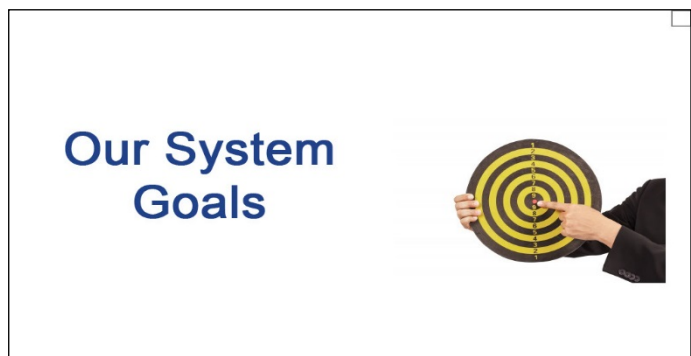
Click on the PDF icon to download a copy of this training.

Click on “CC” button to view the closed captions.



By the end of this course, you'll know how our organizational goals relate to the Performance Management Process.

- Understand your role as a non-unionized Group 11 employee
- Understand your role as an evaluator, if you have direct reports
- Learn how to use PeopleSoft to create individual goals
- And how to collaborate with your manager.



ALIGNING SYSTEM GOALS

Let's start by taking a closer look at our system's goals.

Performance Management Part 1 – Create and Collaborate

Qualitative Goals

Qualitative Goals reflect our mission statement

Quantitative Goals

Quantitative Goals are the operational steps to achieve our system's yearly strategic plan

Scorecards

SYSTEM SCORECARD FY 2018- OCTOBER

	EXECUTIVE SPONSOR	REPORTING FREQUENCY	TARGET 2018	ACTUAL FOR PERIOD	VARIANCE TO TARGET	FINISH PERIOD	FISCAL YEAR END PERIOD
Financially Sustainable							
10 FTE per adjusted occupied bed (acute)	SVP Acute/ Amb Care	Monthly	6.0		-100%		
11 FTE per adjusted occupied bed (post-acute)	SVP PAC	Monthly	1.45		-100%		
12 % of M+ members assigned to H-Hit PCP	SVP Acute/ Amb Care	Monthly	50%		-100%		
13 Total AR days (excluding in-house)	CFO	Monthly	45		-100%		

Our systems goals can be broken down into qualitative goals that are reflected in our mission statement and quantitative goals that are the operational steps to achieve our system's yearly strategic plan.

Quantitative goals are tracked on our system's score cards and are modified from year to year based on the updated strategic plan.

As a safety net healthcare system, the system's strategic plan is centered on our patients, our staff, and our financial sustainability.

Qualitative Goals

Qualitative Goals reflect our mission statement

Quantitative Goals

Quantitative Goals are the operational steps to achieve our system's yearly strategic plan





Patients

Staff

Financial

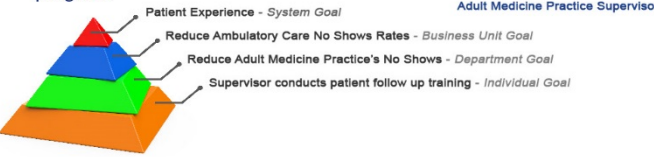


With this understanding of our system's goals, let's take a closer look on how these goals relate to the performance management process. Each employee's goals should be aligned to the department, business unit, facility, and system-wide goals.

Here's a tip. Managers should meet with their staff and each employee to share the yearly departmental goals.

Example of an Individual Goal:

Decrease no show rates by 10% improving outreach & appointment confirmations by the second quarter through reminder calls, follow up outreach & tracking patient no show rates after implementation of a patient follow up training program.



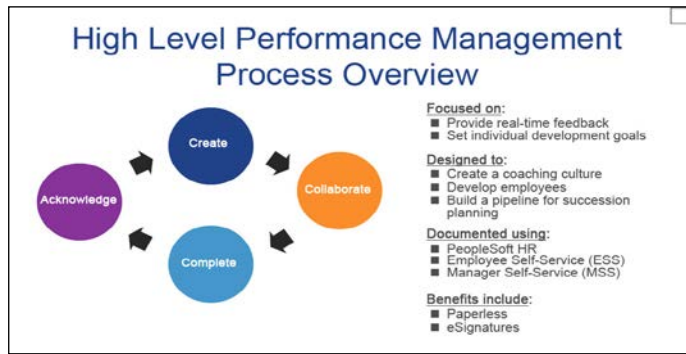
Adult Medicine Practice Supervisor

Here is an example. An Adult Medicine Practice supervisor has an individual goal to decrease no show rates by 10%, by improving outreach and appointment confirmations by the second quarter through reminder calls, follow up outreach and tracking patient no show rates after implementation of the training program.

Let's break it down. The individual goal is to conduct patient follow-up training. This goal relates to the department goal to reduce the Adult Medicine Practice's no show rate.

The department goal supports the Ambulatory Care goal to reduce no shows. Ultimately, this individual goal supports the patient experience system goal.

Performance Management Part 1 – Create and Collaborate



THE PERFORMANCE MANAGEMENT PROCESS

Here is a high level performance management process overview, including Create, Collaborate, Complete and Acknowledge.

This is an ongoing process that restarts at the beginning of each year.

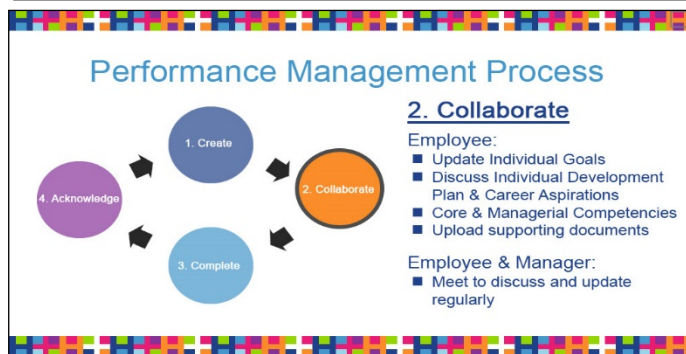
These activities focus on real-time feedback and help set individual development goals. Also, these activities are designed to create a coaching culture, develop employees, and build a pipeline for succession planning.

NYC Health and Hospitals uses PeopleSoft HR as our system of record to track the Performance Management Process. Within PeopleSoft, Employee Self-Service and Manager Self-Service provides access to performance documents.

The benefits are that the system is paperless and uses online eSignatures.



In the Create phase, the employee creates their individual goals In Employee Self-Service.



In the Collaborate phase, the employee updates their performance document to discuss with their manager regularly.

Performance Management Part 1 – Create and Collaborate



In the Complete phase, the employee makes their final edits to their performance document, evaluates their performance on their individual goals, then submits the performance document to their manager.

The manager reviews the employee's achievements and self-evaluation, evaluates the employee, meets with the employee to discuss, and then finalizes the performance evaluation.



In the Acknowledge phase, the employee receives an email with a link to acknowledge their performance evaluation.

Once the employee has acknowledge their performance evaluation, their manager receives an email with a link to view the employee's acknowledgement and comments in Manager Self-Service.

Create - Individual Goals

In Employee Self Service

- Enter individual goals for each business goal
- Option to enter more than one goal per business goal

CREATE PHASE: ENTERING INDIVIDUAL GOALS

Let's take a closer look at the employee's role in the Create phase.

You will start by entering your individual goals for each business goal in Employee Self-Service. You may enter more than one goal within each business goal.

Create - Individual Goals

Tip:

of Individual Goals = # of Business Goals

A smiling man in a blue shirt is pointing his right index finger upwards, indicating a tip or important note.

Here's a tip. Make sure that the number of individual goals equals the number of business goals.

Performance Management Part 1 – Create and Collaborate



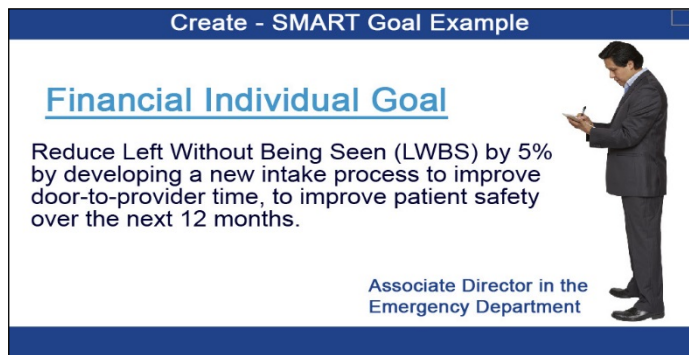
CREATE PHASE: SMART GOALS

It is a best practice to make each individual goal a smart goal.



Smart is a mnemonic where S is for specific, M is for measurable, A is for achievable, R is for relevant, and T is for time-based.

Click on the document icon to view a list of questions that you can ask yourself when you are writing smart goals.



Here is an example of a SMART Goal for an Associate Director in the Emergency Department that is aligned to the system's financial goal.

The financial goal is to reduce the Left Without Being Seen rate by 5% by developing a new intake process to improve door-to-provider time, to improve patient safety over the next 12 months.



DEMONSTRATION: ENTERING INDIVIDUAL GOALS

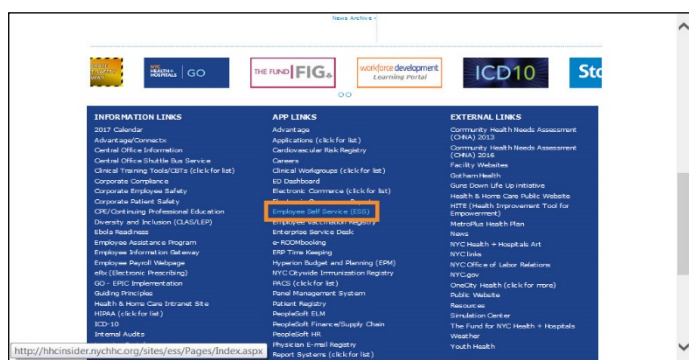
Let's take a moment to see a demonstration on how to enter your individual goals in Employee Self-Service.

Performance Management Part 1 – Create and Collaborate

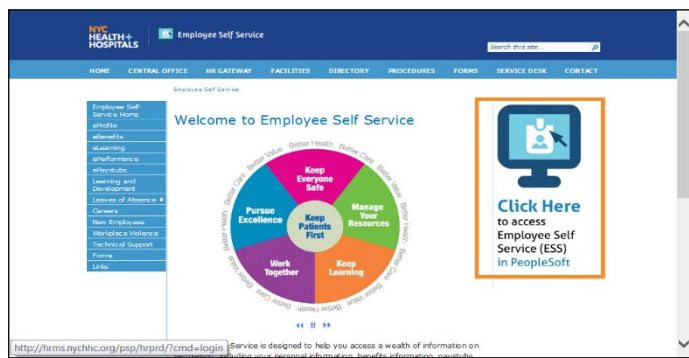


EMPLOYEE ACCESSING PERFORMANCE DOCUMENTS

From the NYC Health and Hospitals Insider, scroll down to the bottom of the page.



Under App Links in the center of the blue box, click on the Employee Self-Service link.

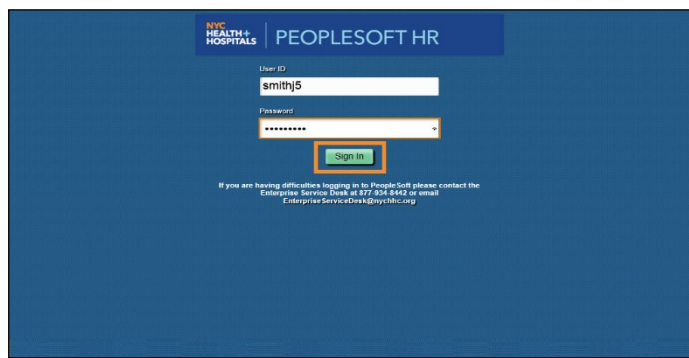


On the Employee Self-Service page, click on the Employee Self Service icon.

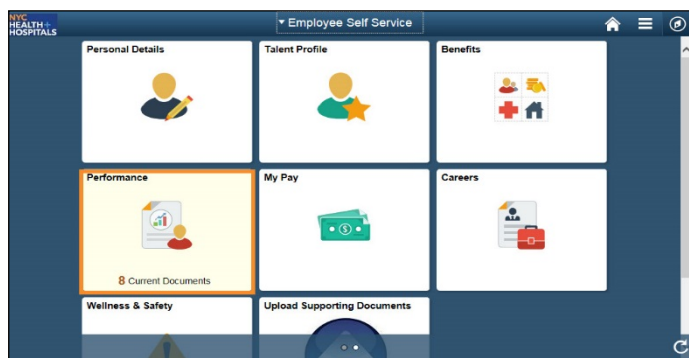


Enter your user ID and password.

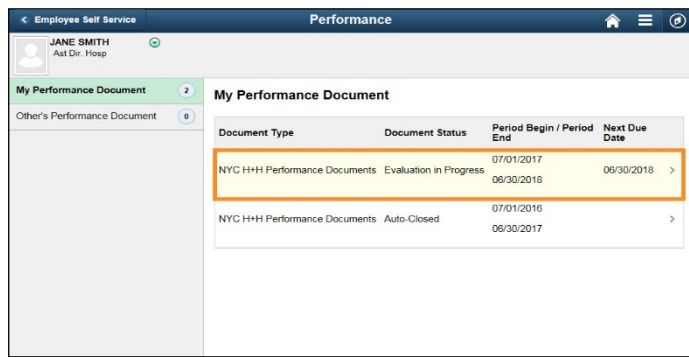
Performance Management Part 1 – Create and Collaborate



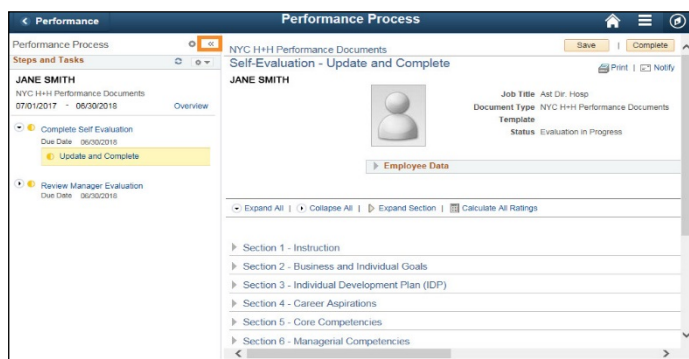
Click the Sign In button.



Click on the Performance box.



Click on the current year performance document.



Click the Collapse button to hide the Steps and Tasks.

Performance Management Part 1 – Create and Collaborate

Performance Process

NYC H+H Performance Documents

Self-Evaluation - Update and Complete

JANE SMITH

Job Title: Asst Dir, Hosp
Document Type: NYC H+H Performance Documents
Template: Evaluation in Progress
Status: Evaluation in Progress

Manager: Maria Melendez
Period: 07/01/2017 - 06/30/2020
Document ID: 325300
Due Date: 06/30/2018

Employee Data

Expand All | Collapse All | Expand Section | Calculate All Ratings

Section 1 - Instruction
Section 2 - Business and Individual Goals
Section 3 - Individual Development Plan (IDP)
Section 4 - Career Aspirations
Section 5 - Core Competencies
Section 6 - Managerial Competencies

If you have direct reports, either Group 11 non-unionized employees or Group 12 unionized employees, there is an additional section called Managerial Competencies.

Note the number of sections on your performance document vary.

If you have direct reports, either Group 11 non-unionized employees or Group 12 unionized employees, there is an additional section call Managerial Competencies.

Scroll down to continue.

Performance Process

NYC H+H Performance Documents

Self-Evaluation - Update and Complete

Expand All | Collapse All | Expand Section | Calculate All Ratings

Section 1 - Instruction
Section 2 - Business and Individual Goals
Section 3 - Individual Development Plan (IDP)
Section 4 - Career Aspirations
Section 5 - Core Competencies
Section 6 - Managerial Competencies
Section 7 - Overall Summary

Attachments

File Name	Description	Attachment Audience	Last Update DateTime	Up
Access_to_Care_Project_Plan_-_Jane_Smith.xlsx	DSRIP Diabetes education progr	Employee and Manager	01/30/2018 5:56:06PM	M

Add Attachment

Expand Section 1.

Performance Process

NYC H+H Performance Documents

Self-Evaluation - Update and Complete

Expand All | Collapse All | Expand Section | Calculate All Ratings

Section 1 - Instruction
Expand | Collapse
GENERAL INSTRUCTIONS
INSTRUCTIONS
Section 2 - Business and Individual Goals
Section 3 - Individual Development Plan (IDP)
Section 4 - Career Aspirations
Section 5 - Core Competencies
Section 6 - Managerial Competencies
Section 7 - Overall Summary

Attachments

File Name	Description	Attachment Audience	Last Update DateTime	Up
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Expand the Instructions section.

Performance Management Part 1 – Create and Collaborate

Performance Process

NYC H+H Performance Documents

Self-Evaluation - Update and Complete

Expand All | Collapse All | Expand Section | Calculate All Ratings

Section 1 - Instruction

Expand | Collapse

GENERAL INSTRUCTIONS

INSTRUCTIONS

Description: SECTIONS:
- BUSINESS & INDIVIDUAL GOALS: Under each Business Goal, the employee should enter one or more job-related goals/objectives, including metrics, which they plan to achieve, and describe how each supports the related Business Goal. At the end of the performance period, the employee (and then supervisor) should describe and rate their achievement contribution toward each Business Goal.
- INDIVIDUAL DEVELOPMENT PLAN (IDP): The employee should identify actions (e.g., cross-training) to help improve job performance and professional development.
- CAREER ASPIRATIONS: The employee should describe their desired career path, and actions to achieve desired career goals/objectives.
- CORE AND MANAGERIAL COMPETENCIES: At the end of the performance period, the employee (and then supervisor) must rate the employee's demonstration of each competency.

RATING SCALE

- Exceeds Expectations: consistently exceeds expectations in all essential areas of responsibility, and the quality of work overall is excellent.
- Meets Expectations: consistently meets expectations in all essential areas of responsibility (at times possibly exceeding expectations) and the quality of work overall is satisfactory.
- Needs Improvement: does not consistently meet expectations in one or more essential areas of responsibility.

After reviewing the instructions, Collapse Section 1.

Performance Process

NYC H+H Performance Documents

Self-Evaluation - Update and Complete

Expand All | Collapse All | Expand Section | Calculate All Ratings

Section 1 - Instruction

Section 2 - Business and Individual Goals

Expand | Collapse

Quality Improvement & Outcomes

Patient/Employee Experience

Access to Care

Description: To improve access to care services, appointment availability to meet community needs for primary care, and urgent care leveraging technology reconfiguring clinical services to meet community needs.

Rating

Exceeds Expectations | Meets Expectations | Needs Improvement

Goals, Metrics, and Achievements

We will be using Access to Care as our example throughout this training.

Expand Section 2 to view the Business and Individual Goals section.

Expand the Access to Care business goal. In the Goals, Metrics, and Achievements box, enter your related individual goals.

You repeat the same process for each business goal.

Performance Process

NYC H+H Performance Documents

Self-Evaluation - Update and Complete

Expand All | Collapse All | Expand Section | Calculate All Ratings

Section 1 - Instruction

Section 2 - Business and Individual Goals

Expand | Collapse

Quality Improvement & Outcomes

Patient/Employee Experience

Access to Care

Description: To improve access to care services, appointment availability to meet community needs for primary care, and urgent care leveraging technology reconfiguring clinical services to meet community needs.

Rating

Exceeds Expectations | Meets Expectations | Needs Improvement

Goals, Metrics, and Achievements

Partner with DSRIP to launch a community diabetes education program Q1 with a goal to reduce urgent care visits by 5% due to uncontrolled sugar levels of patients at the Kings County Diabetes Ambulatory Care

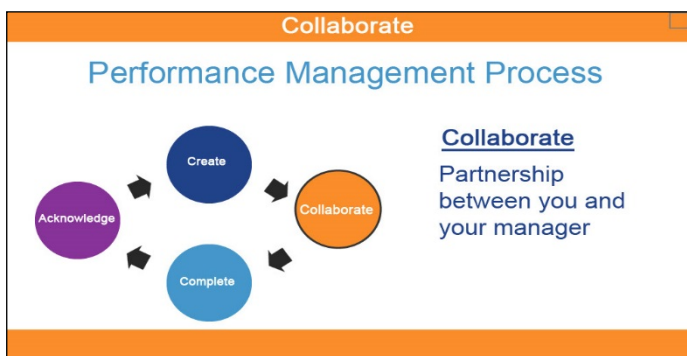
If you click the Complete button and you want to go back and make changes, you may contact your local facility Human Resources department to speak with your Facility Performance Manager.

Click the Save button to update the performance document.

If you click the Complete button and you want to go back and make changes, you may contact your local facility Human Resources department to speak with Facility Performance Manager to make your performance document available for editing.

This completes the demonstration of entering your individual goals.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.



COLLABORATE PHASE: PARTNERSHIP BETWEEN EMPLOYEE AND MANAGER

The next phase in the performance management process is the Collaborate phase.

This phase represents the partnership between you and your manager.

Performance Management Part 1 – Create and Collaborate



PeopleSoft facilitates collaboration with a unique feature that allows both you and your manager to enter information in Employee Self-Service and Manager Self-Service throughout the year.



Both you and your manager have your own copy of your performance document.

You can make updates to your individual goals, your individual development plan, your career aspirations, and upload supporting documentation.

Your manager may enter notes and upload supporting documentation.



Throughout the year you can collaborate with your manager by meeting with your manager regularly to confirm that your individual goals are in alignment with the department's goals as well as update your individual goals based on changes in work assignments and update your accomplishments.

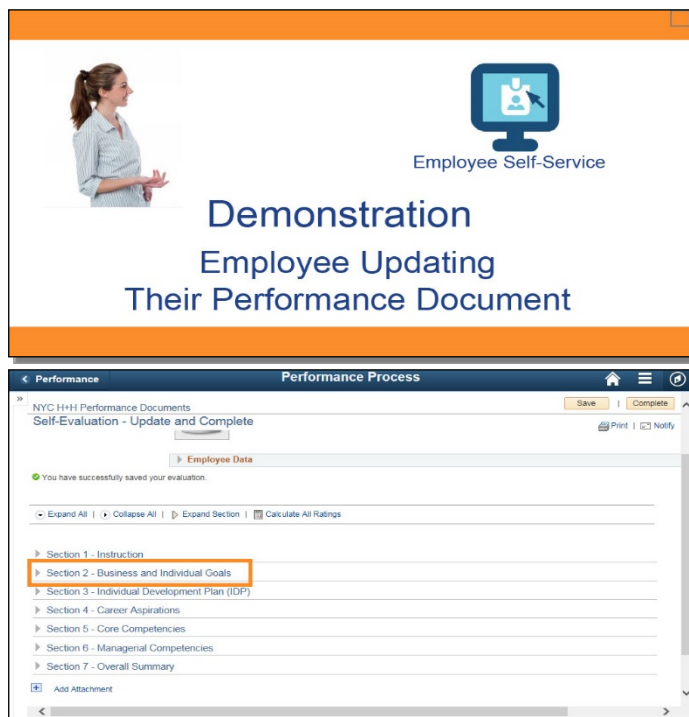
Take time to discuss your individual development plan as you get more information on developmental opportunities that become available to you.



Your manager is responsible to provide their feedback on your individual goals, accomplishments, and individual development plan.

Your manager may also keep electronic notes on their version of your performance document.

Performance Management Part 1 – Create and Collaborate



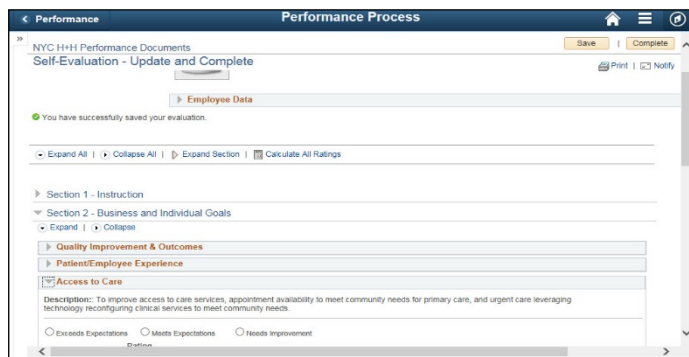
DEMONSTRATION: EMPLOYEE UPDATES PERFORMANCE DOCUMENT

In Employee Self-Service, we'll see a demonstration of an employee updating their performance document.

Expand Section 2 - Business and Individual Goals to update your individual goals.



Expand the Access to Care business goal.



Scroll down.

Performance Management Part 1 – Create and Collaborate

The screenshot shows the 'Performance Process' document editor. The document is titled 'NYC H+H Performance Documents' and 'Self-Evaluation - Update and Complete'. The 'Access to Care' goal is selected, with a description: 'To improve access to care services, appointment availability to meet community needs for primary care, and urgent care leveraging technology reconfiguring clinical services to meet community needs.' The goal is rated 'Meets Expectations'. The text box for 'Goals, Metrics, and Achievements' is highlighted, showing a goal to 'Partner with DSRIP to launch a community diabetes education program Q1 with a goal to reduce urgent care visits by 5% due to uncontrolled sugar levels of patients at the Kings County Diabetes Ambulatory Care Practice.'

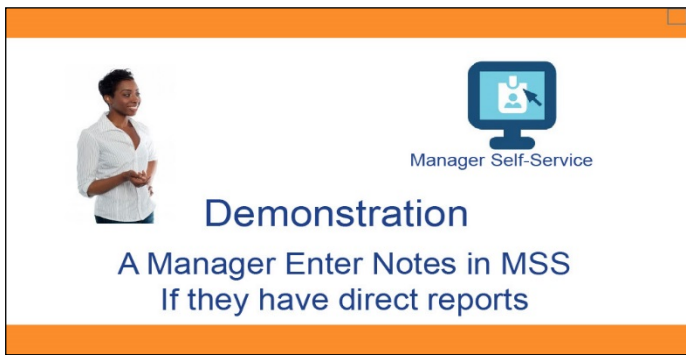
In the Goals, Metrics, and Achievements text box, make any edits to your individual goals.

The screenshot shows the 'Performance Process' document editor after saving. The 'Save' button is highlighted. The text 'This completes the demonstration.' is displayed. The 'Replay' button is visible. The goal text is expanded to show 'Expanding this program to 6 neighborhood clinics by Q4.'

Click the Save button to update the performance document.

This completes the demonstration of updating your performance document.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.



DEMONSTRATION: MANAGER ENTERS NOTES IN MSS

Now we will see a demonstration of a manager entering notes for a Group 11 non-unionized employee in Manager Self-Service.

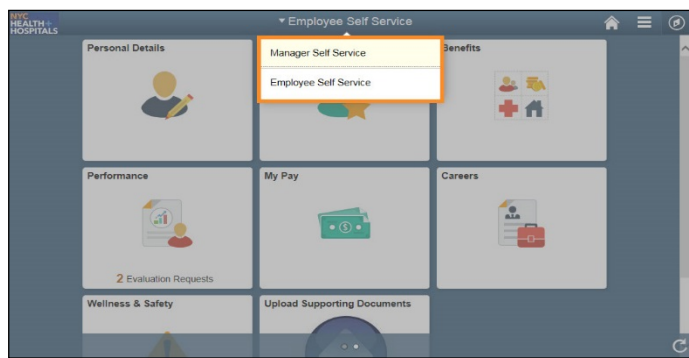
The screenshot shows the 'PEOPLESFT HR' login page. It includes fields for 'User ID' (containing 'melendm') and 'Password' (masked with dots). A 'Sign In' button is at the bottom. A footer note provides contact information for the Enterprise Service Desk.

MANAGER ACCESSING EMPLOYEE'S PERFORMANCE DOCUMENT

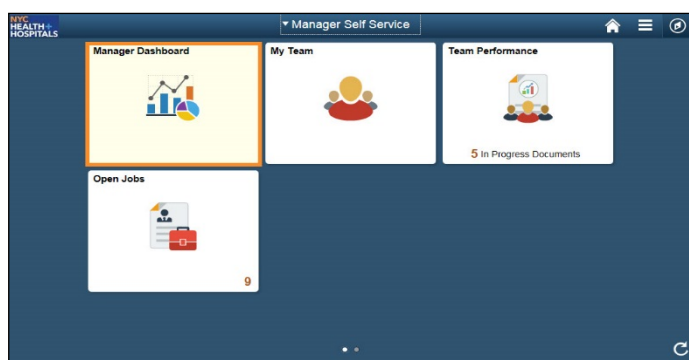
In Employee Self-Service, enter your user ID and your password.

Click the Sign In button.

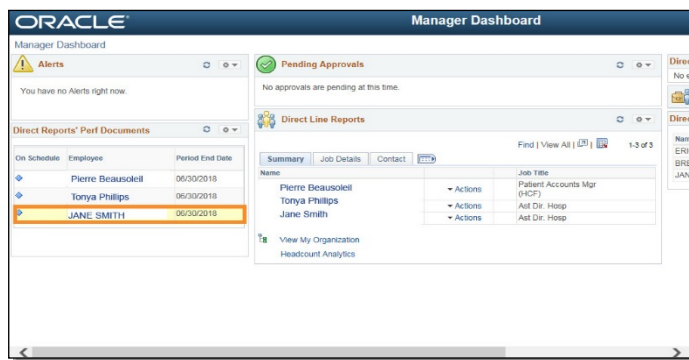
Performance Management Part 1 – Create and Collaborate



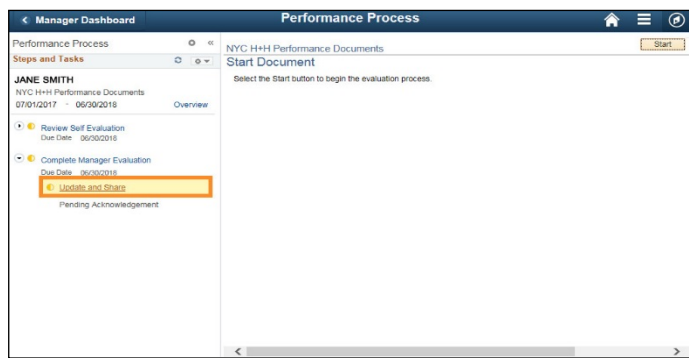
Click on the drop down to switch from Employee Self-Service to Manager Self-Service.



Click on the Manager Dashboard.



Select the employee in which you would like to add some notes.



Click the Update and Share link.

Performance Management Part 1 – Create and Collaborate

Manager Dashboard Performance Process

NYC H+H Performance Documents

Manager Evaluation - Update and Share

JANE SMITH

Job Title: Asst Dir. Hosp
Document Type: NYC H+H Performance Documents
Template: Evaluation in Progress
Status: Evaluation in Progress

Empl ID: 0000000999
Department: 123456789
PATIENT ACCOL

Enter ratings and comments for each section in this evaluation, if applicable. At any point in time you can save this evaluation

Expand All Collapse All Calculate All Ratings

Section 1 - Instruction

Expand Collapse

GENERAL INSTRUCTIONS

INSTRUCTIONS

The number of sections vary based on whether they supervise either Group 11 non-unionized employees or Group 12 unionized employees.

Remember the number of sections vary based on whether they supervise either Group 11 non-unionized employees or Group 12 unionized employees.

To continue, click the Collapse button to hide the Steps and Tasks.

Manager Dashboard Performance Process

NYC H+H Performance Documents

Manager Evaluation - Update and Share

JANE SMITH

Job Title: Asst Dir. Hosp
Document Type: NYC H+H Performance Documents
Template: Evaluation in Progress
Status: Evaluation in Progress

Manager Maria Melendez
Period: 07/01/2017 - 06/30/2018
Document ID: 325308
Due Date: 06/30/2018

Enter ratings and comments for each section in this evaluation, if applicable. At any point in time you can save this evaluation by selecting the Save button.

Expand All Collapse All Calculate All Ratings

Section 1 - Instruction

Expand Collapse

GENERAL INSTRUCTIONS

INSTRUCTIONS

Section 2 - Business and Individual Goals

Expand Collapse

Scroll down.

Manager Dashboard Performance Process

NYC H+H Performance Documents

Manager Evaluation - Update and Share

JANE SMITH

Job Title: Asst Dir. Hosp
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Manager Maria Melendez
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Enter ratings and comments for each section in this evaluation, if applicable. At any point in time you can save this evaluation by selecting the Save button.

Expand All Collapse All Calculate All Ratings

Section 2 - Business and Individual Goals

Expand Collapse

Quality Improvement & Outcomes

Patient/Employee Experience

Access to Care

Financial Responsibility

Culture Change & Responsiveness

Business and Individual Goals

Exceeds Expectations Meets Expectations Needs Improvement

Rating

Manager Comments

Under Section 2 - Business and Individual goals, expand the Access to Care business goal.

Manager Dashboard Performance Process

NYC H+H Performance Documents

Manager Evaluation - Update and Share

JANE SMITH

Job Title: Asst Dir. Hosp
Document Type: NYC H+H Performance Documents
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Expand All Collapse All Calculate All Ratings

Section 2 - Business and Individual Goals

Expand Collapse

Quality Improvement & Outcomes

Patient/Employee Experience

Access to Care

Financial Responsibility

Culture Change & Responsiveness

Business and Individual Goals

Exceeds Expectations Meets Expectations Needs Improvement

Rating

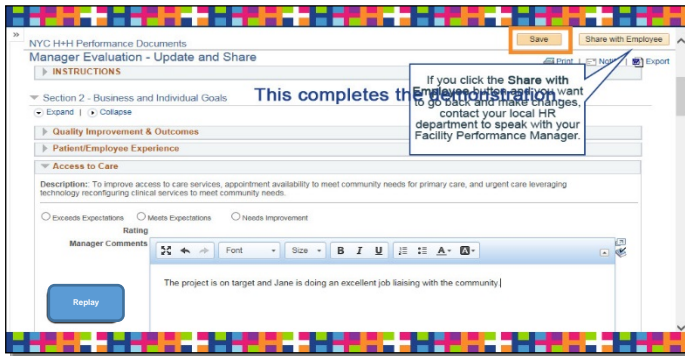
Manager Comments

At the end of the year, notes will be shared with your employee.

In the Manager Comments box, enter your notes on your employee's progress on projects throughout the year.

At the end of the year, you may edit your notes that will be shared with your employee.

Performance Management Part 1 – Create and Collaborate

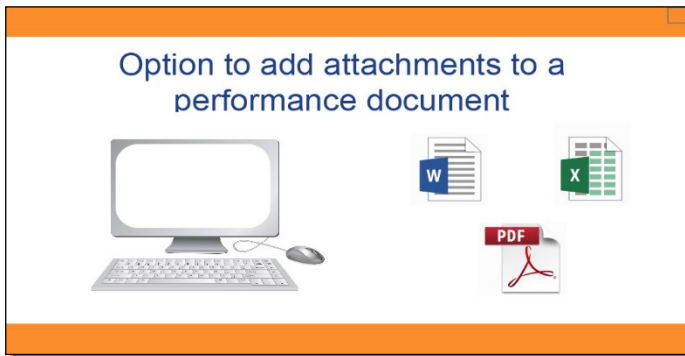


Click the Save button to update the performance document.

If you click the Share with Employee button and you want to go back and make changes, you may contact your local facility Human Resources department to speak with Facility Performance Manager to make your employee's performance document available for editing.

This completes the demonstration of a manager enter notes and updating their version of the performance document.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.



DEMONSTRATION: ATTACHING SUPPORTING DOCUMENTS

Both you and your manager have the option to add attachments to a performance document.

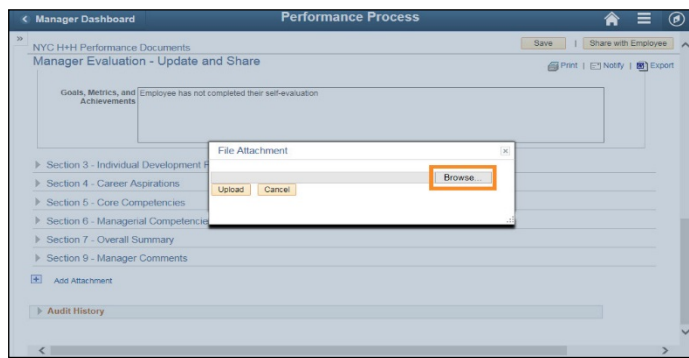
These attachments can be work samples that demonstrate an employee's contributions to their role, for example a presentation, a project plan, or a report created in Excel.

In addition, other supporting documents like functional job descriptions, job-specific competencies, certificates of completion, and recognitions can be attached to the performance document.

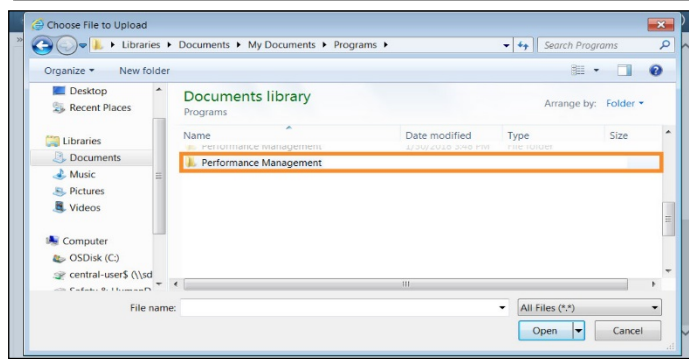


Click on the Add Attachment link.

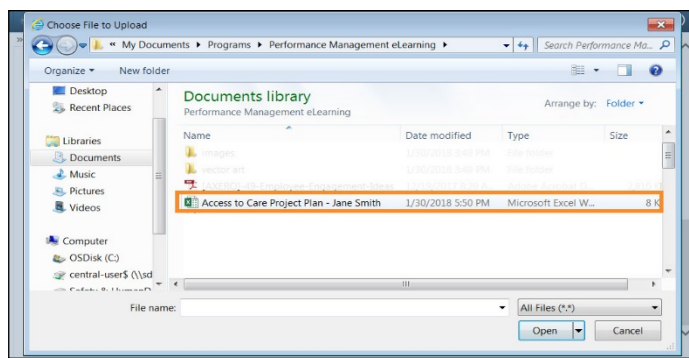
Performance Management Part 1 – Create and Collaborate



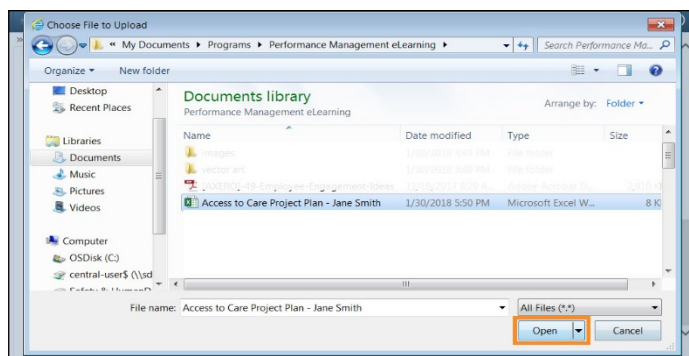
Click the Browse button to search for the file to attach.



Go to the file location.

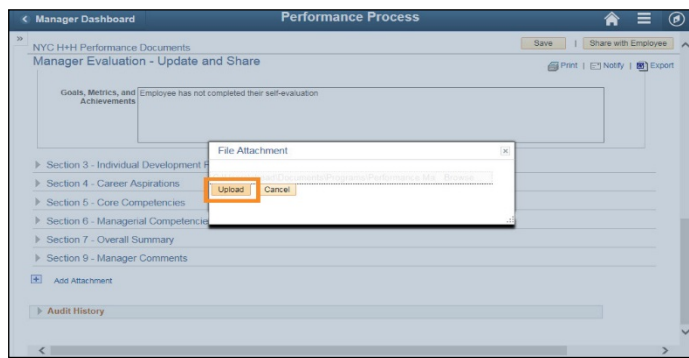


Select the file to be attached.

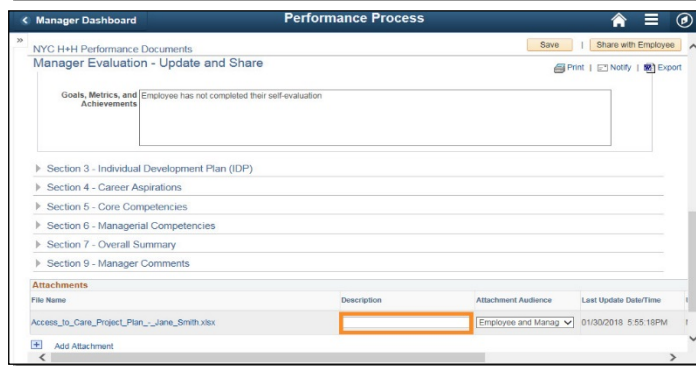


Click the Open button.

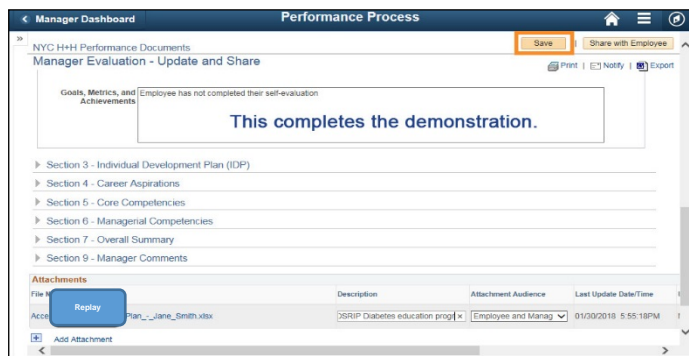
Performance Management Part 1 – Create and Collaborate



Click the Upload button.



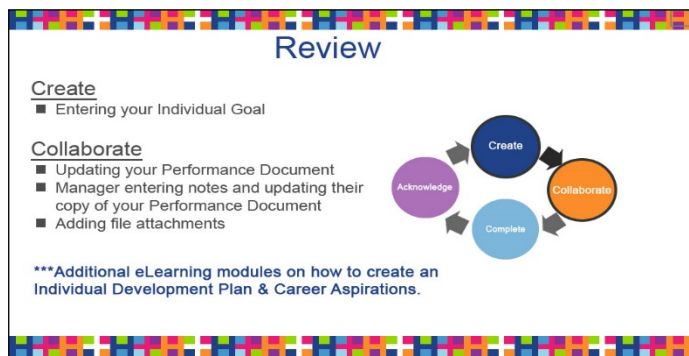
You have the option to enter a file description.



Click the Save button to update the performance document.

This completes the demonstration of attaching files to a performance document.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.



REVIEW

Let's do a quick review.

You learned about the entering individual goals in the Create phase.

You learned about updating your performance document, saw how a manager is able to enter notes and update their copy of your performance document, and how to add file attachments in the Collaborate phase.

Note that there will be additional eLearning modules on how to create an Individual Development Plan and Career Aspirations.

Performance Management Part 1 – Create and Collaborate



Now that we have reviewed the Create and Collaborate phases of the performance management process, keep in mind that the process remains the same for each year.

And that the strategic goals are updated each year as well.

Click on the PDF icon to download a copy of this training.

For any questions about the performance management process, email your questions to performancegmt@nychhc.org, or you can click on the Learning Portal to view supporting documents about the Performance Management process.

Congratulations. You have completed part one of the performance management course for group 11 non-unionized employees, reviewing the Create and Collaborate phases.

Continue to the next course in the series, Performance Management Part 2, reviewing the Complete and Acknowledge phases of the performance management process, which can be found under MyLearning on the PeopleSoft ELM.

Click the Exit icon on the player bar to register your course completion.

Congratulations

You have completed Part 1 of the Performance Management for Managerial Employees, Create and Collaborate.

You may take a screenshot of this page for your training records.

❖ Click the **Exit** icon on the player bar to register your course completion.

Voiceover Provided by
• Deborah Shea

Images from freedigitalphotos.net
• Ambro
• Fantasia
• Stockimages & [beardedbrothers](http://beardedbrothers.com)