

# Leader Evaluation Manager<sup>SM</sup>

## Results Through Focus And Accountability

Organizations that use a focused, objective leader evaluation system outperform others. Why? Through research and client experience, Studer Group has built and automated a process to ensure performance goals and reviews are directly aligned with the overall organization goals. This system manages a common disconnect between the outcomes of an organization and the performance evaluation of its managers: a majority of leaders receive favorable performance reviews, while the enterprise fails to meet its objectives.

### Leader Performance Management Software System

“Establishing objective, measurable goals for middle managers that are fully aligned with organization goals is a critical factor for organizational success. Studer Group's Leader Evaluation Manager is an excellent tool for setting and monitoring progress toward target each month. An attractive feature of the goal scoring software is that senior leaders can, via the click of a button, instantly see how many managers are tracking to goals, and also rank them per performance to goals. This kind of reporting and top-down view really helps drive accountability, and ensures that areas not hitting their targets are known early, so that mid-course corrections can be made.”

**Dave Fox,**  
CEO,  
Advocate Good Samaritan,  
Downers Grove, IL

Distributed by

**Fire Starter**  
PUBLISHING

### ALIGN LEADER AND ORGANIZATIONAL GOALS

The Leader Evaluation Manager aligns individual leader resources, energy and behaviors to an organization's goals. This allows users to:

- ▶ Prioritize goals through an automated weighting system
- ▶ Establish a consistent goal-setting process, where goals are specific, measurable, time-bound, and outcome-based
- ▶ Hardwire the process of holding leaders accountable for results through goal “locking” and continuous progress measurement and ranking
- ▶ Access, share and distribute goals amongst a leader's direct reports

### PRODUCT ADVANTAGES

Key advantages of deploying the Leader Evaluation Manager within an organization:

- ▶ Auto-population of goals, ratings and results for optimum objectivity and accuracy
- ▶ View individual results, plus compare and aggregate results across the organization
- ▶ E-Mail reminder and notification for overdue and uncompleted actions
- ▶ Manage performance and exception reporting electronically at all management levels (individual to departments to executive level)
- ▶ Access by authorized users to all data and reports
- ▶ Complete integration of leader evaluations, 90-day plans and performance report cards

Leader Evaluation Manager allows organizations to:

- ▶ Focus leaders on what matters most (versus everything “on the plate”)
- ▶ Set clear, objective, measurable goals (that can be weighted for prioritization)
- ▶ Accelerate and hardwire a process to hold leaders accountable for results
- ▶ Create absolute line-of-sight for leaders to see how their actions make health care better

# Leader Evaluation Manager<sup>SM</sup>

## Results Through Focus And Accountability

### SAMPLE FINANCIAL AND CLINICAL GOALS

#### Financial Cascade

##### CFO

<b>Finance</b>	<b>Goal:</b>	<b>Percent</b>
Weighted Value 45%	Increase operating margin to 5.39% for the fiscal 2007 year.	5 = greater than or = 5.59 4 = 5.44 - 5.58 3 = 5.39 - 5.43 2 = 4.1 - 5.38 1 = less than or = 4.09

##### Director Registration

<b>Finance</b>	<b>Goal:</b>	<b>Percent</b>
Weighted Value 45%	To increase Collections to the amount of 20% as measured by POS reports for the annual time period.	5 = less than or = 30.0 4 = 25.0 - 29.9 3 = 20.0 - 24.9 2 = 15.0 - 19.9 1 = greater than or = 14.9

##### Director of Materials Management

<b>Finance</b>	<b>Goal:</b>	<b>\$ Thousands</b>
Weighted Value 45%	Achieve \$400K reduction in non-labor costs for Radiology and Laboratory Services.	5 = greater than or = 425 4 = 405 - 424.9 3 = 400 - 404.9 2 = 375 - 399.9 1 = less than or = 374.9

#### Clinical Cascade

##### CNO

<b>Quality</b>	<b>Goal:</b>	<b>Percent</b>
Weighted Value 25%	Decrease infections by 30% as measured by all hospital infections.	5 = greater than or = 35 4 = 33 - 34 3 = 30 - 32 2 = 26 - 31 1 = less than or = 25

##### Director of Nursing

<b>Quality</b>	<b>Goal:</b>	<b>Percent</b>
Weighted Value 30%	Reduce falls by 50%.	5 = greater than or = 60 4 = 55 - 59 3 = 50 - 54 2 = 40 - 49 1 = less than or = 39

##### ICU Nurse Manager

<b>Quality</b>	<b>Goal:</b>	<b>Percent</b>
Weighted Value 45%	Decrease central line infections associated with blood stream infections by 25%.	5 = greater than or = 30 4 = 28 - 29 3 = 25 - 27 2 = 20 - 24 1 = less than or = 19

### MONTHLY REPORT CARD

Name: CFO, CFO		Leader: CEO, CEO	Department: Administration	Division: Administration	Year Ending: 2006													Summary									
Goal	Rating Type	Jul 2006	Aug 2006	Sep 2006	Oct 2006	Nov 2006	Dec 2006	Jan 2007	Feb 2007	Mar 2007	Apr 2007	May 2007	Jun 2007	LAST 6.2													
<b>Quality</b> Reduce gross days revenue outstanding to 43.0 days by end of year.	Days ≤40.0 = 5 40.1 - 41.5 = 4 41.6 - 43.0 = 3 43.1 - 44.5 = 2 ≥44.6 = 1	3.0	5.0	6.8	5.5	4.5	6.5	3.4	5.6	6.4	6.5	5.8	6.2	Calc Month Item Score: 20% X 5 = 1													
<b>Finance</b> To increase operating margin 2% to 5.39% for the fiscal 2007 year.	Percent ≥5.59 = 5 5.44 - 5.58 = 4 5.39 - 5.43 = 3 4.10 - 5.30 = 2 ≤4.09 = 1	5.00	6.00	5.40	5.50	5.60	5.20	5.80	5.60	5.50	5.40	5.60	5.50	AVG 5.51 Calc Month Item Score: 45% X 4 = 1.8													
<b>People</b> Decrease turnover from 15% to 12% by year end 2007.	Percent ≤10.0 = 5 10.1 - 11.0 = 4 11.1 - 12.0 = 3 12.1 - 13.0 = 2 ≥13.1 = 1	11.1	10.1	9.6	9.8	8.5	9.0	10.0	9.6	9.6	10.0	10.1	10.2	AVG 9.8 Calc Month Item Score: 20% X 5 = 1													
<b>Growth</b> To grow Outpatient Gross Revenue to \$168.01M as measured by the monthly financial reports for the time period Year Ending 2007	Millions \$ ≥172.97 = 5 170.05 - 172.96 = 4 168.01 - 170.04 = 3 146.50 - 168.00 = 2 ≤146.49 = 1	330.90	334.90	329.90	336.90	333.90	334.90	330.90	333.90	329.90	332.90	332.90	332.90	AVG 332.9 Calc Month Item Score: 15% X 5 = 0.75													
Monthly Eval Scores														4.35	4.55	4.55	4.55	4.55	4.55	4.55	4.55	4.55	4.55	4.55	4.35	4.35	Overall Score: 4.55

For more information, contact:  
Fire Starter Publishing  
866-354-3473  
info@firestarterpublishing.com

### MINIMUM REQUIREMENTS

#### HARDWARE

- Intel Pentium 400MHZ or higher
- 512MB memory minimum (1024MB recommended)
- 250MB for typical installation (depends on database)

#### SOFTWARE

- Windows 2000 server or higher
- SQL Sever 2000 or higher
- Internet Information Server
- Internet Explorer 6.0 or higher (workstation)