Leader Responsibilities and Resources

Organization Development and Training (OD&T) has created this "Leader Responsibilities and Resources" document as a part of our UW Medicine Leader Orientation, based on our experience working with leaders, and in response to leader feedback.

Not every leader is responsible for all of the content in this document; leader responsibilities vary depending on that leader's entity, department, and role.

This document is a centralized resource that summarizes and points leaders to existing information about the essential tasks that must be completed collectively by leaders in order to best support our patients and our organization's pillar goals.

PLEASE be aware that some links in this document may not function as changes occur every day.
We will do our best to keep the document updated.

Please contact OD&T if you have information or ideas that would make this content more helpful, accurate, or complete.

How to use this document

This document is intended to be accessed primarily from an AMC computer, as the descriptions of each managerial responsibility or resource are integrally linked to a wealth of information existing online. Not all of the sites this document links to are mobile optimized, and many of the links lead to the UW Medicine Intranet, so be prepared to sign in using UW Net ID or AMC access.

The responsibilities outlined in this document are organized into categories that reflect essential managerial tasks. Use the table of contents to quickly scan the document for the information you need, and then simply click the title of the section to be linked directly to the relevant content. To return to the table of contents quickly, scroll to the bottom of any page and click "Return to Table of Contents."

Thank you for all that you do.

Organization Development & Training
(206) 598-6118
odtreg@uw.edu

Contents

People/Staff management

Staff Scheduling/Payroll

Managing your employees' appointments

To initiate a change to an employee's existing appointment, complete a Status Change Form.

All changes resulting from a recruitment (as opposed to an existing appointment) are handled through the Recruitment Team and do not require the submission of a Status Change Form.

Workday

Workday is the University's integrated human resources and payroll system. Employees select their benefits, manage time off, complete their W-4 and payroll deduction form in workday. Managers use workday in conjunction with UW Hires to manage requisitions. For questions about workday, contact the Integrated Service Center (ISC).

KRONOS Information: automated time, scheduling, and leave management

Direct access to KRONOS: Manager level access to KRONOS must be requested by your manager by sending an email to askkronos@uw.edu.

KRONOS is an automated time, scheduling, and leave management application. It is part of the overall Workforce Management Systems (**WMS**) solution for Harborview Medical Center (**HMC**), UW Medical Center (**UWMC**), and Medical Centers Shared Services. Leads/Supervisors/Managers/Directors/Associates will use KRONOS to set schedules, review and approve time worked for all employees, and review and approve time off requests.

User level training is assigned automatically to new employees upon hire. Appropriate manager level training will be assigned by Payroll once access has been granted.

For more information or assistance please contact askkronos@uw.edu.

Leave Administration

Monthly-paid University of Washington (UW) employees are eligible for various types of leave. Leave benefits may differ for each employment program.

Medical, Parental, Military leave, disability accommodations

Contact your Leave Specialist via UW Medicine HR Employee Relations. The Employee Relations Team advises employees and managers on job related issues including leave management and policy and procedure interpretation.

Medical Centers Leave Administration Forms

Employees use these forms to request different types of leave. Scroll down the page to access forms.

Medical Centers Attendance/Leave Policies

Harborview:

- Harborview Attendance Policy (105.8)
- Leave of Absence Administration (non-medical) 105.7

UWMC:

- UWMC Attendance Policy (105-7)

General Leave Administration Resources

Time offs, leave & holidays information: Use these links to learn about the different leave programs that the UW has to offer for different employment classifications.

Prior Washington state service credit: Employees may be eligible for credit of prior Washington state service if they are a monthly paid UW employee who has previously worked as a monthly paid employee for the state of Washington. Credit for past Washington state employment is used to establish vacation accrual rate and eligibility for reinstating stick time off balances.

Form: Request for Crediting of Previous Washington State Employment (.doc)

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Recruiting

Hiring managers partner with the UW Medicine Employment Team in workforce planning, interviewing and selecting new employees, staffing, and complying with fair, legal, and other applicable employment requirements. The Employment Team also supports managers with writing and maintaining job descriptions.

Workday

Workday is the University's integrated human resources and payroll system. Employees select their benefits, manage time off, complete their W-4 and payroll deduction form in workday. Managers use workday in conjunction with UW Hires to manage requisitions. For questions about workday, contact the Integrated Service Center (ISC).

Contact your Recruiter/Employment Specialist

Find UW Medicine Recruiters: Click on "UW Medicine Employment" to find your UW recruiter or employment specialist, assigned by position and department.

UWHIRES: create, manage, and close job requisitions

Direct access to UWHIRES: To gain access to UWHIRES, contact your employment specialist or recruiter.

UWHIRES is the UW's Applicant Tracking System (ATS), which allows hiring managers to create requisitions, review applicant activity, and manage the hiring process. The Recruitment team works closely with managers in UWHIRES to prepare requisitions for posting and filling positions.

View your job postings online at the UW Employment website.

Interview and Select Candidates: Resources

Learn about each step of the recruitment process on the Hiring Process Guide website.

UW Interviewing & Selection resources: Helpful (general) information about fair and legal hiring practices and preparing for and conducting interviews, and interviewing tools and questions.

Peer Interviewing Resources: Scroll down to find resources. Peer interviewing is a job candidate assessment tool that involves staff who are at a peer level with the open position, enabling them to participate and share valuable feedback during the interview process.

Hiring Manager resources: Hiring process guide, everything you need to know about hiring classified, professional staff, and temporary employees, and more.

OD&T Class***: Interviewing and Selection: Hiring the Best Fit***

Onboarding for productivity and retention

An employee's first weeks on the job are a critical time to begin building a successful working relationship. This is your opportunity to set goals and expectations, train new employees on job-specific tasks, and introduce them to others who will play a role in their professional development. Everyone wants to feel like they are contributing at work; a good on-boarding process can help new employees feel comfortable and ready to work much sooner than if no formal or well-planned onboarding process exists. The scope and scale of the formal onboarding process should begin with the job offer and continue through the first year of employment, when the first formal performance evaluation takes place.

Required Orientations

There are several formal, role-based orientations in which your new employees may be required to participate in order to meet Joint Commission, federal, state, and organizational requirements. New hires are typically registered automatically for required orientations via the formal recruitment process.

UW Medicine New Employee Orientation (NEO): All new classified, hourly, and professional staff who work for UW Medicine are required to attend NEO. NEO must be completed as soon as possible and no later than 30 days after a new employee's date of hire. It is a full day that satisfies Joint Commission requirements for UW Medicine staff, provides UW Benefits orientation, and also helps new employees complete many logistical onboarding tasks including badging/Husky card, employee health and I-9 form collection.

For more information about NEO, including employee registration, visit the NEO orientation webpage on the OD&T webpage. For questions regarding NEO, contact OD&T.

Medical Staff Onboarding (MSO): New medical providers are required to attend MSO as part of their onboarding. Some nurse practitioners and physician assistants attend MSO **and** UW Medicine New Employee Orientation. Address questions to your recruiter/employment specialist, or contact the UW Physicians Medical Staff Onboarding team.

Clinical Orientations

These orientations are required for clinical staff and happen after an employee has attended UW Medicine New Employee Orientation. New hires are typically registered automatically via the formal recruitment process. Initial EHR training is provided for most employees as part of their clinical orientation.

Harborview:

Clinical Services Orientation (CSO): Questions, contact HMC Clinical Education

Allied & Ambulatory Care Services Orientation (AACS): Questions, contact AACS Orientation and Training

UWMC:

Nursing Central Orientation (NCO): Questions, contact Nursing Staff Development

Ambulatory Division Orientation (ADO): Questions, contact Ambulatory Clinics Administration

Laboratory Medicine Orientation: New Laboratory Medicine employees (both Harborview and UWMC) attend Laboratory Medicine Orientation the Wednesday after NEO. Questions, contact the Lab Medicine Administrative Offices.

Benefits Orientation for Professional & Classified Staff

In-person Benefits Orientation: The benefits portion of UW Medicine NEO introduces the UW Employee Benefits package, including retirement plan options, and gives the opportunity to receive guidance and ask questions about benefits selections.

Online Benefits Orientation: This online benefits orientation serves employees who do not attend in-person benefits orientation. It can also be a reference for employees who want to review their benefits enrollment information and options online in advance.

General Onboarding Resources:

OD&T: Orientation Specialist**:** The Orientation Specialist provides support for questions related to UW Medicine New Employee Orientation (NEO) and offers consulting services for the creation/development of formal department level onboarding & orientation programs. Email odtreg@uw.edu with inquiries.

NEO Checklists: Pre-Orientation and At and After NEO (PDFs) All new employees receive a copy of this checklist with their electronic hire letter and printed in their NEO workbooks. The checklist outlines specific tasks that all new employees must complete before, during, and after NEO. Managers should be aware of the tasks their new employees must complete and facilitate wherever possible.

30 and 90 Day Discussion Template (aka: Employee Retention Meetings): Managers are expected to use this template to formally check in with new employees after 30 and 90 days on the job to learn how the onboarding process is going for the new employee.

Onboarding (Campus Information): Introduction to the importance of onboarding and best practices.

On-boarding Toolkit (PDF): All UW managers may find parts of this toolkit useful, though it was designed for Seattle Campus classified and professional staff. The toolkit provides a wealth of checklists, tips, and other resources to help UW managers effectively onboard their new employees.

Resources for Onboarding New Leaders

UW Medicine Leader Orientation: This orientation for leaders consists of 2 workshops, Part One and Part Two. The sessions formally welcome leaders into their leadership roles at UW Medicine, providing them with an orientation to the resources and organizational expectations in preparation for their journey toward becoming outstanding leaders.

Leadership Checklist: This checklist breaks down ongoing, weekly, monthly, quarterly, and annual actions that can hardwire excellence for new leaders, as defined by UW Medicine Patients are First efforts.

AMC: Manage UW Medicine Account access for UW Medicine Workforce

Many systems at UW Medicine require a UW Medicine Account as a prerequisite to access (eg: Computer terminal access, ORCA, Epic, etc.). All supervisors, managers, and some select other UW Medicine employees have the ability and responsibility to authorize access to the UW Medicine Account for all UW Medicine Workforce members that they supervise. Sometimes additional approvals are needed. Managers are also responsible for maintaining appropriate access throughout the account lifecycle (activation, changes, and deactivation) and for responding to periodic revalidation emails with "Audit for Compliance" in the subject line.

UW Medicine Workforce Definition: "Faculty, employees, volunteers, trainees, students, and other persons whose conduct, in the performance of work for UW Medicine or Business Associate, is under the direct control of UW Medicine or Business Associate, whether or not they are paid by the UW Medicine." PP-00 - Glossary of Terms

To request, change, or deactivate a UW Medicine account, go to the UW Medicine Access Online Information Portal.

The team that maintains the UW Medicine Account is called the User Access Administration (UAA). The primary applications that the UW Medicine Account provides access to are: AMC-based Computers and Applications, Epic (Authentication), MINDscape, and ORCA. For more information about UAA, visit the UAA website.

For UW Medicine Account inquiries, comments, or questions, please email uaa@uw.edu.

For **urgent** UW Medicine Account user access questions, please call the UW Medicine ITS Help Desk at 206.543.7012.

To view compliance policies relevant to access to protected health information, visit the UW Medicine Compliance Policies and the Patient Information Privacy Policies.

Performance Management: managing employees

Performance management guidelines

At the UW, a manager may supervise professional staff, classified staff covered by one or more collective bargaining agreements, classified staff covered by civil service rules, and temporary employees. While performance management principles are the same for all employees, the manager needs to be familiar with the performance requirements that apply to the employment programs. See the UW HR performance management supervisor guide for more information.

Effective performance management requires that the manager:

- Clearly communicate expectations
- Provide employees with the tools, training, and information they need to succeed
- Offer regular, timely, and constructive feedback
- Be reasonable and fair when evaluating performance
- Recognize successes and achievements
- Address performance issues in a proactive and timely manner in order to resolve them before they become significant

Corrective Action

In the event that performance does not meet established requirements, the manager must understand the corrective processes and methods that can help improve employee performance. Formal corrective action processes **must** be followed and done in conjunction with your HR Consultant (search by unit for Employee Relations).

Contact your HR Consultant

The Employee Relations Team advises employees and managers on job-related issues including performance management, conflict resolution, corrective action, evaluations, coaching and check-ins, career growth opportunities, work-life balance issues, leave management, and policy and procedure interpretation.

Performance Management Resources

Medical Centers Performance Management Resources: Sample competency library and sample job description library, tools for conducting performance evaluations

Organization Development & Training: OD&T consultants are available to assist UW Medicine managers, physicians, and staff with improving organizational, team, and personal effectiveness. For questions, contact OD&T.

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Class: Corrective Action Course: Corrective Action is a formal process that enables UW Medicine leaders and managers to resolve serious performance problems while maintaining a healthy and productive workforce. During this one-day course, participants build their confidence and skills in conducting Corrective Action processes.

Performance Management (Campus Information): High-level introduction to the general performance management practice requirements and resources by job classification.

Resources for Rounding: The best thing a leader can do to improve employee satisfaction is rounding for outcomes. When leaders are committed to engaging their staff, numbers for satisfaction and retention go up. These resources are on the Patients Are First website.

High Solid Low Conversations - (with Professional Staff only!) At UW Medicine we practice a process of high solid low which entails leaders considering how their employees are doing mid-year and having a conversation with that employee. The conversation should reward and re-recruit high performers, reward and consider growth opportunities for solid performers and to coach to improve performance for low performers. We only do this task calling it High, Solid, Low with professional staff, however managers and leaders should always be having conversations with staff to consider their progress, challenges and performance. [These conversations are NOT performance evaluations although if you conduct these short conversations, you will be more prepared when it is time for performance evaluations.]

30 and 90 Day New Employee Retention Meetings form – at UW Medicine we expect leaders/managers/supervisors to meet with their new staff after 30 days and 90 days of hire to have a meaningful conversation regarding how their first months are going. This practice helps to gage how the employee is adjusting to their responsibilities, consider what they might still need to succeed, and it can serve as an opportunity to acknowledge and encourage the employee's good work. Connecting with employees regularly helps us keep good employees.

Union/Labor Relations

Talk to your HR Consultant (search by unit for Employee Relations)

UW Labor Contracts

Recognition

Employee Recognition Policy (UW Medicine Policy)

Harborview Recognition Program

UWMC Recognition and Fun Committee

Annual Competency Training

Annual Competency Training is required of all workforce members who have not attended new employee orientation (NEO) in the current year. The annual competency training is an online training that is hosted on the UW Medicine Learning Management System (LMS) and assigned to workforce members with UW Medicine Account log in accounts. The content is reviewed and updated annually by subject matter experts across UW Medicine to meet regulatory requirements, highlight safety issues or explain any changes in policies and procedures.

Maintain Personnel files

Managers are responsible for collecting and maintaining some types of documentation regarding their employees. If documentation needs to be routed outside the department, managers are responsible for making sure they go to the appropriate place.

Official personnel file checklists (scroll down) for Harborview & UWMC are located on the HR forms intranet webpage. The "Official UW Personnel File Checklist" contains information about documents that managers should forward to the appropriate office. For files that managers are required to keep in the department file, consult the Department Personnel File Checklist.

For questions, contact Employee Relations.

Separation

Regardless of the reason an employee is leaving UW employment or moving to another UW position, there are certain actions that need to be completed, which managers should review with transitioning employees.

Contact your HR Consultant

Refer all questions about transfer/separation processes to your HR Consultant (search by unit for Employee Relations).

Medical Centers Employee Separation Checklists

The Medical Centers Employee Separation Checklists are a list of tasks an employee must complete upon separation. Scroll down to "Official Personnel File Access."

General Separation Resources

The UW HR website has several resources for employees and managers when a classified or professional staff employee transfers within UW or separates. These tasks are specific to campus positions but some tasks may be applicable to Medical Centers staff. Consult with your HR Consultant.

PSN (Patient Safety Net)

Direct access to PSN. All employees can access the PSN by clicking the "PSN Incident Reporting" icon located on the desktop of any AMC computer.

The PSN is UW Medicine's quality and process improvement tool for reporting, documenting, and notification of injuries/events/near misses/unsafe conditions for patients, visitors or staff in both clinical and non-clinical areas. It is used throughout UW Medicine, with the exceptions of Northwest Hospital and Valley Medical Center.

Manager's responsibilities vary by area, and include reviewing PSN events and documenting findings in PSN, ensuring that PSN reports are entered when employees are injured at work, and providing feedback on events to employees. Reviews of the PSN are conducted on an ongoing basis.

PSN Policies include:

- HMC – APOP 115.3 Non-Punitive Event/Incident Occurrence Reporting
- UWMC – APOP 115.4 Event Reporting in Patient Safety Net (PSN)

PSN Information and Training

For more information, training options, or assistance: HMC UW Neighborhood Clinics

LMS (Learning Management System)

Direct access to LMS: Access to the LMS requires an UW Medicine account. NetID is used to login.

The UW Medicine Learning Management System is managed by UW Medicine IT Services and provides a platform for delivering and managing education initiatives specific to individual UW Medicine entities as well as initiatives that span the organization. This site provides information on how to access the LMS, Frequently Asked Questions (FAQs), troubleshooting and support information as well as information specific to each UW Medicine site.

For questions about access or questions about/issues with the LMS, email mcsos@uw.edu.

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Clinical Applications

Electronic Health Record: EHR (EPIC, ORCA)

UWMC and HMC use two applications for the electronic health record. ORCA* is the inpatient Electronic Health Record (EHR) and EpicCare** is the ambulatory EHR.

To ensure the maximum safety of our patients, all clinical staff are required to complete EHR training prior to delivering patient care. Managers are responsible for ensuring that their staff completes proper EHR training before receiving access to the EHR. See the EHR Mandatory Training Policy.

Managers are responsible for ensuring that proper security protocols are followed and for ensuring the accuracy and completeness of the information entered into the EHR. Some leaders may be responsible for reviewing EHR reports, and/or completing "chart reviews" and EHR audits. The processes for this vary widely by department. Talk to your manager to learn about your responsibilities in this area.

Most new employees and practitioners are automatically registered for the appropriate required EHR training as part of their orientation process. To schedule/request additional EHR training ***, complete the Training Request Form. For questions about EHR training, contact uwmedreg@uw.edu.

EHR Central is the portal for online information about the EHR.

For **urgent** technical help, please **call** the IT helpdesk: 206-543-7012.

For non-urgent technical help or other questions regarding the EHR after training, please email mcsos@uw.edu and include EHR in the subject of the Help Desk ticket.

* Cerner is the vendor for the Powerchart application, which is known as ORCA within UW Medicine.

**Epic is the vendor for EpicCare and the vendor for Epic Business Systems (which is separate, see below).

*** Additional training may be used for education days and may be required for clinical staff members that are laterally transferring into the Emergency Department, Oncology, Maternal Infant Care or an Intensive Care Unit.

Initiate downtime procedures during planned or unplanned EHR downtime

Managers must be prepared for planned or unplanned EHR downtimes.

Planned EHR downtimes occur regularly and notification is provided via email several days prior. During an unplanned downtime, communication to the staff comes from the Clinical Administrator on Call (CAOC). This communication is done as soon as the downtime, information, and workarounds are identified.

Clinical Informatics and Support (CIS), the department that supports the EHR and manages downtimes, is now enterprise-wide. Many tools are currently available via the Harborview and UWMC intranets: UWMC downtime management resources and Harborview downtime management resources.

For questions about downtime procedures, please email mcsos@uw.edu.

Epic Business Systems and Revenue Cycle Operations

EPIC Business Systems* is an online application used to manage registration, scheduling, billing/claims, and referrals in inpatient and ambulatory units. Related applications include Prelude Registration, Cadence Scheduling, Referrals, ADT, and Resolute Hospital Billing.

Revenue Cycle Operations supports Epic Business Systems training. To register for classes or to learn about which classes your employees should take, visit the Revenue Cycle Operations Classes page.

Once training is complete, request access to EPIC applications by emailing mcsos@uw.edu. Managers are responsible for ensuring that all of their staff complete proper Epic business systems training before receiving access to the various Epic applications.

For **urgent** technical help, please **call** the IT helpdesk: 206-543-7012.

For all other questions regarding Epic business systems, related trainings, and access please contact ctrain@uw.edu.

Managers are responsible for ensuring that proper security protocols are followed and for ensuring the accuracy and completeness of any information entered into Epic business systems applications. Some leaders may be responsible for reviewing Epic business systems reports and/or completing audits. The processes for this vary widely by department. Talk to your manager to learn about your responsibilities in this area.

*EPIC is the vendor for EPIC Business Systems and EPIC Care (which is separate; see entry for EHR)

Finance

Leaders practice fiscal responsibility in order to ensure effective financial planning and the economic performance necessary to invest in strategies that improve the health of our patients.

Finance Orientation: Understand your role and how UW Medicine Finance is organized

Finance obligations and orientations are role-specific. If you have finance-related responsibilities, your orientation will be directed by your supervisor and tailored to your role. Harborview leaders should work with their supervisors and their division lead to organize your finance orientation. UWMC leaders should work with their supervisors.

The UW Medicine cycle for Financial Planning starts with Long Range Financial Planning during October where Hospitals set their 5 year plan. That plan sets the stage for annual budget discussions regarding Capital and Operating Budget. Many manager finance responsibilities are cyclical and coincide with the UW Medicine fiscal year which begins in July and ends in June every year.

Access the UW Medicine Finance Organization Chart on the Harborview Finance Intranet page.

Manage department finances

Participate in Annual Budgeting

Some managers, to varying degrees and dependent on their roles and their supervisor/administrator direction, are responsible for purchasing and for balancing their department budget. Expense management is critical to ensuring that our organization is able to sustain a margin. As such, Managers participate in annual budgeting during the months of February through April, and most managers have LEM goals which link to the annual budget.

Connect LEM (Leader Evaluation Manager) finance goals to daily operations

Managers, depending on their roles, are responsible for setting and tracking finance-based goals in the LEM that connect to the daily operations of their departments. The data used to complete the LEM can be found in the monthly reports produced in Horizon Business Insights (HBI), our internal finance website, and daily and operational reports specific to your area.

For questions about choosing and monitoring LEM goals, talk to your supervisor and/or the LEM trainer at your organization.

Monitor monthly reports to understand and convey significant trends to supervisors

Managers should review Horizon Business Insights (HBI) monthly reports in addition to the daily and operational reports that may be available specifically for their area. These include but are not limited to:

- Budget to Actual reports
- Epic Workbench
- Harborview Key Performance Indicator (KPI) Daily Stats
  (HBI access is required to access)

These reports are used to evaluate financial performance. The aim is to understand and convey significant trends to supervisors. Significant trends include any significant variance from budget targets, whether financially favorable or unfavorable.

Horizon Business Insight (HBI)

Direct access to Horizon Business Insight (HBI). All department managers, directors and administrators should request access to HBI. To request access, have the person authorizing the account (usually a manager or director) create a help desk ticket by emailing mcsos@u.washington.edu. Include the text "Request for HBI Access" in the subject line. In the body of the email, include the AMC username(s) and email address of the user(s) the account is being requested for as well as the type of reports they will need.

HBI is a web based business intelligence tool used at UW Medicine and managed by the Center for Clinical Excellence. HBI contains a vast amount of clinical, financial, and quality reports and other information regarding your department operations.

Purchasing/Procurement

Finance FAQ

This Finance FAQ, which answers some frequently asked questions about finance at Harborview, contains useful purchasing information and context for UWMC and Shared Services as well. Updates are in progress.

Harborview PMM

Departments must submit an electronic requisition, via Harborview PMM (Pathways Materials Management), to the Purchasing Department for the acquisition of goods and services.

UWMC Materials Management

The UWMC Materials Management department offers services and support to UWMC nursing units, clinics, surgery, ancillary departments, the Seattle Cancer Care Alliance and UW Neighborhood Clinics. Areas of services include: Purchasing and Contracts, Receiving and Transportation, Supplies and Distribution, and Systems and Administration.

Procurement Services (Campus Information)

Contact Procurement Services for questions about the various aspects of purchasing through UW (campus) channels (206) 543-4500 or pcshelp@uw.edu.

Finance Resources

Finance FAQ

This Finance FAQ, which answers some frequently asked questions about finance at Harborview, contains useful purchasing information and context for UWMC and Shared Services as well. Updates are in progress.

Web-Based Financial and Administrative Tools

Medical Center managers may utilize some of these UW (campus) web-based Financial and Administrative Tools to manage budgets, manage employee information, approve and document travel expenditures, manage procurement transactions and administer grants.

Medical Center managers may also find some resources linked to in the right-hand sidebar useful.

UW Medicine Patients Are First: Build and Support an Aligned Organizational Culture

Leaders at UW Medicine have an integral role in building and supporting a culture that serves patients, families, and employees in a positive manner, and that exhibits outstanding leadership and service. Leaders contribute to this culture through their practices, actions, and words.

In 2009, UW Medicine leadership contracted with StuderGroup® to assist in our efforts to build an outstanding culture that focuses on leadership and service. Our efforts in these areas are referred to as "UW Medicine Patients Are First" (PAF). Learn more about these efforts using the following resources.

UW Medicine Patients Are First – Practices and Tools

Leaders are expected to be aware of, use, and support the use of various PAF tools and strategies. Managers can learn more from their supervising leaders, peer leaders, and the PAF website.

Use the UW Medicine Patients Are First website

This website has PAF information, practices, and tools. The PAF website (NetID required) can also be accessed from the UW Medicine intranet entity home pages. Leaders may want to check out the New Leader Orientation webpage on the website to become oriented to PAF efforts and tools.

Attend the Leadership Development Institute (LDI)

The LDI is an all-day event that occurs three times each year, bringing UW Medicine leaders together to align efforts in creating a culture of service and outstanding leadership. During these sessions, organization-wide metrics are shared to acknowledge areas of success and areas that need improvement. Leaders learn new strategies and tools while having opportunities to support and learn from each other. Most leaders who are on the LEM and some leaders who are not are required to attend. Speak with your supervisor to determine if you are required to attend these events.

Local LDIs

Because not all UW Medicine leaders attend the LDI, leaders at some entities provide local events to share learnings from each LDI with other leaders in the organization. Speak with your supervisor to determine if and when your entity offers these events and if you should attend.

Manage Your Work and Goals

The Leadership Checklist to Hardwire Excellence breaks down ongoing, weekly, monthly, quarterly, and annual actions that can hardwire excellence as defined by UW Medicine Patients are First.

Have monthly meetings with your supervising leader using the Supervisory Meeting Agenda, a template to use for preparing and guiding your meeting with your supervisor.

Culture Building and Quality

The best thing leaders can do to improve employee satisfaction is Rounding for Outcomes. When leaders are committed to engaging their staff, numbers for satisfaction and retention go up.

The Leader Rounding on Staff Guide is a useful script for rounding. The Staff & Physician/Healthcare Professional Rounding Log can be used to track monthly rounding.

Service Tools expected to be used by all UW Medicine employees

Service Culture Guidelines communicate expected service behaviors that help employees make patients and families the highest priority by placing their needs first. The behaviors are: Respect Privacy and Confidentiality, Communicate effectively, Conduct myself Professionally, and Be Accountable, and be Committed to my colleagues and to UW Medicine.

AIDET® (Chapter 6, Section 2: The Power of AIDET) AIDET is an acronym and tool to help UW Medicine employees remember what information must be communicated to every patient and every colleague, every time: Acknowledge; Introduce; Duration, Explanation; Thank.

UW Medicine Patients Are First Leadership Fundamentals

The Leadership Fundamentals webpage on the Harborview intranet was designed to support a past series of Local LDIs for leaders to learn together about UW Medicine Patients are First (PAF) tools. The website also stands alone as a resource for leaders about PAF.

Evaluate my performance as a manager: accountability tools

Managers are expected to use organizational tools that guide our efforts and some that provide metrics for measuring effectiveness in attaining operational goals. Some of those tools are listed below. Managers can learn more about these tools from their supervising leaders, peer leaders, and the PAF website.

Pillar Goals

UW Medicine's Patients Are First Pillars are the foundation for setting organizational goals and direction. They provide alignment and accountability with measurable and incremental goals to raise performance from year to year.

Patients Are First Dashboard

The Patients Are First Dashboard tool provides quality goals, metrics, and data for our organization. Leaders use this information to guide their efforts. Each medical center has specific metrics. Leaders should speak with their supervisor to learn more.

LEM: Leader Evaluation Manager ®

Managers should ask their supervisor and/or the LEM process manager to gain access to the LEM portal.

The LEM is a way to measure performance against performance goals. Goals are dictated by organization needs and in service of pillar goals.

Managers use this tool to document future goals. Managers should speak with their supervisor to determine if and how they will use the LEM and who their entity-level LEM process manager is.

90-Day Plan (see Chapter 3 Section 1 Discover Your Tools)

The 90-day plan is another tool developed to push progress toward our annual goals. At quarterly meetings, specific targets are established that clearly support the overall goals and can be measurably accomplished by the time of the next meeting.

Supervisory Meeting Agenda

The Supervisory Meeting Agenda model is a structured process for use in preparation for monthly meetings with supervisors about progress and coaching performance.