

The health care industry somehow fell into the trap of using competency-based evaluation tools. While these tools do measure competency, they don't hold leaders accountable for outcomes. Poor evaluation tools go hand in hand with poor execution because they keep leaders from seeing where performance improvements need to be made.

This figure shows the goals one organization set in year one. Clearly, they did not achieve the desired results.

**Year 1 - Goals**

Issue	Reduce Costs/ Improve Financial Performance	Provider of Choice (Patient Satisfaction)	Employer of Choice (Employee Satisfaction)
<b>Goals</b>	Achieve financial margins of: - 4.0% in FY '06 - YTD 4.6% more detail> - 5.0% in FY '07 ☹️	Achieve organization-wide average patient satisfaction scores of: - 93.7 for "Overall quality of care/ services" - YTD 93.5 ☹️ - 76.1 for "Would you recommend" - YTD 73.5 ☹️	Reduce overall turnover of: - "permanent" positions to 11% - YTD 14% ☹️ more detail> - "permanent" core RN positions to 13% - YTD 16% ☹️

Issue	Improve Care (Quality, Safety, Effectiveness)	Information Management
<b>Goals</b>	Achieve 90% compliance with CMS measures: <b>Community Acquired Pneumonia</b> 3>90% - 5<90% ☹️ <b>Surgical Infection Prevention</b> 1>90% - 2<90% ☹️ <b>Heart Failure</b> 2>90% - 2<90% ☹️ <b>Acute Myocardial Infarction</b> 5>90% - 2<90% ☹️  Achieve 90% compliance with evidence-based practice for prophylaxis of the following: DVT/PE, Post-op UTI, Post-op Pneumonia, Post-op AMI, Pressure Sores, Post-op Sepsis	- Implement Employee Satisfaction Assessment process during 2005  - Create projected timeline for the implementation of the Advanced Point of Care (APOC) clinical system