

Example Goals by Organizational Level

INDICATOR	CEO	CNO/COO/CFO	VP	Director	Manager
People	<ul style="list-style-type: none"> System/Entity Employee Satisfaction System/Entity Employee Turnover 	<ul style="list-style-type: none"> Operating Entity Employee Satisfaction Operating Entity Employee Turnover 	<ul style="list-style-type: none"> Discipline Employee Satisfaction Discipline Employee Turnover 	<ul style="list-style-type: none"> Function Employee Satisfaction Function Employee Turnover 	<ul style="list-style-type: none"> Dept Employee Satisfaction Dept Employee Turnover
Financial	<ul style="list-style-type: none"> System/Entity Expenses System/Entity Profitability 	<ul style="list-style-type: none"> Operating Entity Expenses Operating Entity Profitability 	<ul style="list-style-type: none"> Area Budget Goals Area Financial Goals 	<ul style="list-style-type: none"> Expense & Budget Goals 	<ul style="list-style-type: none"> Staffing Productivity
Growth	<ul style="list-style-type: none"> System/Entity Market Share Target System/Entity Patient Service Net Revenue Increase Goals 	<ul style="list-style-type: none"> Operating Entity Market Share Target Operating Entity Patient Service Net Revenue Increase Goals 	<ul style="list-style-type: none"> Volumes of procedures, cases, visits, etc. Increased Capacity (LOS, MUD, Room/Equipment Utilization) 	<ul style="list-style-type: none"> Depends on Position Responsibilities 	<ul style="list-style-type: none"> Depends on Position Responsibilities

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INDICATOR	CEO	CNO/COO/CFO	VP	Director	Manager
Quality	<ul style="list-style-type: none"> System/Entity Safety Results System/Entity Process Improvement Results System/Entity Clinical Results (ex. Mortality) 	<ul style="list-style-type: none"> Operating Entity Safety Results Operating Entity Process Improvement Results Operating Entity Clinical Results (ex. Mortality) 	<ul style="list-style-type: none"> Area Safety Results Function or Discipline-Specific Process Improvement Results Area Clinical Results (ex. Falls per 1000 Patient Days) 	<ul style="list-style-type: none"> Area Safety Results Area Process Improvement Results Area Clinical Results (ex. Total Patient Falls) 	<ul style="list-style-type: none"> Area Safety Results Dept Process Re-Design Results Area Clinical Results (ex. Total Patient Falls)
Service	<ul style="list-style-type: none"> System/Entity Average Patient Satisfaction Score System/Entity Average Physician Satisfaction Score 	<ul style="list-style-type: none"> Operating Entity Patient Satisfaction Score Operating Entity Physician Satisfaction Score 	<ul style="list-style-type: none"> Function or Discipline-Specific Customer Satisfaction Score Function Customer Service Initiatives 	<ul style="list-style-type: none"> Operating Entity or Dept Patient Satisfaction Dept Customer Service Initiatives 	<ul style="list-style-type: none"> Operating Entity or Dept Patient Satisfaction Dept Customer Service Initiatives