



UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES

Mission: UAMS Medical Center provides patient centered, cost effective CARE through a healthcare system committed to education and research.

CARE VALUES: Compassion, Positive Attitude, Respect, Excellence

Job Title: Nursing Director

Job Description Performance Appraisal Employee Name

Reports to :Chief Nursing Officer

Performance Areas

- I. Guest Relations
II. Safety and Emergency Preparedness
III. Institutional/Professional Standards
IV. Performance Improvement, EBP, Research
V. Performs the Role of Nursing Director
VI. Professional Growth

Qualifications:

- *Licensed as a Registered Nurse by the State of Arkansas.
*Baccalaueate degree in nursing required; Masters preferred in nursing
*Membership in a professional nursing organization desirable.
*A minimum of five years of nursing experience, preferable in a teaching hospital.
*Willingness to obtain approved national certification in her/his specialty.

Overview: The Nursing Director has responsibility for the administration of a designated area. This includes intermediate and long-range program planning, evaluation, budgetary review, and productivity review. This middle-level administrator has the responsibility and accountability for the development and guidance of designated managers to meet decentralized unit objectives and department of nursing goals. The Nursing Director is responsible for the integration of nursing areas with other functional areas of the hospital in the achievement of mutual organizational goals. The Nursing Director practices within the limits of the Nurse Practice Act of the State of Arkansas, Scope and Standards for Nursing Administrators, and adheres to institutional policies, procedures, and standards, and is accountable for his/her own nursing practice. The Nursing Director adheres to and promotes the Guest Care Guidelines.

Table with 2 columns: Aged Served, Check appropriate box(s). Rows include Neonate less than 30 days, Infant 30 days - 1yr, Pediatrics 1yrs - 13 yrs, Adolescent 13 yrs - 18 yrs, Adult 18yrs - 65 yrs, Older adult greater than 65 yrs.

I have read and do understand the description of my position with UAMS Medical Center

Signature

Date

Employees Name _____ **Title** _____

Employee's Department _____ **SAP #** _____

Evaluators Name _____ **Title** _____ **SAP#** _____

Instructions: Performance appraisal will be completed annually for each employee. Each indicator on the job description will receive a score of 1-3 based on the assessment of the performance criteria. Each score may be determined by percentage, quantity or quality, individually or in combination. A score of two (2) is considered to meet the performance criteria. Any score of 1 or 3 MUST have a comment by both the employee and evaluator. Any score of one (1) requires a comment by the evaluator.

SCORES

1	2	3																																				
Quantity																																						
Meets the standard of performance less than 85% of the time.	Meets the standards of performance 85% - 94% of the time.	Meets the standard of performance 95% - 100% of the time.																																				
Quality																																						
Performance is not acceptable and falls below standards of expectation for the position. Plan of professional development with corrective action for improvement is required and submitted to the CNO within 14 days.	Capably and consistently produces work results that meet all performance standards and job requirements of the position. Commendable effort	Clearly and consistently produces outstanding work with results that far exceed performance standards and job requirements. Demonstrates exceptional initiative, dependability and efforts. Demonstrates diligence in continuously seeking quality and productivity requirements																																				
<p>Professional Portfolio: A professional portfolio and self evaluation must be submitted to CNO within 2 weeks of evaluation by each Registered Nurse and includes the following: Training Tracker Record for past two years Documentation of committee work i.e. Shared Governance Documentation of participation in Performance Improvement Documentation of community involvement Documentation of research study involvement Personal Professional Goals and Objectives for the coming year, including evaluation of previous years goals and objectives when applicable Copy of required BCLS Copy of exemplars that reflect your nursing practice and outcome Completions of all annual required competencies Letters of commendation</p>																																						
<p>Sources of Evidence: Documentation that will be provided and used for evaluation purposes.</p> <table border="0" style="width: 100%;"> <tr> <td>Source:</td> <td>Key:</td> <td>Source:</td> <td>Key:</td> <td>Source:</td> <td>Key:</td> </tr> <tr> <td>Training Tracker</td> <td>TTR</td> <td>Variances</td> <td>V</td> <td>Preceptor</td> <td>P E</td> </tr> <tr> <td>QI Monitors</td> <td>QI</td> <td>Patient Satisfaction</td> <td>PS</td> <td>IDPOC Meetings</td> <td>IPOC</td> </tr> <tr> <td>Peer Reviews</td> <td>PR</td> <td>Care Cards</td> <td>CC</td> <td></td> <td></td> </tr> <tr> <td>CDF Reviews</td> <td>CDF R</td> <td>Documentation</td> <td>D</td> <td></td> <td></td> </tr> <tr> <td>Manager Review</td> <td>M R</td> <td>Student Evaluations</td> <td>S E</td> <td></td> <td></td> </tr> </table>			Source:	Key:	Source:	Key:	Source:	Key:	Training Tracker	TTR	Variances	V	Preceptor	P E	QI Monitors	QI	Patient Satisfaction	PS	IDPOC Meetings	IPOC	Peer Reviews	PR	Care Cards	CC			CDF Reviews	CDF R	Documentation	D			Manager Review	M R	Student Evaluations	S E		
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UAMS Medical Center		Nursing Director Performance Appraisal	
Key: S= Self E= Evaluator			
I. Guest Relations		Self	Evaluator
Supports and demonstrates a guest service and patient rights commitment to internal and external customers through adherence to UAMS Guest Relation Service standards and processes.			
Measurement Criteria			
1. Adheres to UAMS Guest Relations Guidelines http://www.uams.edu/UH/policy/human_resources/hr103.htm			
2. Uses appropriate communication (written and verbal) *Uses line of authority when communicating information/problems involving patients/staff. *Communicates accurate and complete information. *Listens and initiates feedback to ensure effective communication. *Ventilates frustrations in appropriate time, place and manner. *Practices discretion (confidentiality) in information shared with patients and peers			
3. Availability/Responsiveness *Adheres to department attendance standards by: Observing assigned work hours, reports promptly to duty notifying department of scheduled, unscheduled absences and tardiness per policy. *Responds to staffing needs of unit.			
4. Respectful of others *Respects patient's privacy and confidentiality. *Treats patients and visitors with care, compassion and dignity. *Promote positive image of University Hospital. *Assist other staff members in completing job assignments. *Being cooperative and pleasant to co-workers. *Respond to co-workers needs.			
5. Takes proactive approach toward customers. *Shows courtesy toward visitors by being pleasant and helpful on the telephone or in person (introducing self, making eye contact and calling others by name). *Assist patients and visitors with information and/or solutions to problems. *Helping or offering assistance to patients, visitors and staff who look confused.			
Comments:			
II. Safety, Infection Control and Emergency Preparedness Score of 1 or 2 only		Self	Evaluator
Assists in maintaining a safe environment of care by actively participating in all hospital and department safety measures and reporting any hazardous or unsafe practices.			
Measurement Criteria			
1. Adheres to UAMS Patient Safety Plan http://www.uams.edu/UH/policy/administration/a406.htm			
2. Complies with safety instructions Adheres to safety standards related to equipment and electrical safety, infection control and OSHA requirements. *Knowledgeable regarding role in emergency codes and procedures. *Completes all mandatory competency requirements annually.			
3. Observes safe work practices *Assumes responsibility for personal safety by using proper body mechanics, universal precautions and proper handling of hazardous materials. *Responds in emergency situations.			
4. Provides input on safety issues			
5. Promotes a safe work environment *Intervenes in unsafe situations by taking action. *Documents in PSN System			
Comments:			

III. Institutional Professional Standards

Score of 1 or 2 only

Self

Evaluator

Adheres to and maintains current knowledge of all Clinical Programs policies and procedures

Measurement Criteria:

1. Adheres to UAMS Code of Conduct

<http://www.uams.edu/adminguide/win04401.html>

2. Adheres to Admin Guide, Clinical Programs and Department policies

<http://www.uams.edu/uh/policy/pp-toc.htm>

3. Adheres to Clinical Programs and Departmental dress code standards

http://www.uams.edu/uh/policy/human_resources/hr204.htm

*Complies with dress code policy including wearing UAMS ID badge and demonstrates a professional image in appearance

4. Works effectively with team/work groups and others to fulfill UAMS Mission

*Serves as resource person to support department members in performance of duties

5. Adopts practices to improve work processes, enhance guest satisfaction and reduce wastes and costs.

*Notifies appropriate staff members of problems requiring prompt intervention. *Identifies and reports areas where cost effectiveness can be implemented within the department. *Utilizes department supplies, equipment and services appropriately

6. Protects confidential information

*Adheres to UAMS policy in managing all communications and handling of health care records to prevent improper disclosure and to protect patient confidentiality. *Protects health information that is used/disclosed in any form (electronically, paper or oral) in practice.

Comments:

IV. Process Improvement

Self

Evaluator

Source of Evidence: TTR, PR, CDFR, MR, V,QI, PE, D

Measurement Criteria

1. Participates in ongoing hospital performance assessment and process improvement.

*Helps to develop action plans for improvement. Participates in FEMA, RCA as requested. Reviews Joint Commission CSR for areas of responsibility.

<http://www.uams.edu/UH/policy/administration/a601.htm>

2. Ensures continuing department performance assessment and process improvement.

* Reviews QI data to obtain unit performance and is actively engaged.

3. Creates work processes to enhance customer satisfaction and reduce waste.

Reviews unit performance from Press Ganey and encourages Green programs.

*

4. Reviews trends/issues from patient safety net; takes action as appropriate.

* Reviews actions from Manager for appropriateness.

Comments:

V. Performs the Role of Nursing Director

	Self	Evaluator
V.1. Systematically Evaluates the quality and effectiveness of Nursing Practice and Nursing Services Administration		
<i>Measurement Criteria</i>		
1. Leads in the development, implementation and improvement of nursing practices resulting in improved outcomes for patient care, safety and satisfaction.		
2. Continually monitors to ensure a safe and healthy environment for patients, visitors, and staff. * Reports issues timely to appropriate departments and reviews corrective actions. Participates in Environmental Rounds.		
Comments:		
V.2. Evaluates Personal Performance Based on Professional Practice Standards		
1. Completes annual self assessment and seeks constructive feedback. <i>Annually conducts self assessment and participates in 360o (degree) process. Establishes annual personal and professional goals and evaluates performance quarterly based on defined goals.</i>		
2. Measures accomplishments using strategic plans. <i>Uses Nursing Department strategic plan and compares and establishes personal performance against identified goals.</i>		
3. Takes action to achieve identified areas for performance improvement. <i>Use of quarterly review with CNO to evaluate identified areas for PI.</i>		
Comments:		

UAMS Medical Center Nursing Director Performance Appraisal		
V.3.Provides Professional Practice Environment Congruent with the Mission, Vision, Philosophy, Care Values, and Professional Practice Standards:	Self	Evaluator
1. Accepts accountability for provision of a professional practice environment that fosters excellence. Evidence of current participation level in PNO/ shared decision making processes, department and division strategic planning processes. Cites examples of practices within the clinical division that demonstrate use of evidence and application of relevant professional organization standards/ practices. Ensures participation of divisional nursing staff of all levels in the PNO. Represents nursing in the absence of the CNO.		
2. Creates an environment of professional growth and development for colleagues and students. Seeks and provides input related to annual peer review through 360 degree evaluation process. Serves as a preceptor and mentor for newly appointed Directors, CSMs and staff. Provides administrative, management and leadership experiences for students. Utilizes individual feedback and the quarterly assessment process to guide CSMs in the ongoing enhancement of their leadership and management skills with a focus on promoting greater autonomy of managers in unit level operations and in preparation for promotion.		
3. Establishes a culture of open, effective communication among staff at all levels by creating a climate of safety and mutual respect. Uses individual counseling and formal action plans as appropriate to provide objective, constructive feedback to CSMs and staff of all levels. Role models and guides CSMs in establishing a climate in which open discussion of conflict, early identification and resolution of patient, staff and systems related problems occurs. Role models effective communication principles in interactions with nursing and interdisciplinary colleagues.		
4. Recruits and retains competent nursing staff. Utilizes a participatory model of interview and selection for nursing leaders to ensure congruence of philosophy and values with those of the organization. Proactively addresses controllable environmental factors contributing to nursing staff turnover at the unit and division level. Guides CSMs in development of unit level recruitment and retention strategies with are informed by employee surveys, exit interviews and other data sources. Provides divisional input into organizational recruitment/retention strategic plan.		
5. Responsible for ensuring the compliance of nursing practice and services regulatory and professional standards Ensures compliance of holding CSM/CNS/NC accountable for their areas, participation on PNO Executive Council, involvement in organizational The Joint Commission compliance initiatives, regulatory and compliance standards within area of responsibility.		
Comments:		
V.4 Decisions and Actions are Based on Ethical Principles	Self	Evaluator
Source of Evidence: PR, CDFR, MR, V,QI, PE, D, SE, IDPOC		
1. Uses the ANA Code of Ethics for Nurses as a foundational document for guiding nursing policy and practice Role - models the principles of the Code of Ethics for Nurses. Demonstrates working knowledge of ANA Code of Ethics and incorporates the principles into personal practice (role model) as evidenced by peer review and/or exemplars/case reports. Mentors and holds CSM/CNS/NCs accountable for incorporation of these principles into their practice (quarterly assessments, evaluations, ongoing feedback)		
2. Ensure the development of and adherence to nursing policies and practices that reflect sensitivity and acceptance of health-related values of various cultures. Participates in policy formation as evidenced by involvement in departmental and organizational policy-making bodies/committees.		
3. Support the creation and promotion of a practice environment that recognizes the influence of cultural, economic, and social differences on the health care needs of patient populations.		
4. Represent nursing on the organization's ethical and legal decision-making bodies.		
Comments:		

UAMS Medical Center Nursing Director Performance Appraisal		
V.5 Collaborates with Nursing Staff at All Levels, Interdisciplinary Teams, Executive Leaders, and Other Stakeholders	Self	Evaluator
1. Works collaborately with financial information systems for nursing services to supply the data necessary to monitor and analyze variances from budgetary plans and parameters.		
2. Partners with nursing staff and other disciplines to develop, implement and evaluate programs and services.		
3. Collaborates with nursing and clinical programs leadership to determine allocation and utilization of fiscal resources.		
4. Support and role models partnering/collaboration with the department of nursing, the organization and the community <i>role models this by ensuring visibility and accessibility through rounding, ongoing meetings/team building with direct reports, individual meetings (quarterly), active participation in PNO, interdisciplinary/organizational committees; demonstrates community involvement as evidence by volunteerism or participation in organized community outreach projects.</i>		
5. Maintains accountability for determining necessary resources and adherence to established budget <i>Utilizes Action OI as a basis for resource allocation and as a measure of accountability for CSMs. (monitors unit/CSM metrics); monitors established budgetary indicators (OT, premium dollars, Quadramed) for designated areas and provides ongoing/regular/individual feedback to CSMs on performance. Takes steps make recommendations to correct/change CSM/unit practice that will result in desired outcomes (action planning, counseling)</i>		
Comments:		
V.6 Supports the Integration of Research Into Nursing	Self	Evaluator
1. Advocates for resources and creates an environment to support and encourage nursing research		
2. Assures nursing research priorities align with the department of Nursing and UAMS strategic plans		
3. Assists in identifying and supporting of research that is evidence-based, patient centered and clinically effective. Encourages dissemination of research findings across the UAMS nursing continuum.		
Comments:		
V.7 Evaluates and Administers the Resources of Nursing Services	Self	Evaluator
1. Advocates to secure appropriate fiscal and human resources to accomplish nursing objectives and initiative. Provide fiscal oversight to optimize the provision of quality, safe, cost-effective care. <i>Monitors unit budgets, OT, staffing requirements and quality safety issues on -going basis. Functions as resource to CSM's to maintain fiscal and quality issues through Division and individual meetings.</i>		
2. Leads in promoting appropriate use of innovative applications and new technology <i>Shows application of technology available i.e. Quadramed, Action OI, Sunrise to support nursing resource utilization.</i>		
3. Develops systems to continuously monitor and measure the quality, safety and outcomes of nursing service <i>Uses Nursing Department, UHC & Clinical programs data available to monitor and benchmark outcomes in area of clinical responsibility.</i>		
Comments:		

	Self	Evaluator
Maintains Current Knowledge in the Administration of Healthcare Organizations to Advance Nursing Practice and Enhance for Professional Growth		
1. Seeks experiences to advance skills and knowledge in areas of responsibilities * Participates in Continuing education and completes 48 hours annually of staff development activities in professional/institutional advancement.		
2. Demonstrates a commitment to ongoing professional development * Obtains and maintains a national certification in area of expertise. Participates in providing on-going leadership education.		
3. Networks with colleagues to share ideas. * Holds membership in a professional nursing organization and takes an active part in the organization by presentations or holding an office or a chair.		
Comments:		

Rate Employee's Overall Performance		SECTION VALUE	SECTION MAX POSSIBLE	SECTION TOTAL FROM EACH SECTION	VALUE WEIGHT	SECTION SCORE	
I.	GUEST RELATIONS (25%)	125	3	0	41.66666667	0	
II.	SAFETY AND EMERGENCY PREPAREDNESS (10%)	50	2	0	25	0	
III.	INSTITUTIONAL/PROFESSIONAL STANDARDS (5%)	25	2	0	12.50	0	
IV.	PROCESS IMPROVEMENT (5%)	25	3	0	8.33333333	0	
V.	PERFORMS ROLE OF NURSING DIRECTOR (50%)	250	21	0	11.9047619	0	
VI.	PROFESSIONAL GROWTH (5%)	25	3	0	8.33333333	0	
						OVERALL SCORE	0
						RECOMMENDED MERIT INCREASE	
<input type="checkbox"/> Section Value - multiple 500 points by the assigned percent value for the section. <input type="checkbox"/> Section Maximum Possible - multiply the maximum possible score of 2 or 3 by the total number of criteria. <input type="checkbox"/> Section Total - total the scores achieved for each criteria based on employee's performance. <input type="checkbox"/> Value Weight - divide the Section Value by the Section Maximum Possible. <input type="checkbox"/> Section Score - multiply the Section Total by the Value Weight. <input type="checkbox"/> I have reviewed my performance appraisal and I: <input type="checkbox"/> Agree with my evaluation <input type="checkbox"/> Disagree with my evaluation							
COMMENTS:							
<input type="checkbox"/> Signatures							
_____ EMPLOYEE'S SIGNATURE / DATE				_____ EVALUATOR'S SIGNATURE / DATE			
I acknowledge that this performance appraisal was discussed with me. Signature does not necessarily mean agreement.							

