

**UAMS MEDICAL CENTER CLINICAL PROGRAMS PERFORMANCE APPRAISAL**  
**(Job Title) ASSISTANT CLINICAL SERVICES MANAGER**

<b>KEY:</b>	V=Verbal
S=Self	PR=PeerReview
E=Evaluator	D=Demo
PT=Posttest	CEU=

	Postest	Verbal	PeerReview	Demo	CEU		
<b>I. GUEST RELATIONS</b>	<b>SELF</b>	<b>Evaluator</b>	<b>PT</b>	<b>V</b>	<b>PR</b>	<b>D</b>	<b>CEU</b>

<b>Adheres to UAMS Guest Care Guidelines</b>							
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<http://www.uams.edu/uh/policy/humanresources/hr103.htm>

<b>Uses appropriate communication (written &amp; verbal)</b>							
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\*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 & peers.

<b>Availability/Responsiveness</b>							
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\*Adheres to department attendance standards by: Observed assigned work hours, reports promptly to duty notifying department of scheduled, unscheduled absences and tardiness per policy. Responds to staffing needs of unit.

<b>Respectful of others (Patients, visitors and staff)</b>							
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\*Respects patient's privacy and confidentiality. \*Treat 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

<b>Takes proactive approach toward customers</b>							
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\*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.

**GUEST RELATIONS SCORE** 0 0

**COMMENTS:**

	Postest	Verbal	PeerReview	Demo	CEU		
<b>II. SAFETY AND EMERGENCY PREPAREDNESS</b>	<b>SELF</b>	<b>Evaluator</b>	<b>PT</b>	<b>V</b>	<b>PR</b>	<b>D</b>	<b>CEU</b>

<b>Adheres to UAMS patient safety plan (Follows policy)</b>							
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<http://www.uams.edu/uh/policy/administration/a406.htm>

<b>Complies with safety instructions</b>							
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\*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.

<b>Observes safe work practices</b>							
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\*Assumes responsibility for personal safety by using proper body mechanics, universal precautions and proper handling of hazardous materials. \*Responds in emergency situations.

<b>Provides input on safety issues</b>							
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<b>Promotes a safe work environment</b>							
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\*Intervenes in unsafe situations by taking action. \*Documents in PSN system.

**SAFETY AND EMERGENCY PREPAREDNESS SCORE** 0 0

**COMMENTS:**

III. INSTITUTIONAL/PROFESSIONAL STANDARDS	SELF	Evaluator	Posttest	Verbal	PeerReview	Demo	CEU
			PT	V	PR	D	CEU
<b>Adheres to UAMS Code of Conduct (Follows policy)</b>							
<a href="http://www.uams.edu/adminguide/win04401.html">http://www.uams.edu/adminguide/win04401.html</a>							
<b>Adheres to Clinical Programs and Department Policies</b>							
<a href="http://www.uams.edu/us/policy/pp-toc.htm">http://www.uams.edu/us/policy/pp-toc.htm</a>							
<b>Adheres to Clinical Program and Departmental dress code standards</b>							
<a href="http://www.uams.edu/uh/policy/humanresources/hr204.htm">http://www.uams.edu/uh/policy/humanresources/hr204.htm</a>							
*Complies with dress code policy including wearing UAMS ID badge and demonstrates a professional image in appearance.							
<b>Works effectively with team/work groups and others to fulfill UAMS mission</b>							
*Serves as resource person to support department members in performance of duties.							
<b>Adopts practices to improve work processes, enhance guest satisfaction and reduce wastes and costs</b>							
*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.							
<b>Protects confidential information</b>							
*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 use/disclosed in any form (electronic, paper or oral) in practice.							
<b>INSTITUTIONAL/PROFESSIONAL STANDARDS SCORE</b>	0	0					
<b>COMMENTS:</b>							
IV. PROCESS IMPROVEMENT	Self	Evaluator	Posttest	Verbal	PeerReview	Demo	CEU
			PT	V	PR	D	CEU
Participates in ongoing hospital performance assessment and process improvement.							
<a href="http://www.uams.edu/UH/policy/administration/a601.htm">http://www.uams.edu/UH/policy/administration/a601.htm</a>							
Ensures continuing department performance assessment and process improvement.							
Creates work processes to enhance customer satisfaction and reduce waste.							
*Develops and implements educational activities based on identified QI issues/protocols/ practice to improve clinical practice							
*Communicates unit QI concerns/issues to CSM *Participates in best practice initiatives.							
*Recognizes actual legal/risk management issues, reports to CSM and seeks assistance for potential problems							
*Participates in multidisciplinary QI teams.*Analyzes variance reports for trends and verification of risk management							
*Assists QI Manager with collection/analysis of annual QI data							
<b>PROCESS IMPROVEMENT SCORE</b>	0	0					
<b>Comments:</b>							

V. PERFORMS ROLE OF ASSISTANT CLINICAL SERVICES MANAGER	Self	Evaluator	Posttest	Verbal	PeerReview	Demo	CEU
			PT	V	PR	D	CEU
<b>V.1. ASSISTS OTHER STAFF IN MAINTAINING SAFETY AND INFECTION CONTROL POLICIES</b>							
*Monitors unit safety practices by staff observations, variance reports and PI indicators							
*Identifies trends and notifies CSM of variances and implements plan for correction* Follows up on implementation of plan. *Reports using PDAC format							
*Provides individual evaluations and feedback to employees regarding safety issues/practices							
*Monitors staff attendance for mandatory inservices and clinic/unit specific requirements pertaining to safety and infection control policies							
<b>Comments:</b>							
<b>V.2. INITIATES AND FOLLOWS ESTABLISHED STANDARDS IN EMERGENCY SITUATIONS</b>							
*Serves as Instructor in area of expertise (PALS, NRP, BLS, ACLS)							
*Reviews nursing response to Emergency Code situations, analyzes data and documents and forwards observations/recommendations to CSM and staff.							
<b>Comments:</b>							
<b>V.4. DIRECTS AND PARTICIPATES IN UNIT/PATIENT CARE SERVICES CLINICAL PROGRAMS</b>							
*Enables others to act - Refer to related leadership competencies section							
*Manages unit in congruence with departmental and clinical programs, goals, objectives and standards							
<b>Comments:</b>							
<b>V.5. COMMUNICATES CLINICAL INFORMATION CONSTRUCTIVELY AND INFORMATIVELY</b>							
*Shares information with co-workers within 4 weeks of attending an external educational offering via staff meeting/poster/inservice							
*Provides staff with current clinical information in their specialty area							
*Mentors/coaches staff at bedside by role modeling as clinical expert *Effectively problem solves/troubleshoots clinical issues with staff							
*Serves as a formal preceptor/mentor for the RN/CDF IV or other ACSM							
<b>Comments:</b>							
<b>V.6. DEMONSTRATES SUPPORT FOR THE EDUCATIONAL MISSION OF THE INSTITUTION</b>							
*Collaborates with CON instructors and staff in providing positive learning experience and evaluations of students							
<b>Comments:</b>							
<b>V.7. UTILIZES THE GOVERNANCE SYSTEM FOR PROBLEM SOLVING, IMPROVEMENT OF NURSING PRACTICE AND EXPLORATION OF ISSUES</b>							
*Fosters staff participation in the governance system *Participates in the PNO and communicates PNO activities with staff members *Shares clinical expertise with appropriate council							
*Supports activities of PNO councils and facilitates implementation of PNO activities							
<b>Comments:</b>							

V. PERFORMS ROLE OF ASSISTANT CLINICAL SERVICES MANAGER		Posttest	Verbal	PeerReview	Demo	CEU	
		Self	Evaluator	PT	V	PR	D
<b>V.8. DEMONSTRATES KNOWLEDGE OF CLINICAL PROGRAMS AND DEPARTMENT OF NURSING POLICIES</b>							
*Participates in annual review/revision of standards of care							
*Serves as a resource for staff in interpreting and utilizing standards of care							
*Communicates changes in practice standards and policies. Monitors compliance and provides staff feedback.							
<b>Comments:</b>							
<b>V.9. MAINTAINS CLINICAL COMPETENCIES SPECIFIC TO UNIT(S)</b>							
*Evaluates compliance with unit competencies							
*Plans, maintains and evaluates unit orientation process for staff and collaborates with CSM, CDF and preceptors							
*Assures completion of orientation files and required documentation							
<b>Comments:</b>							
<b>V.10. COLLECTS ASSESSMENT DATA FROM PATIENTS AND/OR OTHERS</b>							
*Assesses non-routine/high risk patients *Performs highly specialized assessment techniques							
*Assesses age-specific needs including neonates, children, adolescents, and geriatrics as appropriate							
<b>Comments:</b>							
<b>V.11. ASSURES DEVELOPMENT OF PLAN OF CARE FOR PATIENTS</b>							
*Acts as a resource to staff in planning and implementing care							
*Monitors the implementation and adherence to appropriate protocols							
<b>Comments:</b>							
<b>V.12. IMPLEMENTS CARE PLAN INCLUDING MEDICAL ORDERS</b>							
*Assures role models appropriate delegation of tasks to licensed and unlicensed staff							
*Acts as a liaison between nursing staff and medical team							
*Provides patient care for caseload as needed							
<b>Comments:</b>							
<b>V. 13. EVALUATES ATTAINMENT OF PATIENT OUTCOMES</b>							
*Accountable for outcomes and transforms strategies into results-Refer to Leadership Competencies Section							
*Collaborates with CSM to improve cost effectiveness, LOS and meeting patient outcomes							
<b>Comments:</b>							

V. PERFORMS ROLE OF ASSISTANT CLINICAL SERVICES MANAGER	Posttest	Verbal	PeerReview	Demo	CEU		
	Self	Evaluator	PT	V	PR	D	CEU
<b>V.14 ASSURES COMPETENCIES REQUIRED TO OPERATE EQUIPMENT ON NURSING</b>							
*Provides feedback and evaluation of equipment/products to Materials Management							
*Coordinates evaluation surveys of new equipment							
*Monitors staff for correct usage of equipment *Coordinates inservices for new products and equipment							
<b>Comments:</b>							
<b>V.15 OBTAINS NECESSARY SUPPLIES AND/OR EQUIPMENT FOR PATIENT CARE</b>							
*Recommends supply needs to CSM for fiscal year planning* *Facilitates repair and maintenance of unit equipment							
*Reports unit equipment needs to the CSM							
<b>Comments:</b>							
<b>V. 16. FACILITATES AND PARTICIPATES IN UNIT/DEPARTMENT PROJECTS</b>							
*Serves as a liaison to multidisciplinary team							
*Plans, organizes and completes projects in an effective manner							
*Establishes clear realistic project goals and objectives							
*Manages projects in a logical sequence and utilizes available resources							
<b>V.17. EVALUATES A PLAN OF CARE USING A MULTIDISCIPLINARY APPROACH TO FACILITATE TIMELY DISCHARGE/TRANSFER</b>							
*Participates in one multidisciplinary task group annually							
*Plans strategies for solving patient care problems with other members of the health care team and documents in plan of care							
*Collaborates with team members to facilitate timely patient discharge by working towards LOS goals							
<b>Comments:</b>							
<b>V.18. ASSIGNS PATIENT CARE CONSIDERING CRITICAL ELEMENTS</b>							
*Assists with maintenance and update of competency tracking database for unit							
*Validates competency of CDFs in assignment making *Uses QuadraMed reports to assist in staff assignments							
<b>Comments:</b>							
<b>V.19. ASSISTS IN OPERATING UNIT WITHIN THE APPROVED BUDGET</b>							
*Assists CSM with maintaining and evaluating Staffing Matrix variances with written explanatory data							
*Assists in planning, implementing and controlling annual budget							
*Maintains staffing levels to meet target productivity goals and controls overtime costs							
*Recommends cost containment strategies to CSM and helps with implementation of accepted strategies							
<b>Comments:</b>							

V. PERFORMS ROLE OF ASSISTANT CLINICAL SERVICES MANAGER	Posttest	Verbal	PeerReview	Demo	CEU		
	Self	Evaluator	PT	V	PR	D	CEU
<b>V.20. PROVIDES AN OPPORTUNITY FOR PROFESSIONAL GROWTH AND DEVELOPMENT OF STAFF MEMBERS</b>							
*Coordinates education and training based on identified staff educational needs							
*Assures development of competence of unlicensed personnel by intermittent observation, coordinating and participating in annual skills check off							
*Documents counseling, resolution and follow up of performance issue of employee							
*Collaborates with Staff Education in providing feedback for education needs of the staff *Facilitates staffs' participation in formal and informal educational activities and clinical experiences							
*Provides opportunity for discussion and feedback regarding individual development needs							
<b>Comments:</b>							
<b>V.21. SERVES AS AN EMPLOYEE/PEER ADVOCATE</b>							
*Participates in a support systems among Leadership groups							
*Collaborates and communicates outcomes/resolutions with CDF, staff and /or ADONs regarding patient, unit, or employees issues							
*Collaborates with CSM, ADONs regarding patient, unit or employee issues. Communicates unit changes that may affect the ADONs interactions with staff							
<b>Comments:</b>							
<b>V.22. PROMOTES MULTIDISCIPLINARY APPROACH ON UNIT</b>							
*Promotes staff involvement in the patient and family education							
*Fosters interdisciplinary discharge planning rounds/meeting							
<b>Comments:</b>							
<b>V.23. SERVES AS PATIENT ADVOCATE</b>							
*Provides documentation and information to Ethics Committee on patient issues.							
*Assists staff in accessing Medical Ethics Committee and facilitates ethical discussion							
*Encourages informed discussion of ethical issues at staff level							
<b>Comments:</b>							
<b>V.24. SUPPORTS OTHERS IN THE PERFORMANCE OF DUTIES</b>							
*Provides feedback in a private and constructive manner							
*Provides documentation and follow up on staff performance on staff concerns or disciplinary process as indicated as indicated							
*Provides nurse consultation services							
*Oversees patient care assignments and utilizes appropriate resources to meet staffing needs							
<b>Comments:</b>							
<b>V.25. USES CONSTRUCTIVE FEEDBACK TO IMPROVE PRACTICE</b>							
*Develops and implements action plan to strengthen own practice and leadership behaviors based on feedback from staff, CSM and other team members							
*Completes annual self-evaluation and returns to CSM by due date							
*Develops and evaluates annual goals and objectives							
*Completes leadership competencies annually							
<b>Comments:</b>							

V. PERFORMS ROLE OF ASSISTANT CLINICAL SERVICES MANAGER	Posttest	Verbal	PeerReview	Demo	CEU		
	Self	Evaluator	PT	V	PR	D	CEU
<b>V.26. PARTICIPATES IN THE RESEARCH PROCESS</b>							
*Participates in the development of evidence-based practice standards for area of expertise							
*Facilitates data collection for research/evaluation projects conducted on unit by: educating staff on proper documentation of required data and completion of forms, serving as a resource for questions on research projects, providing ongoing monitoring to assure data is collected and proving follow-up action as required							
*Notifies investigator of questions/variance							
*Presents results of survey data collection or research to staff							
<b>Comments:</b>							
<b>V.27. DEMONSTRATES COMMITMENT TO PROFESSIONAL NURSING</b>							
*Holds membership in nursing organization*Participates in organization*Takes active part in organization, such as committee chair or officer							
*Obtains national certification in area of clinical expertise within two years							
<b>Comments:</b>							
<b>V.28. SUPPORTS PRECEPTOR BASED ORIENTATION PROGRAM</b>							
*Participates in staff orientation by: reviewing orientation competency checklist annually, providing feedback to orientee and/or preceptor on individual's progress							
*Collaborates with the preceptor to adapt the planned unit-level orientation program to identify learning needs of the specific new employee							
*Serves as a resource to preceptors and CDF IV							
*Evaluates and makes recommendations for updating unit orientation program as needed							
<b>Comments:</b>							
<b>V.29. PARTICIPATES IN RECRUITMENT/RETENTION OF STAFF</b>							
*Interviews and hires staff *Mentors CDF/staff in the interview process							
*Participates in unit activities that recognize the achievements/ accomplishments of staff							
*Collaborates with CSM in analyzing turnover rate monthly							
*Fosters a unit environment in which both staff and patient problems may be expressed and solved as they occur and while they are relevant							
<b>ROLE OF ACSM SCORE</b>							
	0	0					
<b>Comments:</b>							

<b>VI. PROFESSIONAL GROWTH</b>		Posttest	Verbal	PeerReview	Demo	CEU	
Criteria attached	Self	Evaluator	PT	V	PR	D	CEU
Participates in continuing education							
Participates in professional/institutional advancement							
<b>Assistant Clinical Services Manager</b>							
*Completes 48 hours of staff development activity annually							
<b>PROFESSIONAL GROWTH SCORE</b>	0	0					
Comments:							
Employee Comments:							
Evaluator Comments:							