

**NAME OF HOSPITAL**  
**JOB DESCRIPTION / PERFORMANCE APPRAISAL**

**POSITION TITLE:** Director (1-10)

**DEPARTMENT:** Medical/Surgical Serv

**EMPLOYEE'S NAME:** \_\_\_\_\_

**REVIEW PERIOD:** \_\_\_\_\_

**FLSA STATUS:** EXEMPT

**1. POSITION SUMMARY:**

Responsible for the delivery of patient care that promotes safety and well-being of all patients in the assigned department(s) on a twenty-four hour basis. Plans, directs, coordinates and evaluates the overall clinical nursing practice and administrative activities, including fiscal, material and human resource management. Participates in the development and implementation of hospital policies and procedures. Maintains open communication with all staff to promote improvement in performance. Assumes responsibility for the role of administrative supervisor as needed. This position requires a sound knowledge of nursing practice and exceptional leadership abilities.

**2. POSITION EDUCATION/QUALIFICATIONS:**

Graduate of an accredited school of professional nursing. Licensure in the Commonwealth of Pennsylvania as a Registered Professional Nurse (RN). Bachelor of Science degree in Nursing (BSN) required. Master of Science in Nursing (MSN) and/or Master's degree in a health care/business related field preferred. Clinical specialty and/or nursing administration certification desired. The successful candidate will be required to pass competencies for this position.

**3. JOB KNOWLEDGE/EXPERIENCE:**

Minimum of two (2) years experience as a first-line manager coupled with three (3) years clinical nursing experience required. Requires knowledge of Federal and Commonwealth regulatory agency standards related to health care organizations. Cognitive and technical knowledge and the ability to progressively manage care delivery across the continuum of care. The ability to retrieve, communicate and present data and information both verbally and in writing required; as is the ability to express or exchange ideas by means of the spoken and written word. Must be flexible with work scheduling. Involves discretion and independent action within prescribed limits.

**4. LINES OF RESPONSIBILITY:**

President/CEO ... Vice President, Patient Care Services ... Director, Medical/Surgical Services

**5. AMERICANS WITH DISABILITIES ACT (ADA):**

A. **Essential Duties:** Indicated by bold print within performance standards, preceding individual numbered criteria.

B. **Physical Requirements:** The position requires a considerable amount of physical work not to exceed 50 pounds. Any work load exceeding 50 pounds will require assistance. The

individual will be required to pull up or reposition patients in bed, lift supplies, place equipment on supports, push beds throughout the hospital, and perform external cardiac compressions. The individual must be able to bend over to perform certain duties, e.g., check chest tube drainage, check urinary output, etc. The individual must also be able to maneuver throughout halls, stairways, and patient rooms in response to hospital emergencies. Interpretation of environmental input requires visual and auditory skills. In the event there is a need to evacuate the building, heavy lifting will be required to carry patients to safety. A significant amount of writing is required. Trips to various departments will be required.

- C. **Working Conditions:** The individual spends over 95% of his/her time in an air-conditioned environment with varying exposure to noise. There is protection from weather conditions but not necessarily from temperature changes. The position does have heavy exposure to malodorous, infectious body fluids from patients and some minimal exposure to noxious smells from cleansing agents.

D. **Personal Protective Equipment (PPE):**

This position requires high exposure to infectious wastes such as blood and body fluids that mandate the wearing of gloves, masks, gowns and goggles for every actual or potential exposure. Back belts will be worn for all physical duties. For those who use a computer terminal, video display screen protectors are available upon request.

E. **Aptitudes:**                    **HIGH    1    2    3    4    5    6    LOW**

**Intelligence:** General learning ability: The ability to “catch on” or understand instructions and underlying principles. Ability to reason and make judgments.                    **2**

**Verbal:** Ability to understand meanings of words and ideas associated with them, and to use them effectively. To comprehend language, to understand relationships between words, and to understand meanings of whole sentences and paragraphs. To present information or ideas clearly.                    **1**

**Numerical:** Ability to perform arithmetic operations quickly and accurately.                    **2**

**Spatial:** Ability to comprehend forms in space and understands relationships of plane and solid objects. Frequently described as the ability to “visualize” objects or two or three dimensions, or to think visually of geometric forms.                    **2**

**Form Perception:** Ability to perceive pertinent details and objects or in pictorial or graphic material. To make visual comparisons and discriminations and see slight differences in shapes and shadings of figures and widths and lengths of lines.                    **3**

**Clerical Perception:** Ability to receive pertinent details and verbal or tabular material. To observe differences in copy, to proofread words and numbers, and to avoid perceptual errors in arithmetic computation.                    **1**

**Motor Coordination:** Ability to coordinate eyes and hands to fingers rapidly and accurately in making precise movements with speed. Ability to make a movement response accurately and quickly. **1**

**Finger dexterity:** Ability to move fingers easily and skillfully. To work with fingers in placing and turning motions. **1**

**Manual Dexterity:** Ability to move hands easily and skillfully. To work with hands in placing and turning motions. **1**

**Eye-Hand-Foot Coordination:** Ability to move the hand and foot coordinately with each other in accordance with visual stimuli. **2**

**Color Discrimination:** Ability to perceive and respond to similarities or differences in colors, shapes, or other values of the same or different color. To identify a particular color, or to recognize harmonious or contrasting color combinations, or to match color accurately. **3**

## **6. DEFINITIONS OF PERFORMANCE RATINGS:**

- E:** **Individual criteria:** Meets the standard of performance 95% - 100% of the time.  
**Overall performance appraisal:** Clearly and consistently produces outstanding work results that far exceed performance standards and job requirements. Demonstrates exceptional initiative, dependability and effort. Demonstrates diligence in continuously seeking quality and productivity requirements. This rating requires specific documentation of efforts and achievements. Overall score between 1.50 and 2.00.
- M:** **Individual criteria:** Meets the standard of performance 80% - 94% of the time.  
**Overall performance appraisal:** Capably and consistently produces work results that meet all performance standards and job requirements of the position. Commendable effort. Overall score between 1.00 and 1.49.
- D:** **Individual criteria:** Meets the standard of performance less than 80% of the time.  
**Overall performance appraisal:** Performance is not acceptable and falls below standards or expectations for the position. Plan of professional development with corrective action for improvement is required within a short period of time to continue in this position, not to exceed 90 days. Immediate reassignment may be indicated based on specific circumstances. Overall score less than or equal to 0.99.

## **POSITION RESPONSIBILITIES:**

**Provides effective leadership to the assigned department(s) of responsibility.**

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|----|---|-----|-----|-----|
| 1. | Integrates the department(s) and its services into the organization's primary mission. (JCAHO LD.2.1)   | [E] | [M] | [D] |
| 2. | Coordinates and integrates services within the department(s) and with other departments. (JCAHO LD.2.2) | [E] | [M] | [D] |

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| 3.  | Develops and implements policies and procedures that guide and support the provision of services. (JCAHO LD.2.3)  | [E] | [M] | [D] |
| 4.  | Recommends a sufficient number of qualified and competent persons to provide care. (JCAHO LD.2.4)   | [E] | [M] | [D] |
| 5.  | Determines the qualifications and competence of department personnel who provide care services and who are not licensed independent practitioners. (JCAHO LD.2.5) | [E] | [M] | [D] |
| 6.  | Continuously assesses and improves the department's performance. (JCAHO LD.2.6)   | [E] | [M] | [D] |
| 7.  | Maintains appropriate quality control programs. (JCAHO LD.2.7)  | [E] | [M] | [D] |
| 8.  | Provides for orientation, inservice education training, and continuing education of all persons in the department(s). (JCAHO LD.2.8)                              | [E] | [M] | [D] |
| 9.  | Recommends space and other resources needed by the department(s). (JCAHO LD.2.9)  | [E] | [M] | [D] |
| 10. | Participates in selecting outside sources for needed services. (JCAHO LD.2.10)  | [E] | [M] | [D] |

**Ensures that care is delivered to each patient in accordance with the Nurse Practice Act of the Commonwealth of Pennsylvania, ANA Standards of Clinical Nursing Practice, and Nursing's Social Policy Statement.**

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|----|---|-----|-----|-----|
| 1. | Makes daily patient rounds to assess the status of the patient and the quality of care delivered.   | [E] | [M] | [D] |
| 2. | Regularly accompanies physicians on rounds to answer questions and resolve problems/issues.   | [E] | [M] | [D] |
| 3. | Evaluates daily a 10% sample of patient medical records to evaluate staff compliance with assessment/reassessment, nursing diagnosis, interventions, and evaluation of the following aspects of care: |     |     |     |
|    | a. Physiological  | [E] | [M] | [D] |
|    | b. Psychosocial   | [E] | [M] | [D] |
|    | c. Self-care  | [E] | [M] | [D] |
|    | d. Environmental  | [E] | [M] | [D] |
|    | e. Patient education  | [E] | [M] | [D] |
|    | f. Discharge planning   | [E] | [M] | [D] |
| 4. | Provides daily feedback as necessary to individual staff members regarding their performance.   | [E] | [M] | [D] |

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| 5.  | Personally evaluates the evening and night shift staff at least twice per week.  | [E] | [M] | [D] |
| 6.  | Confers with Administrative Supervisors once per week to determine quality of care issues and to resolve problems.                                 | [E] | [M] | [D] |
| 7.  | Promotes a positive work environment which enhance employee and patient satisfaction.  | [E] | [M] | [D] |
| 8.  | Assumes a leadership role in professional activities through public speaking opportunities and participating in hospital and community activities. | [E] | [M] | [D] |
| 9.  | Develops and maintains open lines of communication and timely transmission of information.   | [E] | [M] | [D] |
| 10. | Keeps the Vice President, Patient Care Services apprised of critical patients/patient care issues.   | [E] | [M] | [D] |
| 11. | Participates in the interviewing, hiring and termination of employees.   | [E] | [M] | [D] |
| 12. | Promotes opportunities for professional growth and development of staff.   | [E] | [M] | [D] |

**Ensures staff compliance with hospital/unit policies, procedures, protocols and guidelines.**

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|----|--|-----|-----|-----|
| 1. | Holds nursing staff accountable for the following: <ul style="list-style-type: none"> <li>a. Documentation of allergies, height, and weight in computer.</li> <li>b. Recording of intake and output.</li> <li>c. Recording of vitals signs.</li> <li>d. Use of physician telephone and consultation log.</li> <li>e. Timely assignment of beds and use of patient census board.</li> <li>f. Census reconciliation.</li> <li>g. Use of patient kardex.</li> <li>h. Timely processing of orders.</li> <li>i. Adherence to controlled substances protocol.</li> <li>j. Adherence to patient identification/allergy assessment policy.</li> <li>k. Adherence to the point of care blood glucose testing protocol.</li> <li>l. Adherence to change of shift bedside rounds/communication mechanism.</li> <li>m. Code cart checks performed daily at 0700 and 1900 hours.</li> <li>n. Refrigerator temperature logs are completed once daily.</li> <li>o. Overbed signs completed and hanging according to standard.</li> <li>p. I.V.s are labeled according to standard.</li> <li>q. Dress code.</li> </ul> | [E] | [M] | [D] |
| 2. | Ensures appropriate preparation of patients for surgery, including pre-op teaching and completion of pre-op checklist by 2300 hours the evening before surgery.  | [E] | [M] | [D] |
| 3. | Ensures that physician rounds are conducted by the staff nurses in order to communicate pertinent patient information.   | [E] | [M] | [D] |
| 4. | Promptly and fully investigates and responds to complaints of patients, visitors, physicians, and staff through own action or appropriate referral.  | [E] | [M] | [D] |

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| 5. | Interacts on a continuous basis with other departments by directing activities toward problem resolution. | [E] | [M] | [D] |
|----|---|-----|-----|-----|

**Participates in activities that ensures the competency of the staff.**

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|-----|---|-----|-----|-----|
| 1.  | Conducts monthly staff meetings and monthly unit education with each shift and documents those meetings according to policy.                        | [E] | [M] | [D] |
| 2.  | Ensures staff participation of staff in mandatory inservice programs as evidenced by employee records.  | [E] | [M] | [D] |
| 3.  | Ensures staff receive proper orientation prior to assuming patient care responsibilities.   | [E] | [M] | [D] |
| 4.  | Meets with orientees regularly to monitor their progress and maintains written documentation, including the orientation competency inventory (OCI). | [E] | [M] | [D] |
| 5.  | Ensures documentation of the following in employee files within 2 weeks of review date:   |     |     |     |
| a.  | General orientation attendance (OCI) (initial employment).  | [E] | [M] | [D] |
| b.  | Orientation skills inventory (initial employment).  | [E] | [M] | [D] |
| c.  | Annual mandatory education (annually).  | [E] | [M] | [D] |
| d.  | Inservice / continuing education (annually).  | [E] | [M] | [D] |
| e.  | Annual skills assessment (ACA) (annually).  | [E] | [M] | [D] |
| f.  | Current license (initial employment and annually).  | [E] | [M] | [D] |
| 6.  | Performs employee performance appraisals within two weeks of review date.   | [E] | [M] | [D] |
| 7.  | Utilizes performance appraisals as an effective management tool as evidenced by:  |     |     |     |
| a.  | Supportive documentation for rating.  | [E] | [M] | [D] |
| b.  | Measurable goals.   | [E] | [M] | [D] |
| c.  | Review of previous goals.   | [E] | [M] | [D] |
| d.  | Establishing deadlines.   | [E] | [M] | [D] |
| e.  | Appropriate follow-up.  | [E] | [M] | [D] |
| 8.  | Ensures written evidence of orientation of personnel who float to other departments.  | [E] | [M] | [D] |
| 9.  | Ensures completion of agency nurse evaluation according to policy & within 24 hours of shift.   | [E] | [M] | [D] |
| 10. | Provides education in at least two hospital programs each year.   | [E] | [M] | [D] |
| 11. | Confers with affiliated school of nursing faculty evaluating the appropriateness of clinical experiences for nursing students.                      | [E] | [M] | [D] |
| 12. | Provides written evidence of staff education on safety, infection control issues on at least a quarterly basis.                                     | [E] | [M] | [D] |

**Participates in the hospital's care management program.**

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|----|--|-----|-----|-----|
| 1. | Communicates daily with the care manager and/or social worker to evaluate patient discharge planning progress and resolve problems.                          | [E] | [M] | [D] |
| 2. | Holds staff accountable for participating in discharge planning with the care manager and/or social worker as evidenced by documentation and length of stay. | [E] | [M] | [D] |
| 3. | Ensures that physician consultations are communicated and confirmed within two hours of the order; ensures follow-up on a daily basis.                       | [E] | [M] | [D] |
| 4. | Ensures diagnostic tests are ordered within two hours and that results are evaluated by the nursing staff and communicated to the physicians.                | [E] | [M] | [D] |
| 5. | Holds nursing staff accountable for follow-up of diagnostic studies on observation status patients within eight hours of admission and every four hours.     | [E] | [M] | [D] |
| 6. | Ensures consultation with the care manager prior to admission of an observation status patient.  | [E] | [M] | [D] |
| 7. | Participates with the staff in weekly multidisciplinary rounds.  | [E] | [M] | [D] |
| 8. | Ensures implementation of Code K policy when admission of patients is obstructed due to lack of beds.  | [E] | [M] | [D] |
| 9. | Ensures review of admission and discharge criteria before admission to the critical care units; refers to the care manager as appropriate.                   | [E] | [M] | [D] |

**Ensures proper staffing for the department(s) of responsibility.**

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|----|--|-----|-----|-----|
| 1. | Submits written schedule by stipulated deadline and according to the Master Staffing Plan.         | [E] | [M] | [D] |
| 2. | Schedules are appropriately completed as evidenced by:   |     |     |     |
|    | a. Adherence to staffing par levels and skill mix for each shift.                                  | [E] | [M] | [D] |
|    | b. Even distribution of personnel 7 days/week.   | [E] | [M] | [D] |
|    | c. Staff scheduling according to their % FTE.  | [E] | [M] | [D] |
|    | d. Appropriate week-end scheduling.  | [E] | [M] | [D] |
|    | e. Appropriate benefit time scheduling.  | [E] | [M] | [D] |
| 3. | Carries out schedule changes according to Master Staffing Plan and with appropriate documentation. | [E] | [M] | [D] |
| 4. | Holds staff accountable for week-end commitments.  | [E] | [M] | [D] |
| 5. | Monitors employee absenteeism and tardiness on a biweekly basis.                                   | [E] | [M] | [D] |
| 6. | Holds pool staff accountable for contracted hours.   | [E] | [M] | [D] |

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| 7.  | Employs progressive discipline for attendance problems and provides supportive documentation within one week of identified variance. | [E] | [M] | [D] |
| 8.  | Maintains overtime FTEs below 2 % of worked FTEs.  | [E] | [M] | [D] |
| 9.  | Reviews and updates position control with the Vice President, Patient Care Services at least monthly.                                | [E] | [M] | [D] |
| 10. | Validates and approves employee Kronos time and attendance records according to hospital policy.                                     | [E] | [M] | [D] |
| 11. | Provides written justification of overtime within three days after the previous pay period.  | [E] | [M] | [D] |
| 12. | Updates disaster call list every month.  | [E] | [M] | [D] |

**Maintains accountability for fiscal management of the department(s).**

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|----|--|-----|-----|-----|
| 1. | Develops, justifies, and maintains fiscal plan (budget) for the department(s).   | [E] | [M] | [D] |
| 2. | Reviews monthly operating report(s), submits financial analysis and justification for negative monthly expenditures with recommendations for solutions in a report to the Vice President, Patient Care Services. | [E] | [M] | [D] |
| 3. | Evaluates department revenues and determines the cause of variances with recommendations for solutions in a report to the Vice President, Patient Care Services.   | [E] | [M] | [D] |
| 4. | Maintains less than two (2) percent variance in the following categories:  |     |     |     |
|    | a. FTEs.   | [E] | [M] | [D] |
|    | b. Department expenditures.  | [E] | [M] | [D] |
|    | c. Department revenues.  | [E] | [M] | [D] |
| 5. | Prepares a written annual report for the end of the fiscal year, according to guidelines set forth by the Vice President, Patient Care Services.   | [E] | [M] | [D] |
| 6. | All purchased service contracts shows a five (5) percent reduction in expenses from the previous year.   | [E] | [M] | [D] |
| 7. | Establishes both personal and department objectives and evaluates same with the Vice President, Patient Care Services; documents justification for meeting or not meeting those objectives.                      | [E] | [M] | [D] |

**Demonstrates good management techniques in established lines of authority.**

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|----|--|-----|-----|-----|
| 1. | Conducts all aspects of supervision in a firm, fair, and consistent manner as evidenced by employee files. | [E] | [M] | [D] |
| 2. | Works with staff to resolve interpersonal conflicts without the need to involve immediate supervisor.      | [E] | [M] | [D] |



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| 3. | Continually evaluates the morale of the staff and takes appropriate actions to resolve problems.                        | [E] | [M] | [D] |
| 4. | Demonstrates an ability to identify and resolve problems, uses initiative and good judgment to reach quality decisions. | [E] | [M] | [D] |
| 5. | Develops and maintains leadership capabilities of the first-line supervisors, e.g., Resource Nurses.                    | [E] | [M] | [D] |
| 6. | Demonstrates effective skills in interviewing, employee counseling, and performance appraisals.                         | [E] | [M] | [D] |

**Demonstrates ability to adapt to varied age-specific patient populations.**

**(To be completed for all employees in departments having patient and/or customer contact; checking N/A box indicates employee does not care for patients in that particular age group).**

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|----|--|-----|-----|-----|
| 1. | <u>Neonate (&lt; 28 days) / Infant (28 days to 18 months):</u>   | N/A |     |     |
| a. | Assists parent(s)/guardian to identify and meet infant's needs.  | [E] | [M] | [D] |
| b. | Involves parents in procedure(s), if possible.   | [E] | [M] | [D] |
| c. | Explains procedure(s) to parents/guardian prior to initiation.   | [E] | [M] | [D] |
| d. | Uses accessories/equipment appropriate for infant's size and mobility.   | [E] | [M] | [D] |
| e. | Does not leave infant unattended.  | [E] | [M] | [D] |
| f. | Permits infant to be held, if possible.  | [E] | [M] | [D] |
| g. | Always places infant back in isolette/crib and ensures safety rails are in place or places infant in safe environment. | [E] | [M] | [D] |
| 2. | <u>Toddler (1 ½ to 3 years):</u>   | N/A |     |     |
| a. | Explains actions prior to initiating.  | [E] | [M] | [D] |
| b. | Demonstrates equipment prior to utilization.   | [E] | [M] | [D] |
| c. | Involves parent(s)/guardian in procedure and education of procedure.   | [E] | [M] | [D] |
| d. | Uses appropriate distraction techniques.   | [E] | [M] | [D] |
| e. | Gives child one directive at a time.   | [E] | [M] | [D] |
| f. | Speaks at eye level with child; maintains eye contact.   | [E] | [M] | [D] |
| g. | Speaks in a calm, clear, slow voice in language that the child may understand.   | [E] | [M] | [D] |
| h. | Provides for a safe environment by removing any unnecessary equipment; does not leave child unattended.                | [E] | [M] | [D] |
| i. | Utilizes equipment specific to age and size of child.  | [E] | [M] | [D] |
| j. | Encourages the use of comfort objects such as blankets and stuffed toys.   | [E] | [M] | [D] |
| k. | Tells the child when the assessment/procedure is completed.  | [E] | [M] | [D] |
| l. | Provides opportunities for social activity/play.   | [E] | [M] | [D] |
| 3. | <u>Preschool-Age Child (3 to 6 years):</u>   | N/A |     |     |
| a. | Permits parent(s)/guardian to remain close to the child.   | [E] | [M] | [D] |
| b. | Explains procedure(s) to parent(s)/guardian prior to initiating.   | [E] | [M] | [D] |
| c. | Permits the child to handle the equipment. Uses demonstration techniques as appropriate.                               | [E] | [M] | [D] |
| d. | Explains procedures to child in language that the child may understand.  | [E] | [M] | [D] |
| e. | Exposes the child minimally.   | [E] | [M] | [D] |
| f. | Utilizes games to gain cooperation.  | [E] | [M] | [D] |
| g. | Does not leave child unattended.   | [E] | [M] | [D] |

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h.	Utilizes equipment specific to age and size of child.	[E]	[M]	[D]
i.	Provides opportunities for social activity/play.	[E]	[M]	[D]
4.	<u>School-Age Child (6 to 12 years):</u>	N/A		
a.	Educates parent(s)/guardian prior to examination/procedure(s).	[E]	[M]	[D]
b.	Explains procedure(s) to patient using correct terminology.	[E]	[M]	[D]
c.	Permits questions and answers prior to examination,	[E]	[M]	[D]
d.	Permits child to exercise some control.	[E]	[M]	[D]
e.	Gives the child the choice as to whether the parent(s)/guardian is present, if appropriate for the situation.	[E]	[M]	[D]
f.	Does not leave child unattended.	[E]	[M]	[D]
g.	Plans procedure(s) in advance to minimize waiting time.	[E]	[M]	[D]
h.	Provides for privacy/modesty when possible.	[E]	[M]	[D]
i.	Provides for safe environment by removing unnecessary equipment.	[E]	[M]	[D]
j.	Utilizes equipment specific to size and mobility of child.	[E]	[M]	[D]
5.	<u>Adolescent (12 to 18 years):</u>	N/A		
a.	Explains procedure(s) uses correct terminology.	[E]	[M]	[D]
b.	Gives the patient the choice as to whether the parent(s)/guardian is present, if appropriate for the situation.	[E]	[M]	[D]
c.	Includes parent(s)/guardian in education.	[E]	[M]	[D]
d.	Explains the purpose of equipment and assessments/procedure(s).	[E]	[M]	[D]
e.	Involves the patient in decision-making and planning.	[E]	[M]	[D]
f.	Alleviates any fears by addressing all questions.	[E]	[M]	[D]
g.	Maintains privacy.	[E]	[M]	[D]
h.	Plans for a safe/comfortable environment.	[E]	[M]	[D]
i.	Utilizes equipment appropriate for the size/mobility of the patient.	[E]	[M]	[D]
j.	Stays within sight of the patient whenever possible.	[E]	[M]	[D]
k.	Addresses the patient by name.	[E]	[M]	[D]
l.	Does not make patient feel like you are treating them as a child.	[E]	[M]	[D]
6.	<u>Adult (18 to 65 years):</u>	N/A		
a.	Provides education regarding procedure(s) to patient and/or significant other.	[E]	[M]	[D]
b.	Explains information using correct understandable terminology.	[E]	[M]	[D]
c.	Explains equipment that is utilized.	[E]	[M]	[D]
d.	Addresses the patient using their last name.	[E]	[M]	[D]
e.	Involves the patient in procedure and planning.	[E]	[M]	[D]
f.	Maintains privacy.	[E]	[M]	[D]
g.	Explains time sequencing and individual variances.	[E]	[M]	[D]
h.	Remains in sight of the patient whenever possible.	[E]	[M]	[D]
7.	<u>Geriatric (&gt; 65 years):</u>	N/A		
a.	Provides education regarding procedure(s).	[E]	[M]	[D]
b.	Addresses the patient using their last name.	[E]	[M]	[D]
c.	Speaks distinctly and does not raise voice unless patient is hard of hearing.	[E]	[M]	[D]
d.	Provides adequate lighting.	[E]	[M]	[D]
e.	Slows down pace if necessary.	[E]	[M]	[D]
f.	Ensures patient warmth dues to decrease heat regulation.	[E]	[M]	[D]
g.	Permits patient to dictate mobility.	[E]	[M]	[D]

Job Description / Performance Appraisal Director, Medical/Surgical Services
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- |    |                                    |     |     |     |
|----|------------------------------------|-----|-----|-----|
| h. | Maintains privacy.                 | [E] | [M] | [D] |
| i. | Interacts frequently with patient. | [E] | [M] | [D] |

**Demonstrates maturity and accountability for job performance. Supports the philosophy, objectives and goals of the Department(s) and assesses areas of personal and professional growth.**

- |     |  |     |     |     |
|-----|--|-----|-----|-----|
| 1.  | Maintains an effective rapport with patients, visitors, physicians, subordinates and other directors.                  | [E] | [M] | [D] |
| 2.  | Works collaboratively with other staff members to provide continuous service to the organization.                      | [E] | [M] | [D] |
| 3.  | Demonstrates good judgment and analytical ability in preparing work for review.  | [E] | [M] | [D] |
| 4.  | Promotes confidentiality and uses complete discretion when discussing information.                                     | [E] | [M] | [D] |
| 5.  | Maintains calm and effective behavior during stressful situations.   | [E] | [M] | [D] |
| 6.  | Inspires confidence from callers, visitors, co-workers by remaining well informed and prepared at all times.           | [E] | [M] | [D] |
| 7.  | Establishes good rapport and cooperative working relationships with personnel in the organization.                     | [E] | [M] | [D] |
| 8.  | Appears well groomed and observes established dress guidelines, visibly wearing the photo/name identification badge.   | [E] | [M] | [D] |
| 9.  | Demonstrates ability to express self in all areas of communication (verbal, written, non-verbal).                      | [E] | [M] | [D] |
| 10. | Attentive to detail, record-keeping and required paperwork inherent to the position.                                   | [E] | [M] | [D] |
| 11. | Demonstrates knowledge of current computer systems used in the organization.   | [E] | [M] | [D] |
| 12. | Demonstrates effective delegation skills.  | [E] | [M] | [D] |
| 13. | Completes assignments accurately and on time.  | [E] | [M] | [D] |
| 14. | Willingly accepts assignments to special projects.   | [E] | [M] | [D] |
| 15. | Adheres to identified work schedule; notifies the Vice President, Patient Care Services of needed changes in schedule. | [E] | [M] | [D] |
| 16. | Is punctual in attendance to meetings.   | [E] | [M] | [D] |
| 17. | Adjusts personal schedule to complete assignments.   | [E] | [M] | [D] |

Job Description / Performance Appraisal Director, Medical/Surgical Services
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|-----|---|-----|-----|-----|
| 18. | Maintains assigned equipment, reports malfunction and orders services as necessary.   | [E] | [M] | [D] |
| 19. | Responsible for charging of supplies utilized.  | [E] | [M] | [D] |
| 20. | Participates in continuing education programs and utilizes the information in area(s) of practice as evidenced by attendance records or certificates. | [E] | [M] | [D] |
| 21. | Participates in 75% of staff meetings as evidenced by attendance records.   | [E] | [M] | [D] |
| 22. | Participates in performance improvement activities, including data collection, development of indicators, and evaluation criteria.                    | [E] | [M] | [D] |
| 23. | Floats to other areas as assigned; responds to floating requests with a positive attitude.  | [E] | [M] | [D] |
| 24. | Provides proper notification for absence as per hospital policy as evidenced by Kronos time and attendance records.                                   | [E] | [M] | [D] |

Total absences in 12 months  
 (Pro-rate for less than 12 months)  
 E = 0 -2, M = 3 - 5, D =  $\geq$  6

**Supports and promotes excellence in customer/guest relations.**

- |    |  |     |     |     |
|----|--|-----|-----|-----|
| 1. | Assists all patients, family members/significant others, physicians, visitors and employees in a friendly manner.  | [E] | [M] | [D] |
| 2. | Introduces self and uses caring, thoughtful words either in person or on the telephone.  | [E] | [M] | [D] |
| 3. | Demonstrates ethical and appropriate behavior for a clinical environment to include, but not limited to, dignity, patient's rights and privacy, and the maintenance of confidentiality of patient information. | [E] | [M] | [D] |
| 4. | Demonstrates caring. If unable to assist an individual in needs, offers to find someone who can.   | [E] | [M] | [D] |
| 5. | Demonstrates proper telephone etiquette. If transferring a telephone call, announces the caller and briefly explains the situation before ending the transfer.   | [E] | [M] | [D] |
| 6. | Always makes eye contact when speaking with patients, family members/significant others, visitors, employees, etc.   | [E] | [M] | [D] |

Job Description / Performance Appraisal Director, Medical/Surgical Services
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|-----|---|-----|-----|-----|
| 7.  | Knocks before entering a room or office.  | [E] | [M] | [D] |
| 8.  | Addressees all individuals courteously.   | [E] | [M] | [D] |
| 9.  | Keeps voice down; does not shout or use improper language.                            | [E] | [M] | [D] |
| 10. | Responds to all inquiries promptly and courteously.                                   | [E] | [M] | [D] |
| 11. | Works together in the spirit of teamwork.   | [E] | [M] | [D] |
| 12. | Shares information so that the people who need to be aware of the facts are informed. | [E] | [M] | [D] |

**Supports and promotes the organization’s Infection Control Program.**

- |    |   |     |     |     |
|----|---|-----|-----|-----|
| 1. | Demonstrates adherence to infection control policies as evidenced by inservice attendance records and employee practices. | [E] | [M] | [D] |
| 2. | Demonstrates correct handwashing technique.   | [E] | [M] | [D] |
| 3. | Demonstrates knowledge of appropriate personal protective equipment (PPE) and uses same in practice.                      | [E] | [M] | [D] |
| 4. | Notifies the Infection Control Practitioner of real or potential exposures.   | [E] | [M] | [D] |
| 5. | Demonstrates knowledge of OSHA regulations:   |     |     |     |
|    | a. Complies with OSHA regulations regarding Bloodborne Pathogens Exposure Control Plan.                                   | [E] | [M] | [D] |
|    | b. Complies with OSHA regulations regarding TB Exposure Control plan.   | [E] | [M] | [D] |
| 6. | Demonstrates knowledge of the organization’s Hazardous Waste Management Plan:   |     |     |     |
|    | a. Appropriately segregates waste at the point of origin.   | [E] | [M] | [D] |
|    | b. Discards waste in appropriate bags, receptacles, etc.  | [E] | [M] | [D] |

**Supports and promotes the organization’s Safety Program.**

- |    |  |     |     |     |
|----|--|-----|-----|-----|
| 1. | Demonstrates adherence to safety policies as evidenced by inservice attendance records and employee practices. | [E] | [M] | [D] |
| 2. | Maintains a clean and safe environment for patients and co-workers:  |     |     |     |
|    | a. Follows all general safety rules.   | [E] | [M] | [D] |
|    | b. Identifies the person designated as Safety Officer.   | [E] | [M] | [D] |
|    | c. Notifies the Safety Officer of real or potential safety hazards.  | [E] | [M] | [D] |

Job Description / Performance Appraisal Director, Medical/Surgical Services
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|----|---|-----|-----|-----|
| 3. | Demonstrates an understanding of fire drills, internal/external disaster plans and procedures, and evacuation procedures as evidenced by inservice records and participation in drills. | [E] | [M] | [D] |
| 4. | Demonstrates knowledge of Safety Committee activities.  | [E] | [M] | [D] |

**Supports and promotes the organization’s Risk Management program.**

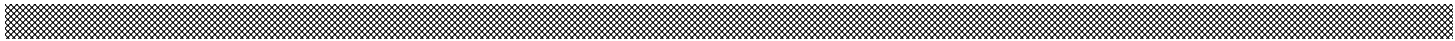
- |    |   |     |     |     |
|----|---|-----|-----|-----|
| 1. | Demonstrates adherence to risk management policies as evidenced by inservice attendance records and employee practices. | [E] | [M] | [D] |
| 2. | Submits incident reports according to hospital policy.  | [E] | [M] | [D] |
| 3. | Notifies the Risk Manager of incidents involving injury or having the potential for injury.                             | [E] | [M] | [D] |
| 4. | Maintains confidentiality regarding knowledge of adverse incidents.   | [E] | [M] | [D] |

Job Description / Performance Appraisal  
 Director, Medical/Surgical Services

General Comments: \_\_\_\_\_  
 \_\_\_\_\_  
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 \_\_\_\_\_

Employee Comments:  
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 \_\_\_\_\_

Expectations: \_\_\_\_\_ Deadline: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
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 \_\_\_\_\_  
 \_\_\_\_\_



Number of criteria meeting the standard of performance less than 80% of the time.	(D)	_____ X 0 = _____
Number of criteria meeting the standard of performance 80% - 94% of the time.	(M)	_____ X 1 = _____
Number of criteria meeting the standard of performance 95% - 100% of the time.	(E)	_____ X 2 = _____
Totals =		_____
		(A)                      (B)
Total Score:		_____
		(B / A)

Recommended Action:  
 Merit increase     End Probation (No increase) - Date: \_\_\_\_\_  
 Probation - Date: \_\_\_\_\_     Termination - Date: \_\_\_\_\_  
 Other: \_\_\_\_\_

Job Description / Performance Appraisal  
Director, Medical/Surgical Services

**I have read and reviewed my performance appraisal with my supervisor.**

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Department Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Vice President Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Human Resources Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**NEW EMPLOYEES ONLY:**

**I have read and reviewed my job description / performance appraisal with my supervisor or designee and I understand the job I am expected to perform.**

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Human Resources Signature: \_\_\_\_\_ Date: \_\_\_\_\_