



ASSOCIATE PERFORMANCE ASSESSMENT FORM

ASSOCIATE NAME: Adrian Horden

DEPT. NAME: Nursing CURRENT JOB TITLE: Clinical Nurse Educator/MPD

DATE OF LAST ASSESSMENT: 6 month review done DUE DATE OF THIS ASSESSMENT: 11.2.11

EVALUATOR'S NAME & TITLE: Hazel P. Robertshaw, RN, Ph.D VP Patient Care Services/CNO, Thompson Hospital

PART A – ACCOMPLISHMENTS: Use the following two boxes to document the Associate's accomplishments during this last review period. Use additional space or pages as needed. Also, please feel free to attach the individual's self-assessment documentation, performance feedback tools used or career planning worksheet.

1. List the goals that were established in the Associate's last review stating whether or not they have been met. If not completed, comment on progress to date.

Create Telemetry Course-completed
Institute first 5 minutes-in progress
Blood transfusion module-in progress
Redesign new grad program-in progress

2. List additional accomplishments during the review period that were beyond the established goals.

Telemetry course and credentialing process revision
Introduction of education using simulation
Active member Education Council
Core Measures Education
Bringing Education to the point of care
Implemented "I clickers"
Introduction of Buzzy
Established as focal point for student liaison with Schools of Nursing
ACLS and BLS instructor
NYSNA provider unit status
New ACLS code cart medication sheets
New grad competency form
Electronic tracking for skills days
In conjunction with education council members created next years education program and unit specific education requirements
Developed Magnet tracker
Member of SEWNY

Developmental Continuum Key:

Exceptionally Developed: Viewed as the consummate professional by others in this area. S/he is viewed as a towering strength in a particular area being evaluated and can teach others. Exudes positive influence.

Fully Developed: Accurately and efficiently completes tasks in a timely manner. May benefit from occasional guidance, supervision or direction.

Opportunity for Further Development: May demonstrate strength in a particular area and the strength can be developed further **OR** demonstrates inconsistent performance and requires more guidance than would be expected based on level of education and on the job training received.

PART B.1 - ORGANIZATIONAL COMPETENCIES FOR ALL ASSOCIATES: This section contains five areas of competencies with examples of criteria and behaviors to assist you in assessing an individual's performance for the past year. For additional examples of behaviors, refer to the Associate's job family competency model found in the Performance Management Supervisor Guide. Please review these areas, then use the ratings: Opportunity for Further Development, Fully Developed, and Exceptionally Developed for each competency area.

INTERACTION WITH OTHERS/TEAMWORK	<input checked="" type="checkbox"/> Exceptionally Developed	<input type="checkbox"/> Fully Developed	<input type="checkbox"/> Opportunity for Further Development
Flexible and willing to listen to ideas that are different from his/her own in order to promote understanding. Uses effective listening, verbal, and written skills to provide necessary information clearly and in a timely fashion.	<p>Specific Examples/Comments: Adrian has established herself as a focal point for education within the department of nursing. Her open, beguiling approach has won over a number of the most challenging associates and her teamwork skills are exemplary. She has a good working relationship with all members of the multidisciplinary team. Adrian is a great ideas person, creative and intelligent. It is important in her position that she remembers she is the voice of the department of nursing and that if she says something that we cannot follow through on it will be problematic. At times I think you miss the big picture and it is something that we need to work together to ensure that you get the balance right.</p> <p><i>"Adrian is a delight to work with, but I feel she some times misses the bigger picture/priorities. I have had occasion where she focuses on something minimum (a NA wearing a sweatshirt) and it seems to come up over and over again. As a leader Adrian should address something like this immediately if needed and then focus on the bigger issues that nursing and Thompson Health is struggling with"</i></p> <p><i>"Adrian is always the go to person for any questions about procedures, clinical practice etc. She is always coming up with great ideas to make things easier to understand"</i></p>		

CUSTOMER SERVICE: CARES VALUES COMMITMENT, ACTIONS, RESPECT, EXCELLENCE, SERVICE	<input checked="" type="checkbox"/> Exceptionally Developed	<input type="checkbox"/> Fully Developed	<input type="checkbox"/> Opportunity for Further Development
Focuses on understanding, meeting, and exceeding customer expectations.	<p>Specific Examples/Comments: Demonstrates the CARES values on a daily basis. Is an exceptional role model for all Associates.</p> <p><i>"Extremely personable and helpful. Adrian always has a great attitude and goes above and beyond."</i></p> <p><i>"Adrian shines in this area. She wants to see everyone happy, well cared for (staff and patients), and focusing on themselves as they advance their education."</i></p>		

KNOWLEDGE/ CONTINUOUS LEARNING	<input checked="" type="checkbox"/> Exceptionally Developed	<input type="checkbox"/> Fully Developed	<input type="checkbox"/> Opportunity for Further Development
Demonstrates the appropriate knowledge and skills related to the functional area and exhibits commitment to developing personal abilities.	<p>Specific Examples/Comments: Adrian is committed to advancing her own and others learning. Her enthusiasm and energy have revitalized the bedside nurses' commitment to ongoing education. The new graduates have benefited from a more hands on approach to their orientation as a result of her revamping of the program. Over the next 12 months I would like to see her refine and standardize the new graduate education.</p> <p><i>"The telemetry classes have been a real hit and the staff comment on how mu7ch they learn. There was one nurse that had taken it twice and she said it really clicked with Adrian's class! She makes herself available for staff when they need it, coming to the on their own time and always willing to take time for them."</i></p> <p><i>Offers input to others with respect to customer service through education...good</i></p>		

	<i>ideas that work</i>
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RESOURCEFULNESS/ RESULTS /OUTCOMES	<input checked="" type="checkbox"/> Exceptionally Developed	<input type="checkbox"/> Fully Developed	<input type="checkbox"/> Opportunity for Further Development
Uses available resources to assist in day-to-day operations and to produce quality products/services that contribute to Thompson's mission, strategic goals and objectives.	<p>Specific Examples/Comments: Has demonstrated innovation in practice. She will be instrumental in assisting the department of nursing achieve its mission, vision and goals.</p> <p>Adrian is outcomes driven. I feel that she is overwhelmed by the volume of work that has come her way. This is not criticism; just that as a single point of contact with so much going I worry that she will be pulled in too many directions. We need to work together to ensure a clear focus and direction for education so that the overwhelming need does not consume her. This is becoming more important. Adrian you have a big job and you are interested in lots of things. We need to ensure you have a clear direction for the next 6 months as you will not continue to be as successful if you are stretched too thin.</p> <p><i>"Obtaining and utilizing the clickers has enhanced the education experience for everyone-more interactive and fun! Her dedication to become certified as a provider of CEU's will be one more accomplishment that will benefit all of nursing."</i></p>		

ATTITUDE/ PERSONAL ACCOUNTABILITY/ INITIATIVE	<input checked="" type="checkbox"/> Exceptionally Developed	<input type="checkbox"/> Fully Developed	<input type="checkbox"/> Opportunity for Further Development
Takes responsibility for own work in completing tasks and projects. Maintains confidentiality of information.	<p>Specific Examples/Comments: Adrian has a strong sense of personal accountability. She regularly demonstrates initiative and can be relied upon to drive a project to completion.</p> <p>She has a strong work ethic and is committed to achieving her goals. She has a great sense of humor and is a delight to work with.</p>		

PART C- JOB SPECIFIC PERFORMANCE STANDARDS: The supervisor identifies applicable performance standards that fall outside of the organizational competency models but are necessary for someone to successfully perform a particular job. In addition, refer to department/unit specific competency checklist(s) as an assessment tool.

CRITICAL JOB RESPONSIBILITIES OR CORPORATE GOALS	SPECIFIC, OBSERVABLE SKILLS/OUTCOME	ASSESSMENT METHOD(S)	DEVELOPMENT LEVEL

<p>Advanced Practice Skills/Research: Integrates advanced knowledge into educational endeavors, focusing on the development of critical thinking skills in nurses. Consistently role models for expert clinical practice. Expands the scientific base of nursing practice through the identification of research opportunities. Applies EBP/research and a broad range of theories to clinical practice and teaching. Critically analyzes current nursing research methods and results for utilization in the expansion and improvement of patient care and patient outcomes.</p>	<ul style="list-style-type: none"> • Ensures nursing associates have the knowledge and skills required to be successful lifelong learners • Uses the evidence base to ensure educational opportunities provide for improved patient outcomes • Identifies research opportunities 	<input type="checkbox"/> Return Demo <input checked="" type="checkbox"/> Observation <input type="checkbox"/> Audit <input checked="" type="checkbox"/> Other: feedback	<input type="checkbox"/> Exceptionally <input checked="" type="checkbox"/> Fully <input type="checkbox"/> Opportunity
<p>Education: Develops and evaluates innovative approaches to education, including simulation. Provides a mixture of didactic and hands on experiential learning opportunities. Develops and supports a robust New Graduate Program. Participates in orientation, preceptorship and evaluation of new associates.</p>	<ul style="list-style-type: none"> • Active member of the Education Council • Promotes practice through educational opportunities for staff • Develops and implements innovative approaches to education <p><i>"Adrian is a true asset to the Education council and worked very successfully with Kiera to provide education for core measures for all RN's. She really has a knack for teaching, her presentations and methods are very smooth and natural. You would never know this is her first experience in a teaching role."</i> <i>"still implementing and planning and tweaking things along the way, but great teacher!"</i> <i>"Adrian is an amazing teacher. She is enthusiastic and works with everyone to provide new educational experiences. She is always raising the bar here at FFTH."</i></p>	<input type="checkbox"/> Return Demo <input checked="" type="checkbox"/> Observation <input type="checkbox"/> Audit <input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Exceptionally <input type="checkbox"/> Fully <input type="checkbox"/> Opportunity

<p>Leadership: Serves as a role model for clinical expertise. Networks and participates in professional initiatives. Leads assigned projects. Serves as a change agent, provides situational support and guidance to nursing staff and develops relationships that promote the professional development of nurses. Is a mentor, coach, role model and teacher. Serves as a consultant, collaborating with managers in identifying learning needs and remedial interventions for staff nurses.</p>	<ul style="list-style-type: none"> • Excellent role model for staff • Works collegially with all departments • Coaches all associates in the use of information technology • Leads assigned projects and serves as a change agent • Troubleshoots problems and recommends solutions <p><i>"It's great to have fun at work, and Adrian is accomplished at this (a great thing and I am all for it), but may occasionally need to gauge her audience, i.e. people who don't know us. This is meant as constructive feedback and I hope it is received as such." "correct issues right out of the gate with an associate" "allow for non-positivity/happiness/etc. sometimes....it happens"</i></p>	<input type="checkbox"/> Return Demo <input checked="" type="checkbox"/> Observation <input type="checkbox"/> Audit <input type="checkbox"/> Other: specify	<input type="checkbox"/> Exceptionally <input checked="" type="checkbox"/> Fully <input type="checkbox"/> Opportunity
<p>Consultation: In conjunction with nurse managers and staff nurses, plans, implements and evaluates changes in practice. Serves as the Magnet Project Director.</p>	<ul style="list-style-type: none"> • Works collegially with VP Patient Care Services and the Shared Governance Councils on the development of new policies and procedures regarding education. • Collaborates with all nurses and leadership to ensure successful Magnet redesignation. 	<input type="checkbox"/> Return Demo <input checked="" type="checkbox"/> Observation <input type="checkbox"/> Audit <input type="checkbox"/> Other: specify	<input type="checkbox"/> Exceptionally <input checked="" type="checkbox"/> Fully <input type="checkbox"/> Opportunity

PART D- AGE SPECIFIC COMPETENCIES: (Refer to Age Specific Competency Tool)

PART E-COMPLETION OF ANNUAL REQUIREMENTS:

- TED Book Post-test _1/5/11 and 1/27/11
- Education Record (see attached)
- Health Update - Questionnaire and PPD (completion card attached) 1/7/11
- CPR (if applicable) completed on: ___/___/___ completed ACLS 7/31/11
- OSHA Retraining (if applicable) BBP 1/7/11 BLS 7/31/11
- Fire Safety date _1/7/11_
- CEUs – see attached (80 hours CEU's)
- Other _____
- Confidentiality Statement (see attached) 11/2/11
- Annual Department Specific Competencies- see attached
- Reviewed Associate Handbook and/or updates

PART F - ASSESSMENT SUMMARY: Use this section to provide a summary of the Associate's overall performance (refer to Developmental Continuum Key on page 1).

OVERALL ASSESSMENT SUMMARY	<input checked="" type="checkbox"/> Exceptionally Developed	<input type="checkbox"/> Fully Developed	<input type="checkbox"/> Opportunity for Further Development
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Comments:

Adrian you are an exceptional educator. You are a wonderful addition to the leadership team. In a short period of time you have completely revitalized nursing education here at FFTH. I am delighted with your attitude, enthusiasm and drive. I am sure that our future is bright and our patients and associates will benefit greatly from your focused approach to education. Just be careful that you stay focused on your goals for the next year and don't take on too much otherwise you run the risk of becoming overwhelmed and less effective.

PART G - GOALS & OBJECTIVES: - Together, with the Associate, identify 3-5 specific objectives and areas for competency development that contribute to the organization/department's overall strategic intents.

OBJECTIVE & ACTION(S) REQUIRED	OUTCOME TARGET(S)	RESOURCES	TIME FRAME
Support McKesson training and education <ul style="list-style-type: none"> ✓ Help develop education tools ✓ Help with education and training ✓ Ongoing support of education for new nurses 	Successful 'go live' for McKesson electronic patient documentation	Wendy Schultze David Vedro McKesson superusers and build team	6 months
Magnet interim report submission. <ul style="list-style-type: none"> ✓ Collect and collate information from key individuals ✓ Write and submit interim report 	Timely submission of the Magnet interim report	CNO CNL Nurse Managers Council Chairs	3 months
Present at Magnet Conference <ul style="list-style-type: none"> ✓ Develop idea for abstract submission ✓ Write and submit abstract 	Accepted for presentation at Magnet conference	CNO Nursing Leadership	1-2 years
Stroke Education <ul style="list-style-type: none"> ✓ Develop education specific to stroke care ✓ Deliver education to ensure nursing associates complete required 4 hours of education for stroke designated centers 	Successfully implement new in house stroke education	Stroke Committee	1 year

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PART H: EDUCATIONAL/DEVELOPMENTAL NEEDS: Together, with the Associate, identify a minimum of 1 educational/developmental opportunity for the upcoming year.

1. NICHE conference
2. Magnet Conference

Associate Comments:

Signatures:

<i>Hazel Robertson</i>	<i>11/2/11</i>	<i>[Signature]</i>	<i>11/2/11</i>
Evaluator	Date	Associate *	Date
		<i>Hazel Robertson</i>	<i>11/2/11</i>
Director	Date	Respective Executive Director/ Vice President/President	Date

*Signature indicates that the evaluation has been discussed and does not necessarily signify concurrence. Additional responses to this review may be made on an attached sheet.