

Beaumont[®] | HEALTH SYSTEM

2015 Leadership Appraisal

Appraisal Score

Overall Score: 4.6 / 5.0

Name:

Supervisor Name: Stewart, Anne M

Employee ID: 34643

Person Type: Employee and
ContingentJob Title: Dir Prof Practice &
Magnet Pgm

Department: Nursing Education - GP

Division: 3

RC: 77719

Legend: The following are Management Competencies:

Manages Business Operations, Focus on Customer, Manages People, Manages Finances.

Quality and Safety (30%)

Employee Score: 3.7 Manager Score: 4.7 / 5.0(30%)

Competency	Rating Scale	Employee Score:	Manager Score:
Manages Business Operations (10%)	Commendable	4.0	4.0 (33%)
Manages Meaning through Effective Communication (10%)	Role Model	3.0	5.0 (33%)
Thrives in Ambiguity (5%)	Role Model	4.0	5.0 (17%)
Demonstrates Bias for Action (5%)	Role Model	4.0	5.0 (17%)

Quality and Safety Overall Comments

Self: This evaluation is based on my role at the Grosse Pointe Hospital. I feel that I am an above average leader in both quality and safety and work to provide the best possible work. I need to learn the culture at the GP Hospital. I tend to have good communication skills but those skills have come into question two times at GP. I tend to remain quiet and not give my opinion, unless I have something important to say and that was viewed as not supporting the concept. I will work on this, but I believe that this will self correct as the leaders learn my style and I learn them.

- *I always complete my work on time
- *Completed analysis and disseminated the results of the NDNQI RN Survey.
- *Completed the Magnet Readiness Index for all units
- *Attend all meetings as required
- *Always look at issues from a global perspective
- *Worked with various units on unit specific projects (ICU-Staffing, 3S-UPC, Angio-Leader interview)
- *Working on Flu Project
- *Working on Central Line and Foley project

Per multi-raters/peer:

y has stepped into a brand new role and really taken the bull by the horns! He is very knowledgeable and it is evident that his goal is to help us become the best nursing division we can be. He is approachable and shares information willingly. He is a fresh set of eyes and brings another perspective to our processes. He is an excellent addition to our team!

y is not afraid to say what needs to be said, but he also knows when to put on the kids gloves. He speaks frankly and openly to staff and I think they respect him for his candor. I know I do. His presentations are well prepared and evidence-based. He is a teacher as well and more than willing to assist others with data collection and assimilation.

He has a huge task ahead of him, but he seems to just face each new challenge as it comes. He does not get flustered and brings an organizational element to his projects. He does not seem to be deterred by resistors or detractors and sees them as just another challenge.

y has dug in since the minute he got here and I don't see that changing. He sees the task at hand and tackles it in a logical methodical manner. He has stood shoulder to shoulder with nursing leadership during the launch of bedside shift report and is not afraid to challenge people who might slip back into old patterns of behavior.

Per Direct reports:

y is always available and helpful to his staff in the Nursing Business Office and Nursing Education. He has brought his expertise and knowledge from RO Beaumont and has incorporated it in the NBO operations making it a more productive and smooth running department.

He is approachable and communicates in a friendly non judgmental way. He brings the facts and data to support his presentations and is always willing to teach and support others.

In his new role as Director of Magnet he seems to handle ambiguity quit well. He does not hesitate to ask questions or find out how to get the answers when uncertain about something.

He takes action and gets things done for example when he displayed the results of the RN Survey at the Nursing Leadership retreat with only a few days notice to get it together. Randy encourages others around him to think strategically and helps them to make decisions quickly with out delay.

Agree with above. As y is new to the G.P. campus, his strength in managing business operations were apparent immediately. He knows his role well, is able to apply his experience at an academic center to the community hospital setting without being intrusive or insulting. He has been respectful of the 'way we do things' and works hard to understand the 'why behind the way...'

Randy has respectfully taken these 90 days to understand our culture without

making change unless there was an apparent urgency at the time.

has role-modeled for the staff and leaders the importance of understanding the reason that we struggle with some of our measures. One great example is his leadership in investigating the vaccine compliance; he made no excuses, looked for opportunity and compiles a daily report to assure we meet this measure. His work with this has been impressive. In addition to the flu vaccine data, _____ is diligently evaluating the Central Line data. Although this has been very frustrating, _____ does not give up, he continues to work on the data and speak up about his concerns with the process.

_____s knowledge related to Magnet is outstanding. He was able to come in and do a quick evaluation of the Grosse Pointe Hospital in a short time. Randy validated all the data we have been collecting and then begun to compile it moving forward in an organized manner. _____ immediately met with our Healthlinx consultant so he knew the expectations moving forward. He left 'no stone unturned' in assuring we are on the right track.

As _____ continues integrates into the G.P. campus, I expect we will see great things from him and our nursing department in the way of keeping us on track with our financials, benchmarking important metrics and scores related to a successful nursing program. It is important that we continue to meet the quality, safety, service and financial targets and I think _____ and his team will keep us on track.

Service (25%)

Employee Score: 4.0 Manager Score: 5.0 / 5.0(25%)

Competency	Rating Scale	Employee Score:	Manager Score:
Focus on Customers (15%)	Role Model	4.0	5.0 (60%)
Lives the Values (10%)	Role Model	4.0	5.0 (40%)

Service Overall Comments

Self: This evaluation is based on my role at the Grosse Pointe Hospital.

I consistently live the values of the organization and provide a role model for those in my department. I will always try to listen before speaking and I will not portray nursing in a negative manner. I consistently focus on the customer whether they are patients. I am in the process to encourage the staff in the nursing business office to remember that the units are their customer and we need to focus on our customer needs.

*Working with NBO to implement changes to meet the units needs (how we provide staffing)

*Working on implementing weekend call in program, so that the units know who called in over the weekend.

*Working with the education department to evaluate how we provide services to the units.

*Attend weekly Customer Service Meetings.

Per Multi-rater/peer:

_____ is available and approachable, never shying away from a task. He sees every person he interacts with as a potential customer.

_____ lives the Beaumont values every day. He treats people with respect and is respected in turn.

Per Direct reports:

I've heard _____ mention on a few occasions that our patients are priority. He has proven that he will do what it takes as a team member to make sure that the patients come first. He was very active in the implementation of the bedside shift report and was there on the weekends and off shifts to make sure that the process was being implemented.

_____ live the Beaumont values and exhibits the SOAR (service, ownership, attitude and respect) standards consistently. He models these behaviors and expects them from others

Agree with above. _____ clearly understands the importance of customer service and the need to meet the expectation of all our customers. He is able to step into the shoes of the patient and assure we are doing the right thing for our patients at all times. _____ consistently keeps our patients as the center of all discussions; as we struggle with some of our nurse sensitive indicators, he reminds us that these standards are not simply a number, it is the best care for our patients.

_____ is also focused on the nurse as a customer. Openly stating "that is not what the nurses said..." As we roll out our NDNQI survey results, he reminds us "this is valid data, we just need to understand from them what we need to do..." As he has been learning his new departments, nursing education/research and the NBO, _____ has taken a stand with both departments that the role of their department is to be a service to our nurses. This has been a 'breath of fresh air' and truly is putting us in the right position moving forward.

People and Systems (20%)**Employee Score: 4.0 Manager Score: 4.5 / 5.0(20%)**

Competency	Rating Scale	Employee Score:	Manager Score:
Manages People (10%)	Commendable	4.0	4.0 (50%)
Builds Teams, Collaborative Partnerships (5%)	Role Model	4.0	5.0 (25%)
Promotes a Systems Thinking Perspective (5%)	Role Model	4.0	5.0 (25%)

People and Systems Overall Comments

Self: This evaluation is based on my role at the Grosse Pointe Hospital. As I am new to GP, I am beginning to build relationships with the nursing leaders

and beginning to build my teams in both the Nursing Business Office and the Nursing Education Department. I am aware of issues that I need to address in both the NBO and the Education Department.

I always look out for the whole of the group and give compliments and provide support as needed to both the NBO, nursing staff, leaders and educational staff. Spending time on the units to begin to learn staff and their needs.

Per multi-rater/Peer:

Although [redacted] has been at GP for a short time, he has already demonstrated a deftness with management. He is insightful and accessible to his staff and to the ANM's as well. He is mentoring the Admin Mgr in his department, giving direction to the nursing educators and managing the Magnet program application as well. He is very up front with people, and engenders the respect of all who work with him.

He has reached out not only to nursing but to the ancillary departments as well. He is a testament to the power of teamwork, and understands how important it is, especially in a smaller hospital such as ours.

[redacted] understands the importance of the economies of scale that go with being a large system, but also sees the value in our unique identity within the system. As he said at a recent nursing retreat, "We are not JUST Grosse Pointe!"

Per Direct Reports:

He has a natural ability to manage people and is fair in his dealings with others I've only known [redacted] for a short period of time but he is great at bring groups of people together and working on developing outcomes whether its the RN Survey, NDNQI results, or the many other projects that he is involved it.

Agree with above. In a very short period of time, [redacted] has become ingrained in the G.P. nursing department. He has been open, honest, thoughtful in his ideas and brings a new voice to the team. I receive many comments on how well Randy has fit in with our team.

As part of his orientation, [redacted] prioritized being on each unit, in each department to "go and see" the strengths and struggles for each area. He is leaving nothing to chance, he wants to experience the situation first hand which is commendable.

[redacted] has utilized his experience and relationships from his former role to assure we are looking at things from a system perspective. He is acutely aware of the importance of the relationships he has established.

Financial Performance (10%)

Employee Score: 3.0 Manager Score: 4.0 / 5.0(10%)

Competency	Rating Scale	Employee Score:	Manager Score:
Manages Finances (10%)	Commendable	3.0	4.0
			(100%)

Financial Performance Overall Comments

Self: This evaluation is based on my role at the Grosse Pointe Hospital.

I have very strong skills in Financial issues, but have not had to use them much at

Grosse Pointe.

*Gave input into the budget for my areas of responsibilities

*Have knowledge of staffing plans and try to ensure the NBO is staffing to the plans

*Work to decrease OT in the staffing

Per multi-raters/peer:

He has been part of the NBO office and in patient units financial discussions and seems to understand the financial aspect of running the departments he oversees.

Agree with above. ' is very knowledgeable on the 'business of nursing.' He knows the tools to use, how to interpret the data and apply it in the most effective manner.

As ' just completed his 90 days in which he took the time to observe and understand our hospital. ' has not had the opportunity to showcase his finance expertise but I expect that will change throughout this next year. Even so, it is clear that he is very strong in this part of his role.

As he settles in with his role in the NBO in 2016, I hope to see some innovations and changes to that department. There is a new leader in that area that will benefit from 's presence and mentoring. Together, I expect great things from them which will be good not only for the staff in that area, but also for those they serve.

Growth (10%)

Employee Score: 3.0 Manager Score: 4.0 / 5.0(10%)

Competency	Rating Scale	Employee Score:	Manager Score:
Promotes Innovation and Change (10%)	Commendable	3.0	4.0
			(100%)

Growth Overall Comments

Self: This evaluation is based on my role at the Grosse Pointe Hospital. I am always evaluating processes and looking for ways to improve. I am consistently challenging the status quo and I am focused on the goal to improve the level of professionalism, and innovation in the nursing staff. I sometimes feel that I am challenging the nursing leaders to move to areas where they are not comfortable. I sometimes think I might be moving too fast for some of the leaders. This is an area that I must monitor, to ensure that all the leaders are on board with the magnet program. Some examples of innovation and change:

- *Looking at ways to improve the way we are reporting staffing
- *Reviewing how GP can maximize the use of Ansos including reports, web scheduling
- *Constantly looking for sources of evidence that supports quality care and meeting the magnet standards.
- *Reviewing ways to improve the Clinical Assistants support to the units.

Per multi-raters/peers:

' is at the helm of our quest for Magnet status so he is keenly aware of the need and value of innovation and change. He is assisting with the promotion of

RN certification and facilitating our improvement in that regard. He fully supports any changes introduced by nursing, but also knows that they have to be well vetted out with the staff and the staff has to be prepared for changes to be successful.

has many good ideas that he has brought to GP from RO and we have already began to implement some of them with good result.

Agree with above y has been a great support for the changes we are experiencing at the G.P. site. One of the biggest changes we implemented since ' came to G.P. was the transition to bedside shift report. Although the plans were already in place, y joined right in with the nurse leaders to support the staff, role modeled rounding and also came in on the off shift and weekends to support the staff in this initiative. ' could easily have stood back and allowed the unit leaders to do the monitoring but instead, he was right along side of them which was great.

work with the Magnet Journey has it's foundation in innovation and change. is open about the many opportunities he sees at G.P. that will get us to the next level. He is encouraging of the staff and the leaders to think a bit differently and that will keep us progressing.

**Education and Research
(5%)**
Employee Score: 4.0 Manager Score: 5.0 / 5.0(5%)

Competency	Rating Scale	Employee Score:	Manager Score:
Learns and Renews (5%)	Role Model	4.0	5.0 (100%)

Education and Research Overall Comments

Self: This evaluation is based on my role at the Grosse Pointe Hospital. I continue to grow in my role as Director of Professional Practice and Magnet Program director. I work at providing the best possible education and administrative support to both staff and students. In the process of developing a research project comparing certification attitudes among magnet and non-magnet nurses.

*Belong to ANA

*Belong to AMSN

*Belong to National Nursing Staff Development Organization

*Clinical Reviewer for American Journal of Nursing

*Attended NDNQI and Magnet Conference

*Obtained 40 hours of Leadership training

*Certified by ANA as a Nurse Executive

*Completed Mandatories

Per multi-raters/Peers:

, although new to GP, participated fully in the recent nursing retreat. He actively contributed to the planning and played a large part in the days activities, especially introducing the results of the NDNQI survey results and answering questions. He is a proponent of continuing education and is working to revitalize the nursing ed department.

Per Direct Reports:

He went to the National Magnet Conference and came back with some good ideas that he has shared with the Nurse Managers. Seems to be the perfect person to roll out the Magnet Program and GP Beaumont.

Agree with above. is a role model for Nursing professionalism. He is current on the best practices, active in many nursing organizations including Magnet. is active in nursing research and encourages others to be active also.

As the leader of the Nursing Education and Research at the G.P. site, I expect that we will see great things in that department in the next year. recruited an experienced CNS within a month of coming to the G.P.; this open position made it difficult for the department to fully function and now he can move it forward. He is building relationships with the employees and setting goals and targets for the new year.

In addition, is actively working with the UPC's and will take over facilitating the PNC in January. This will be a great opportunity for the nurses at G.P. to really move forward in the governance of their practice.

Past Development Plans

Development Objectives

Accomplishments

Due:

Completed:

Development Plan

Development Objectives

Self: Title: NEW POSITION AT GROSSE POINTE HOSPITAL

Title: Magnet Designation

New Goals**Goals****Weight**

Self: Title: Review and Revise the PNC at Grosse Pointe by 3/31/2016

Due:

Self: Title: Begin Writing and Documenting the Magnet Report. Complete 21 Magnet Documents by Dec, 2016.

Due:

Self: Title: Complete Organization Overview by 9/1/16.

Due:

Self: Title: Review and make recommendations to enhance the nursing business office by 4/1/16

Due:

PERFORMANCE SUMMARY

Summary Score

Score: 4.6 / 5.0 (100%)

Quality and Safety

Score: 4.7 / 5.0 (30%)

Service

Score: 5.0 / 5.0 (25%)

People and Systems

Score: 4.5 / 5.0 (20%)

Financial Performance**Score: 4.0 / 5.0 (10%)****Growth****Score: 4.0 / 5.0 (10%)****Education and Research****Score: 5.0 / 5.0 (5%)****Supervisor Comments**

I'd like to note that this appraisal encompasses 90 days of _____'s performance at the G.P. Hospital. The majority of _____'s time was spent at the R.O. site but there is no reflection of that in this appraisal.

_____ has been a great addition to the nursing team at the Grosse Pointe Hospital. He has 'fit right in' with our nursing department as if he has been here forever. _____ has brought excitement to our Magnet journey and not only identifies where we have 'work to do,' but more importantly, focuses on the work that has been done and the positive things we have. I could not be happier to have _____ on our team, both professionally and personally. Thank you so much _____ for all you have done for us!
Anne

Manager: Anne Stewart A.S. (electronic signature for the
evaluation of

Date (MM/dd/yyyy): 12/17/2015 01:39 PM EST