



## 2015 Leadership Appraisal

**Appraisal Score**
**Overall Score: 3.7 / 5.0**
**Name:** Randy Whitney

**Supervisor Name:** Stewart, Anne M

**Employee ID:** 34643

**Person Type:** Employee and Contingent

**Job 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%)**
**(30%)**
**Score: 3.7 / 5.0**

Competency	Rating Scale	Score:
<b>Manages Business Operations (10%)</b>	Commendable	4.0 (33%)
Manages Meaning through Effective Communication (10%)	Fully Effective	3.0 (33%)
Thrives in Ambiguity (5%)	Commendable	4.0 (17%)
Demonstrates Bias for Action (5%)	Commendable	4.0 (17%)

### **Quality and Safety Overall Comments**

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

**Service (25%)**
**(25%)**
**Score: 4.0 / 5.0**

Competency	Rating Scale	Score:
<b>Focus on Customers (15%)</b>	Commendable	4.0 (60%)
Lives the Values (10%)	Commendable	4.0 (40%)

### Service Overall Comments

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.

### People and Systems (20%)

(20%)

Score: 4.0 / 5.0

Competency	Rating Scale	Score:
<b>Manages People (10%)</b>	Commendable	4.0 (50%)
Builds Teams, Collaborative Partnerships (5%)	Commendable	4.0 (25%)
Promotes a Systems Thinking Perspective (5%)	Commendable	4.0 (25%)

### People and Systems Overall Comments

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.

### Financial Performance (10%)

(10%)

Score: 3.0 / 5.0

Competency	Rating Scale	Score:

<b>Manages Finances (10%)</b>	<b>Fully Effective</b>	<b>3.0 (100%)</b>
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### Financial Performance Overall Comments

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

### Growth (10%)

(10%)

**Score: 3.0 / 5.0**

Competency	Rating Scale	Score:
Promotes Innovation and Change (10%)	Fully Effective	3.0 (100%)

### Growth Overall Comments

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 to 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.



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

Competency	Rating Scale	Score:
Learns and Renews (5%)	Commendable	4.0 (100%)

**Education and Research Overall Comments**

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

**Past Development Plans****Development Objectives****Accomplishments**

**Title:** NEW POSITION AT GROSSE  
POINTE HOSPITAL

**Due:****Completed:****Development Plan****Development Objectives**

**Title:** NEW POSITION AT GROSSE POINTE HOSPITAL

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


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

**Due:**

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

**Due:**

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

**Due:**

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

**Due:**

**PERFORMANCE SUMMARY****Summary Score****Score: 3.7 / 5.0 (100%)**

This is the overall score, calculated using the ratings, scores, and weights in the form above.

**Result Achieved****Score**

Role Model

4.5 - 5.0

Commendable

3.6 - 4.4

Fully Effective

2.8 - 3.5

Developing

2.0 - 2.7

Fails To Meet

1.0 - 1.9

**Quality and Safety****Score: 3.7 / 5.0 (30%)****Service****Score: 4.0 / 5.0 (25%)****People and Systems****Score: 4.0 / 5.0 (20%)**

**Financial Performance****Score: 3.0 / 5.0 (10%)****Growth****Score: 3.0 / 5.0 (10%)****Education and Research****Score: 4.0 / 5.0 (5%)****Supervisor Comments**