



## 2016 Leadership Appraisal

Appraisal Score

Overall Score: 4.9 / 5.0

Name: I

Supervisor Name: Stewart, Anne M

Employee ID: 34643

Person Type: Employee and Contingent

Job Title: Dir Prof Practice &amp; 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: 4.0 Manager Score: 5.0 / 5.0(30%)

Competency	Rating Scale	Employee Score:	Manager Score:
Manages Business Operations (10%)	Role Model	4.0	5.0 (33%)
Manages Meaning through Effective Communication (10%)	Role Model	4.0	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:** I feel that I am an above average leader in both quality and safety and work to provide the best possible work that is required of me. I frequently come in early and work on the weekend to ensure that all my work is completed. I am spending a lot of my time, developing the magnet document and ensuring we have a quality product. I will need to spend more time on the project as we get closer to the due dates.

I feel that I have learned the culture at Grosse Pointe and I am beginning to fit in, although at times I feel like I am on an island. Based on feedback from last year, I have adjusted my communication style. I try to give my opinion on everything that is being discussed, so that people do not get the impression that I do not like the idea. I always work to support the objectives and goals of GP hospital and nursing services. I always use evidence based information as well as benchmarks to set my goals for nursing. I have had to have a few crucial conversations with individual

staff members to help them understand the philosophy of the department. I am able to prioritize my job responsibilities without difficulty.

\*I have responsibility for NBO, Nursing Education, Administrative Supervisors and Magnet.

\*I always complete my work on time.

\*Completed analysis and made recommendations that GP not take 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 on CL and Foley project to ensure GP was providing accurate data.

\*Continue working on immunization project.

\*Continue to monitor BSN and Certification rate to ensure we are meeting our goals.

\*Hired new Administrative Manager for IRT.

\*Co-Coordinating nursing strategic planning sessions with an administrative manager.

\*Sat on Nursing Scholarship Committee for the Assistance League, Marco and Kottenstette scholarships.

#### Per Peers:

- \_\_\_\_\_ y has provided a wealth of information to us in the short time he has been here. He manages a number of reports that provide us with real time data around which we base improvements and changes.

- Timely responses are commendable

- \_\_\_\_\_ is well spoken and comfortable in front of anyone. He is always well informed and communicates from a knowledge and evidence base.

- There has been significant churn on the units and in the hospital in general this past year, but it never seems to rattle \_\_\_\_\_ y. He promotes and maintains an atmosphere of calm, but takes action decisively when needed.

#### Per CNO:

Agree with above.

\_\_\_\_\_ y is a strong leader in both quality and safety and works hard to provide high quality work and manages his business operations well.

\_\_\_\_\_ y completes his work in a timely and thorough manner and attends all meetings that are required. He looks at issues from a global perspective and has led and been very supportive of the initiatives for IP nursing this year.

\_\_\_\_\_ y understands the importance of meeting our many targets, he takes the time to review and investigate failures in our measures. He attends the deep dive meetings and looks for opportunities to improve. \_\_\_\_\_ y realizes that it is imperative that we continue to meet our quality, safety, service and financial targets and I believe his analytic approach to solving problems will keep us on track.

\_\_\_\_\_ often 'throws out' controversial or opposing comments to force those in the room to think differently. Most often these are comments in support of the bedside caregiver or an idea that seems 'extreme' but is truly the right thing to do for the staff or our patients. \_\_\_\_\_ often states "that is what the nurses are asking for" as we talk about work-life and/or patient care issues.

\_\_\_\_\_ has been a driving force in our success with the vaccine core measures; he runs a report on a daily basis and distributes them to the nurse leaders and charge staff on the units.

Additionally, \_\_\_\_\_ was supportive and a driving force for the initiative to stop

blood draws from central lines. Although this was a big change for our staff and practitioners, it was the best thing for our patients and because of this change, GP has not experienced any further CLABSI's since that time. He worked hard to assure the data reported was accurate for the central lines as well as foley's.

/ has led the G.P. hospital on its Magnet journey. His knowledge of the program has been invaluable. .... works hard with the staff and nurse leaders to compose the source of evidence; coaching and mentoring them through each story. / keeps the G.P. administrative team updated on the progress towards Magnet and the time required to complete the process. / identified an issue with the Healthlinx consultant and brought it forward in a professional manner. It was addressed and the consultant was recently switched and we expect to see a much better support. / keeps a close eye on the BSN and certification rates to assure we are moving in the right direction. This is a manual process so it takes time and hard work.

/ worked with the CNO and a staff nurse to create a poster presentation on the DC 1-2-3 project which was presented at the BH Nursing and Research Day.

/ is involved in many teams and committees; both at the hospital site as well as corporately.

/ was asked by the System CNO to assist with a review of the Compass productivity program; he was asked to present Compass to the NEC as his opinion is valued and respected at the G.P. site, as well as corporately. The NBO was a bit of a challenge this year with an ineffective leadership. Randy has since hired a new leader in the office and we expect to see the office make progress and become more forward thinking. / choice for the role was a bit difficult because the less experienced candidate was the best choice and Randy worked with both candidates to help them through the decision in a professional manner. He has continued to be respectful and concerned about the relationship of the two candidates. There are great opportunities in the office and Randy chose the right person that is open and willing to try new and different things.

/ produces numerous reports for the IP nurse leaders. They are accurate and timely. Anytime there is a question about a process, / is the first to ask for data and if it is not easily accessible, he finds a way to produce the data. This has been invaluable to the IP nursing department.

/ has taken on additional responsibilities this year and he has done well but the timing of the changes made it a bit of a challenge. As / absorbed the coordinators (Administrative and Stroke), his work with the Magnet project ramped up and this has been a bit taxing. From my perspective, in 2017 we need to re-look at /'s scope of responsibility and possibly make a change with the other IP nursing Director to provide some relief. / has started coming in on Sundays and staying late which is not a good work life balance.

### Service (25%)

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

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

### Service Overall Comments

**Self:** 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, or the staff I serve.

I have changed the philosophy of the NBO so that the staff feel that we are a service department and the leaders and staff are our customers. The NBO is a service department to the units and they must present themselves in a professional manner. Implemented changes in the way we do nurse staffing, such as texting staff more often and sooner, reviewing staffing sooner so we can determine where the staffing needs are and proactive filling those needs.

\*I always follow up with staff when an issue has been identified whether it is positive or negative.

\*Working with NBO to identify staff to call in on the weekend and actively work to ensure staff is available.

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

\*Provided 4 nursing education classes.

\*Attend weekly customer service meetings.

\*Round on employees as needed, paying close attention to those that are positive.

\*Encourage staff to solve own problems, but will assist as needed.

\*One area that I need to work on is rounding with Adm Supervisors and CNSs.

#### Per peers:

✓ know that everyone in this hospital from employees to peers to physicians to patients and their loved ones are our customers. He is dedicated to excellent care for our patients and truly exemplifies our mission - Compassionate, extraordinary care every day.

✓ lives the Beaumont values in every interaction he has. He is courteous and respectful to all, as well as being very fair and promoting the concept of Just Culture.

#### Per CNO:

Agree with above.

✓ consistently lives the values of the organization and is a role model for others. He focuses on his customers, which are employees, patients and their families, providers and other administrators.

The IP areas have experienced a nice improvement in our HCHAPS scores this year and it has taken hard work to sustain the gains. ✓ was involved in creating, implementing and auditing the IP service initiatives. ✓ regularly attends the service meetings, providing input and direction to the leaders that run the meeting.

✓ has been involved in many process changes; one of the most impressive is the DC 1-2-3 project. ✓ worked with the CNO on the planning, implementation and monitors the compliance to the process change via the number of checklists turned in and completed. ✓ reviews the audit sheets daily and reports the results to the leaders. Overtime, he has changed the manner that he reports the data which will hopefully improve the compliance to the process with less 'babysitting;' DC 1-2-3 needs to become 'the way we discharge our patients.'

**People and Systems (20%)****Employee Score: 3.5 Manager Score: 4.5 / 5.0(20%)**

Competency	Rating Scale	Employee Score:	Manager Score:
Manages People (10%)	Commendable	3.0	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:** I continue to build relationships with leaders and staff both in nursing and various departments within the hospital. I feel I have a great working relationship with the CNO and the peers I work with. At times I feel as though the Administrative Managers feel that I hinder their work flow based on the data or reports I provide. I continue to work with the NBO staff to build a team. They feel comfortable coming to me with issues and know that I am always willing to assist them in any way possible.

I always look at things from a system and how GP interacts with the other hospitals in Beaumont Health.

Employee engagement scores were lower than average and will need to review and develop

- \*Allow the Staffing Clerks to take a more active role in staffing the hospital.

- \*Represents GP on numerous corporate committees.

- \*Completed Peer Review for my peers at GP as well as corporately.

- \*Review employee engagement scores and work on a plan to improve them by the first quarter of 2017.

- \*Share appropriate information with staff and leaders.

**Per peers:**

-He has had much to do in this regard this past year getting to know all of the departments that report up to him. In the process of replacing an manager, he discovered a few deficiencies that he has had to deal with that have taxed his time allocation, but he has done a great job of managing things and now has a new manager in place which should relieve some of the pressure for him. I know he will continue to mentor and manage his employees in a positive way.

has been a welcome addition to our nursing teams as well as the Administration Operations team. He is an active listener, but also challenges people with questions and looks for solutions outside the box. His experience in research shows in his methodical approach to problems.

definitely approaches issues from a system perspective. When a problem arises or is perceived, he is the first to ask what the other hospitals in the system are doing. He does not believe in reinventing the wheel, but also understands our unique culture within the framework of the larger system.

**Per CNO:**

is open, honest, direct and thoughtful with his ideas; at times he is quiet

during discussions but as \_\_\_\_\_ says, "I only speak up when I have something to say." He is respectful and engaging in his interactions.

\_\_\_\_\_ is self-motivated, resourceful and willing to offer help, support and advise. He volunteers to take on tasks that need an owner and completes them in a timely manner.

\_\_\_\_\_ is the 'resident expert' on Magnet for G.P. as well as a system perspective. He is knowledgeable and well respected. As he transitioned from an academic hospital to a community setting, the Magnet journey presented different challenges as there are less resources available to assist but \_\_\_\_\_ has pushed through and continues to move us forward.

\_\_\_\_\_ has been a great mentor to our leaders (new and seasoned) at the G.P. site; he brought a different perspective but always presented it in a professional manner. He helps nurse leaders look at things 'differently' which is great.

\_\_\_\_\_ works hard to bring the bedside nurse to forums so they are part of the decision making team. He attends the charge nurse meeting and assists the staff in viewing their role differently. He is very supportive of the shared governance model and encourages the staff to be involved.

\_\_\_\_\_ is known and well respected in the BH system. He is active on corporate teams and his input is valued. \_\_\_\_\_ knows the importance of relationships and is never hesitant to be involved in system projects.

\_\_\_\_\_ wisely put a bit of a distance between himself and his R.O. colleagues after coming to G.P.; he wanted to be viewed as a G.P. employee and worked to soften the ties at R.O. as he was an important and respected leader at that campus.

The nursing education and research department has been challenged with staffing due to a long FMLA and now an open position. The department is essential to keeping our staff current on the many changes they face. The vacancy has been a challenge especially with the number of education sessions that need to be presented. \_\_\_\_\_ has stepped in and taught some sessions himself due to the vacancy which is difficult due to his other responsibilities.

#### **Financial Performance (10%)**

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

Competency	Rating Scale	Employee Score:	Manager Score:
Manages Finances (10%)	Role Model	4.0	5.0 (100%)

#### **Financial Performance Overall Comments**

**Self:** I have very strong skills in financial issues and use them as needed. Ensure when I am discussing financial issues with leaders I always monitor the way I talk to ensure that all staff are understanding what I am saying. Consistently monitor budget to ensure we are not over or under staffing the units.

\*Aware of staffing plans and ensure that we staff according to the plan

\*Work to decrease overtime, and all NBO staff know that the goal is provide little or no OT.

\*Completed staffing audit for all units.

\*Began providing a weekly RN Vacancy Report to monitor progress on staffing.

\*Assist with budget preparation for areas of responsibility.

Per CNO:

/ is knowledgeable on the 'business of nursing.' He knows what tools to use, how to interpret data and apply it in the most effective manner. / is keenly aware of the impact that IP nursing has on our reimbursement with our HAC and core measures. The work of the IP staff is now tightly connected to the financial success of the hospital in a manner we have not seen in the past.

understands the connection to the measures and works to meet them 'always.' Many nurse leaders lack confidence in their skills around finance, not /, he is able to articulate the 'language of finance' very well. He knows and understands the importance of proper management of nursing finances to the success of our hospital and is an active participant in the budget planning and management process.

This summer, / met with each IP nurse manager to assist in reconciliation of the FTE's. As we have seen a higher turnover in the early part of 2016, we needed to assure we were actively recruiting the proper number of staff. He created a grid and had candid conversations with those leaders. Based on the meetings, / produces a weekly vacancy report so we are aware where our challenges are on an on-going basis.

Although the volume has been a challenge to the IP areas this year, / and the NBO group has managed OT well. It is imperative that the leaders 'stay one step' ahead on staffing issues which is the only way to really stabilize IP nursing. This year, / will need to take time to mentor his new NBO Nurse Manager in nursing finance. I believe Molly will learn quickly and be critical in helping the IP units stay within their salary budgets.

#### Growth (10%)

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

Competency	Rating Scale	Employee Score:	Manager Score:
Promotes Innovation and Change (10%)	Role Model	4.0	5.0 (100%)

#### Growth Overall Comments

**Self:** I am always evaluating processes and looking for ways to improve. I am consistently challenging the status quo and looking for ways to improve the way we do things. My main focus is to improve the level of professionalism, and innovation in the nursing staff. I feel that the Administrative Managers are more accepting of my suggestions when I provide rationale for my requests. One example is allowing staff to attend the nursing strategic planning meeting. Although I wanted staff to be at the meeting, we are allowing charge nurses to attend. Some examples of innovations and change:

\*Implemented Web scheduler.

\*Screen has been ordered for NBO so we can review staffing real time.

\*Implemented the success pays program and we have had five additional nurses certified.

\*Implemented the success pay program for OR.

\*On the corporate staffing committee, research committee and professional practice committee.

\*Working on Magnet report.

\*Implemented Peer Review program for Nursing staff.

\*Assist with poster development on DC123 for the nursing research day.

**Per peers:**

✓ not only supports change he actively challenges the status quo. He is the person who always asks, "Why are we not hardwiring this yet?" He searches for answers to existing problems and looks for new ways to improve our practice. As the Leader of our magnet Program, he has helped many of us develop the skills needed to prepare our hospital's application.

**Per CNO:**

welcomes change; he takes on the challenges it brings with a positive outlook. Change is one of the only 'constants' in IP nursing and ✓ embraces it as an opportunity and helps our staff and leaders navigate through the change with a positive outlook.

One of the biggest practice changes for IP nursing this year was the transition to bedside shift report. ✓ supported the model, assisted in the change of shift rounding on the off-shifts and weekends. As we had to 're-invigorate' BSR, has been an active participant in our audits. He suggested a 'swarm' approach to the audit which was quickly adopted and put into practice.

continues to bring new ideas to IP nursing. As the Magnet program director, he sees initiatives and opportunities to improve the work life for our nursing staff as well as the care of our patients.

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

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

**Education and Research Overall Comments**

**Self:** I continue to learn my role as Director of Professional Practice and Magnet Program Director at Grosse Pointe. The areas I oversee are both service areas, I look to the Administrative Managers to provide direction on the programs that are offered.

- \*Belong to ANA
- \*Belong to AMSN
- \*Clinical Reviewer for the American Journal of Nursing
- \*Attended Magnet Conference
- \*Attended Beaumont Health Professional Practice Model Seminar
- \*On Planning committee for 1st Annual Beaumont Research and EBP Day
- \*Obtained 40 hours of Leadership training
- \*Certified by ANA as a Nurse Executive
- \*Completed Mandatories
- \*Co-PI with Anne Stewart on IRB Research Project on EBP Knowledge the Med/Surg Nurse
- \* Attending WGU to obtain my Masters in Nursing. (Currently have my Masters in Administration)

**Per peers:**

-I am one of the few people that knows that \_\_\_\_\_ is pursuing his MSN. He has a thirst for knowledge and it is evident in the way he strives to grow continuously. He is definitely a role model for me in that regard.

**Per CNO:**

Agree with above.

\_\_\_\_\_ organized G.P. Magnet trip as well as assisted with the planning corporately. He made sure every staff member had what was needed to arrange for the trip and then for their reimbursement.

\_\_\_\_\_ remains current on nursing issues. He is quick to cite studies or articles when discussing upcoming changes. He is open and supportive of all nurses advancing their education. He is certified and strongly encourages others to become certified.

\_\_\_\_\_ worked with the CNO to bring the "Success 1-2-3" as well as a certification program for the O.R. to the G.P. site which has been instrumental in increasing our certification rates.

\_\_\_\_\_ is bringing research opportunities to G.P. which has been a need for a long time. He is encouraging and supportive; I believe there are great opportunities in research from the community hospital setting and Randy's experience is invaluable.

\_\_\_\_\_ is currently enrolled in a MSN program.

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

**Title:** Review and Revise the PNC at GP by  
3/31/16

**Due:**

**Completed:**  
03/31/2015

**Title:** Begin writing and documenting the  
Magnet Report. Complete documents by  
Dec. 2016

**Due:**

**Completed:**  
06/01/2015

**Title:** Complete organization overview by  
9/1/16  
Date changed per Healthlinx

**Due:**

**Completed:**

**Title:** Review and make recommendations to  
enhance the NBO by 4/1/16

**Due:**

**Completed:**  
04/01/2015

**Development Plan****Development Objectives**

**Self: Title:**

**Title:**

**New Goals**

Goals	Weight
<b>Self: Title:</b> Complete Research Project	
<b>Due:</b>	
<b>Self: Title:</b> Finish Magnet Document and Submitted by 8/1/17.	
<b>Due:</b>	
<b>Self: Title:</b> Provide 4 RN and 2 NCA educational programs in 2017.	
<b>Due:</b>	
<b>Self: Title:</b> Review Employee Survey and develop action plan by 3/31/17	
<b>Due:</b>	
<b>PERFORMANCE SUMMARY</b>	
<b>Summary Score</b>	<b>Score: 4.9 / 5.0 (100%)</b>
This is the overall score, calculated using the ratings, scores, and weights in the form above.	
<b><u>Result Achieved</u></b>	<b><u>Score</u></b>
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: 5.0 / 5.0 (30%)**

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

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

**Financial Performance** **Score: 5.0 / 5.0 (10%)**

**Growth** **Score: 5.0 / 5.0 (10%)**

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

#### **Supervisor Comments**

....., is a extremely talented nurse leader and we are fortunate to have him at the Grosse Pointe hospital. He has brought a depth and breadth of leadership that truly moved our nursing department forward. He is hard working and is open to the unique characteristics of a community hospital setting. On a personal note, I truly enjoy working with ..... ; I value his opinion and his strong leadership skills. We are fortunate to have such a skilled leader here at BGP.

Thank you ..... for all you do!

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

Date (MM/dd/yyyy): 11/11/2016 12:55 PM EST