

**JOB DESCRIPTION/PERFORMANCE STANDARDS/ORIENTATION AND INITIAL
PERFORMANCE APPRAISAL TOOL
MANAGEMENT/LEADERSHIP**

EMPLOYEE NAME: _____ **JOB CLASS #** 21009

JOB TITLE: Director

DEPARTMENT: Women's Center Breast Care Clinic

REPORTS TO: Administrative Director

DATE PREPARED: 10/93 **DATE REVIEWED/REVISED:** 02/00, 01/02

APPROVED BY: _____
(Department Head) (Administrator)

THE PURPOSE OF THIS TOOL IS TO DOCUMENT:

1. The employee's self assessment of experience/no experience in performing the standard.
2. The preceptor's/sponsor's assessment as to whether the performance standards have been achieved during orientation.
3. The manager's evaluation of initial performance proficiency per standard.

1. The Employee - Self Assessment - Column 1

This tool is used to evaluate your educational needs so that we may provide you with learning experiences to enable you to function independently in your job.

Place a (✓) checkmark in the first column beside each performance standard if you have had experience in performing that standard. Leave it blank if you have had no experience performing that standard.

2. The Preceptor/Sponsor - Orientation - Column 2

This tool is used to evaluate the educational needs of the employee new to the job.

In the second column under Orientation, indicate with a (✓) checkmark and your initials when the orientee has been oriented to that performance standard. Comment in the "comment section".

Skills or knowledge that must be credentialed will be (*) asterisked. This facility defines credentialing as compliance to internal standards by performing behaviors/tasks in simulation or clinically/on the job without coaching while being monitored by a credentialed person.

A preceptor/sponsor is anyone that assists with orientation. Signatures must be present on page two (2) to identify all initials on the tool.

Signature _____	Initials _____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

3. **Initial Evaluation/Appraisal - The Manager - Column 3**

This tool is used to evaluate the employee’s performance at the end of orientation and/or at the end of the ninety (90) day trial. If it is determined in the orientation process before the end of the 90-day trial that the employee is not suited for the job, employment may be terminated. The orientation tool and termination notice are to be submitted to Human Resources. Employees who receive a “0” or “1” rating in any performance standard may be terminated or they may participate in an extended “orientation/trial period” of an additional ninety (90) days. Specific objective goals must be developed with the employee to be met by the end of the extension.

Standards that are rarely “performed” may be “discussed” as indicated by a (✓) checkmark and a comment in the comment’s section.

When the employee has completed orientation and the trial period(s) satisfactorily, the manager submits the orientation/initial performance appraisal tool which includes a “Goal Sheet” that will become part of the annual performance appraisal.

JOB SUMMARY:

An employee with responsibility/accountability for leading, developing, coordinating and managing a department or program, defining the mission, goals, budget and performance standards for the area to produce a desired outcome.

ESSENTIAL FUNCTIONS:

Rating ___ **I. LEADERSHIP SKILLS:** Leads employees to accomplish all job objectives; inspires confidence and motivation; clearly defines expectations, and maintains personal effectiveness under pressure.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

- | | | | | |
|-----|-----|-----|----|--|
| ___ | ___ | ___ | A. | Demonstrates familiarity with, and has working knowledge of all subordinate job standards. |
| ___ | ___ | ___ | B. | Counsels on a formal/informal basis with individual employees regarding job expectations. |
| ___ | ___ | ___ | C. | Exhibits positive, enthusiastic attitude related to own job and job requirements of others. |
| ___ | ___ | ___ | D. | Demonstrates professional attitude when dealing with co-workers in all situations. |
| ___ | ___ | ___ | E. | Determines department scope of care or service in relation to values, mission, and strategic plan of the institution. |
| ___ | ___ | ___ | F. | Determines system for intradepartmental functions in keeping with hospital system and communicates it to staff. Monitors effectiveness. |
| ___ | ___ | ___ | G. | Demonstrates leadership skills of: |
| ___ | ___ | ___ | 1. | Critical Thinking |
| ___ | ___ | ___ | 2. | Conflict Management |
| ___ | ___ | ___ | 3. | Negotiation |
| ___ | ___ | ___ | 4. | Personnel Development |
| ___ | ___ | ___ | H. | Manages department effectively during change processes by recognizing health care trends and providing leadership appropriate to change. |
| ___ | ___ | ___ | I. | Represents The Women’s Center Breast Care Clinic on committees and task forces within the hospital. |
| ___ | ___ | ___ | J. | Assists Supervisor as needed in projects. |

COMMENTS:

Rating ___ II. BUDGET & SUPPLIES: Demonstrates knowledge of budget classifications and how to access supplies through the system using appropriate order systems.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___ ___ ___

A. Develops departmental budget utilizing administrative guidelines, department productivity standard and anticipated scope of services.

___ ___ ___

B. Utilizes the purchasing system.
1. Classifies department's supplies and materials into warehouse items, special order items, central service items, print shop items, patient education materials and food services; codes order to reflect correct charges and inventory.

___ ___ ___

C. Demonstrates working knowledge of the billing/charge system.

___ ___ ___

D. Responsible for current updating of pricing master with correct HCPC codes and revenue codes according to policy.

___ ___ ___

E. Analyzes third party payer denials and assists with correct refileing of charges.

___ ___ ___

F. Consistently looks for ways to decrease cost while maintaining quality.

COMMENTS:

Rating ___ III. TECHNICAL SKILLS: Demonstrates appropriate competency in selected skills which are pertinent to areas of responsibility.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___ ___ ___

- A. Uses hospital communication system per procedure
1. Pocket pager system (Communications) page 1 phone book.
 2. E-Mail (Data Processing) page 3 phone book.
 3. Paging system (Communications) page 2 phone book.
 4. CRT (Educational Services, classes)
 5. Phone Mail (Communications) see phone book.
 6. Mail and Messenger (Communications)
 7. Mailing lists/Routing labels (Data processing/Communications)

___ ___ ___

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Rating ___ **VI. KNOWLEDGE BASE:** Determines level of knowledge and evaluates performance of personnel, demonstrates leadership, budget, policy, procedure and organizational structure knowledge.

Column1/Column2/Column3

Self Orient Rating

Assess Initials

___ ___ ___

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- A. Determines knowledge base requirements of departmental staff.
- B. Maintains clinical/service knowledge of breast care related topics and related resources according to department policy.
- C. Sets goals with staff for maintaining and improving performance which includes an action plan, time frame, and follow-up action.
- D. Has working knowledge of the hospitals overall operating budget and how a focus on quality can affect the budget.
- E. Maintains current knowledge of age specific needs of the patient population served. Check those which apply to this leader:
 - ___ Adolescent (13-19)
 - ___ Young/Middle Adult (20-65)
 - ___ Older Adult (65+)
- F. Maintains a working knowledge of The Women’s Center Breast Care Clinic resources and determines needs and processes to keep current, accurate resources available.
 - 1. Library books
 - 2. Video and audio tapes
 - 3. Printed educational materials
- G. Maintains knowledge base on women’s breast health issues. Identifies individual learning needs and communicates process for gaining educational experiences to supervisor.
 - 1. Participates in professional breast health organizations.
 - 2. Reviews current breast health literature to learn of trends and advances in the field of breast health.

COMMENTS:

Rating **VII. RESPONSIBILITY/ACCOUNTABILITY:** Develops standards and provides systems to monitor and evaluate total departmental/program functions and assumes responsibility for designing methods to improve functions.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

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- A. Has a working knowledge of all department standards.
 - 1. Department policies and procedures
 - 2. Department protocols (process standard)
 - 3. Guidelines for using forms (process standard)
 - 4. Job descriptions (process standards)
- B. Documents and reports
 - 1. Incident (patient, employee, guests, physician) within 24 hours.
 - 2. Quality Assessment and Improvement Activities (quarterly)
 - 3. Employee competency through performance evaluation (maintains notes regarding performance quarterly to assist with annual evaluation on anniversary date. Monitors goals.
 - 4. Project Activity (per project as determined)
 - 5. Budget variance (quarterly)
 - 6. Issues affecting department productivity.

COMMENTS:

Rating **VIII. TEACHING OTHERS/SELF-DEVELOPMENT:** Complies with the system for ongoing competency maintenance and develops a self assessment plan to maintain personal competency.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___	___	___
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- A. Assures hospital, department and unit specific orientation of staff.
- B. Assures hospital, department and unit specific reorientation of staff.
- C. Promotes opportunities for individual continuing education within budget.
- D. Participates in health care related community activities to:
 - 1. Identify and communicate community services/resources available to our patients that this facility can utilize and support.
 - 2. Identify and communicate unmet healthcare needs; to develop or assist in developing ways to meet those needs.
 - 3. Represents this facility in the community and communicates the mission and goals of the system.
- E. Maintains management competency and knowledge of trends in clinical practice/service to include changes in industry standards and evaluation of same.

COMMENTS:

Rating ___ **IX. GOALS:** Defines and implements annual departmental/program goals in keeping with the hospital’s mission, vision and strategic plan.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___ ___ ___

A. Operationalizes strategic plan by setting department goals and objectives.

___ ___ ___

B. Evaluates goals at least annually to be sure they are being met.

___ ___ ___

C. Defines individual employee goals with each employee, evaluating progress toward goal.

COMMENTS:

Rating ___ **X. QUALITY:** Understands and participates in the hospital quality process and develops a departmental monitoring system to assure quality.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___ ___ ___

A. Develops and monitors important aspects of care or service according to the hospital quality plan. Assures that minutes of staff meetings which document agenda items and discussion of staff concerns with identified action plans and outcomes are kept.

___ ___ ___

B. Fosters the values and mission of the hospital to departmental staff.

___ ___ ___

C. Adheres to the standards of StateDepartment of Health.

___ ___ ___

D. Adheres to standards of American College of Radiology.

___ ___ ___

E. Adheres to regulations of Food & Drug Administration.

COMMENTS:

Rating ___ **XI. DELEGATION/COORDINATION:** Demonstrates appropriate delegation and coordination of tasks and duties in the operations of department/program, using appropriate organizational/priority setting skills.

Column1/Column2/Column3

Self Orient Rating

Assess Initials

- | | | | | |
|-----|-----|-----|----|---|
| ___ | ___ | ___ | A. | Establishes a system of intradepartmental communication to coordinate activities. |
| ___ | ___ | ___ | B. | Assigns responsibility for intradepartmental function. |
| ___ | ___ | ___ | C. | Develops the leadership skills of staff through delegation of responsibility/authority. |
| ___ | ___ | ___ | D. | Empowers staff to achieve their best professionally and guides them through creative problem solving. |

COMMENTS:

Rating ___ **XII. COMMUNICATION:** Determines and demonstrates effective communication methods and defines appropriate lines of authority for the department/program in keeping with administrative and committee structure. Uses all methods of communication to disseminate information to staff in a timely manner.

Column1/Column2/Column3

Self Orient Rating

Assess Initials

- | | | | | |
|-----|-----|-----|----|---|
| ___ | ___ | ___ | A. | Utilizes current committee structure and formal lines of communication to promote problem solving and decision making and to communicate results. |
| ___ | ___ | ___ | B. | Demonstrates knowledge of lines of authority. |
| ___ | ___ | ___ | C. | Maintains confidentiality in all aspects of communication. |
| ___ | ___ | ___ | D. | Fosters open communication through personal example. |

COMMENTS:

Rating ___ **XIII. PARTNERS IN CARING:** Determines departmental/program customers. Formulates and monitors working relationships which adhere to the Facility Customer Standards.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

- | | | | |
|-----|-----|-----|---|
| ___ | ___ | ___ | A. Practices Facility Customer Relations Standards. |
| | | | 1. Identifies internal and external customers |
| | | | 2. Routinely interacts with customers to maintain awareness of needs and satisfaction of service provided. |
| | | | 3. Communicates who customers are to staff. |
| ___ | ___ | ___ | B. Fosters teamwork within department, as well as hospital wide and system wide. |
| ___ | ___ | ___ | C. Serves in a professional manner as community liaison for The Women's Center. |
| ___ | ___ | ___ | D. Interfaces individually with medical staff members, Department Heads and Administrators to facilitate needed new services and the implementation of these new services in the market place. |
| ___ | ___ | ___ | E. Demonstrates PARTNERS Values and criteria in all aspects of job. |
| | | | 1. Positive Attitude: A positive attitude is focusing on what is useful, beneficial, and worthwhile in each and every situation. Your attitude is displayed in your words, actions, and facial expressions. |
| | | | 2. Awareness: Awareness is being sensitive to the safety, health, and needs of our customers. It is being aware of your surroundings. It is maintaining the confidentiality and privacy of our customers. |
| | | | 3. Respect: Respect the individuality of others through courtesy, kindness, and manners; employ non-judgmental behaviors at all times. |
| | | | 4. Teamwork: Teamwork is helping each other win and taking pride in each other's victories. No one person or department alone can provide for the victories. No one person or department alone can provide for the comprehensive needs of our customers. We achieve our goals and save lives working together as a team. |
| | | | 5. Nurturing: Nurturing is the natural things we do to comfort and encourage those around us. It is the touch of a caring hand, a kind voice, listening, anticipating, and just being there. |
| | | | 6. Educate: It is our responsibility to be informed employees so that we may accurately educate and direct our customers. |
| | | | 7. Responsibility: Responsibility is acting with initiative & courage and understanding that the organization and its customers are depending on us. |
| | | | 8. Service: Service is everything we do to exceed the needs and expectations of our customers at all times. |

COMMENTS:

Rating ___ **XIV. STAFFING:** Develops and implements staffing standards for departmental programs with effective, economical use of resources. Monitors staffing and attendance in compliance with the Facility standards.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___ ___ ___

A. Hires, transfers, promotes, assigns, rewards, counsels, disciplines and discharges appropriate employees for department according to policies and procedures of this facility.

___ ___ ___

B. Develops and monitors department productivity standards.

1. Proposes options for solving staffing problems that are within acceptable parameters and utilizes appropriate resources.

___ ___ ___

2. Determines priorities of departmental activities based on available resources and commonly accepted standards.

___ ___ ___

C. Monitors attendance according to hospital policy.

COMMENTS:

Rating ___ **XV. PROBLEM SOLVING AND DECISION MAKING:** Practices effective problem identification and resolution skills as a method of sound decision making.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___ ___ ___

A. Submits budget analysis quarterly reflecting reasons for variances of 5% which adversely affect the excess revenues over expenses.

___ ___ ___

B. Accesses data to manage by fact utilizing quality improvement tools (scatter diagram, bar graphs, cause and effect charts, flow charts, etc.).

___ ___ ___

C. Utilizes policies and good judgments to establish limits in autonomous decision making.

___ ___ ___

D. Identifies problems which interfere with practice and develops an action plan for resolution.

COMMENTS:

Rating ___ **XVI. RESEARCH:** Identifies needs for research activities and implements a plan.

Column1/Column2/Column3

Self Orient Rating
Assess Initials

___ ___ ___

A. Utilizes internal research systems.

___ ___ ___

1. Performance Improvement Findings (Iameter)

___ ___ ___

2. Library-Literature search

___ ___ ___

3. Missouri Hospital Association

___ ___ ___

4. Professional organizations.

B. Identifies opportunities through VHA and health care literature that would benefit this facility.

COMMENTS:

Rating ___ **XVII. ENVIRONMENTAL RESPONSIBILITIES:** Develops and monitors departmental standards to comply with safety, infection control and customer relations standards. Maintains an aesthetic environment for the department and hospital.

Column1/Column2/Column3

Self Orient Rating

Assess Initials

___ ___ ___
 ___ ___ ___
 ___ ___ ___

- A. Writes, updates and enforces OSHA standards for the department.
- B. Writes, updates and enforces Infection Control Standards for the department.
- C. Maintains a safe clean, orderly, pleasing environment.

COMMENTS:

Rating ___ **XVIII. PROJECT/SPECIALIZED JOB KNOWLEDGE:** Identifies and participates in special projects and develops standards and competencies related to implementation.

Column1/Column2/Column3

Self Orient Rating

Assess Initials

___ ___ ___
 ___ ___ ___
 ___ ___ ___
 ___ ___ ___
 ___ ___ ___
 ___ ___ ___

- A. Assists in the appropriation of feasibility studies for selected new product lines by contributing to the development, demand and market share estimates, product objectives, characteristics, etc.
- B. Develops strategic plans for The Women’s Center Breast Care Clinic. Identifies goals and objectives related to the plan annually. Keeps Supervisor informed of progress at least quarterly.
- C. Develops and makes presentations regarding services and products offered through The Women’s Center Breast Care Clinic.
- D. Actively participates in internal marketing of The Women’s Center Breast Care Clinic to employees of this facility.
- E. Develops and maintains positive relationships with other healthcare professionals including physicians.
- F. Promotes a favorable image of The Women’s Center Breast Care Clinic by serving as community liaison.

COMMENTS:

QUALIFICATIONS:

1. Bachelor's Degree in Nursing or Radiology preferred.
2. Prefer experience in management.
3. Physical demands include frequent standing, walking, and sitting as well as occasional lifting, carrying, pushing and pulling of objects up to 50 pounds.
4. Strong communication skills.
5. Experience in education or specific experience as Director of Breast Care Clinic desired.

OVERALL PHYSICAL JOB RATING: Heavy.

OTHER COMMENTS AS APPROPRIATE: