Position Summary:
Responsible for the clinical operations of the Nursing Department and the administrative operations of the hospital on a designated shift. Accountable to manage operations efficiently and effectively. The ADN WHEN tour supervisor creates and maintains an environment that facilitates the delivery of high quality, patient care by assuming shift responsibilities for administration, personnel management, material resources, education, nursing care and public relations.

Requirements:
• Current, active, full and unrestricted New York State Registered Nurse license required.
• Baccalaureate degree in nursing required.
• Master’s degree in nursing required or enrolled in a master’s program.
• Certification in a clinical specialty area and in nursing management required within the first two years of assuming the role.
• 3-5 years of active relevant clinical and management experience.
• BLS required and ACLS preferred
• Prior management or leadership experience preferred
• Progressive leadership accomplishment in nursing.
• Membership in professional nursing organization required.

Line of Authority:
Responsible to the Director of Nursing/Patient Care Services.

Job Specific Competencies:

Foundational Thinking Skills:
• Applies foundational thinking skills (creative thinking, problem-solving skills, decision making skills) to patient care and hospital activities for a designated shift
• Responds to the needs of the work environment creating a safe and efficient workplace.
• Analyzes relationships among several parts of a problem or situation to determine a solution.
• Anticipates obstacles and thinks ahead about the next step.
Strategic Management:
• Encourages collaborative relationships at all levels and participates in team projects.
• Manages patient throughput by assessing volume/activity/acuity in all areas, and matching these variables to staffing and space.
• Manages overall functioning of the hospital on designated shift
• Responds to internal and external disasters and other emergencies

Human Resource Leadership Skills:
• Ensures adequate number of competent staff on all patient care units, matching census and acuity
• Provides management guidance to members of the health care team and assists with nursing staff development.
• Mentors inexperienced staff scheduled on off shift duty
• Contributes to performance reviews of staff on off shift duty, providing timely and specific feedback with the intent of improving performance.
• Applies human resource policies fairly and consistently.
• When necessary, works with DHR to apply the progressive discipline policy.
• Is well versed in the union contracts and abides by their requirements.

Financial Management:
• Coordinates staffing for current and next shift within budget/targets
• Uses innovation and creativity to explore ways to reduce costs while maintaining or improving quality patient outcomes.

Relationship Management:
• Represents UHB in a positive manner by demonstrating respect and courtesy to all internal and external customers.
• Practices the Principles of Service Excellence in all interactions with patients, families and colleagues.
• Creates an environment that is supportive of the healthcare related cultural practices of the hospital’s primary patient populations.
• Communicates effectively with customers, visitors, patients, staff, faculty and students.
• Recognizes staff for provision of excellent care and service
• Works collaboratively with other members and departments of the healthcare team establishing appropriate lines of communication for problem solving and information sharing.
• Builds a partnership with physicians and other healthcare professionals as champions for patient care, quality and professional practice.

Personal and Professional Accountability:
• Accepts responsibility and is outcomes driven.
• Inspires and motivates staff to perform at their highest level and to continuously improve their practice
• Utilizes ANA Code of Ethics as a guide to support staff in addressing ethical issues and facilitates referrals to the Ethics Committee for ethical dilemmas.
• Maintains confidentiality of information, adheres to HIPAA regulations.
• Participates in cross-divisional and interdepartmental activities to improve organizational performance.
Career Planning:
• Assures personal and professional growth through self-study/attendance/participation in seminars/workshops and hospital leadership meetings/committees
• Demonstrates knowledge of job responsibilities.
• Evaluates his/her own performance based on professional practice standards.

Fostering Professional Environment:
• Encourages staff to advance their own professional career.
• Utilizes research findings and observational data to promote unit-based research and integrates evidenced-based practice and knowledge into the delivery of nursing care.
• Encourages professionalism, mutual respect and understanding amongst colleagues to create a healthy work environment.
• Contributes to recognition of off shift staff (e.g. through submissions to internal or external publications, employee of the month applications)
• Develops and implements innovative strategies to promote and foster team spirit.

Optimizing the Leader within/Reflective Practice Behaviors:
• Demonstrates integrity, truthfulness and fairness when working with others.
• Creates an environment of acceptance and respect in the work place.
• Communicates important organizational information to staff and encourages open communication from staff and actively listens.
• Demonstrates strong verbal and written communication skills that promote effective communication with all “customers” and staff.
• Takes ownership and responds appropriately to mistakes, (i.e. investigates complaints to improve quality of service).
• Demonstrates flexibility to adapt to new challenges.

Cultural Competence
• Integrates knowledge of cultural competence and inclusion in all daily practices such as assessment, documentation, communication, etc.
• Ensures culturally and linguistically appropriate healthcare services across the healthcare continuum of care.
• Participates within the community performing nursing health related activities, which contribute to the positive image of nursing service.

Shared Decision Making:
• Facilitates the shared decision making process by encouraging staff participation in unit-based councils.
• Takes a strategic approach to identify problems and opportunities in setting priorities.
• Interacts with and contributes to the professional development of peers and others practicing in a shared governance model of nursing practice.
• Actively works to develop positive group interaction interdepartmentally and intradepartmentally.
• Empowers staff at all levels to impact the patient care experience positively.

Performance Improvement:
• Contributes to organizational, departmental and unit based process improvement activities.
• Contributes to a safe patient environment by rounding on nursing units and taking action to correct actual/potential unsafe situations and making appropriate referrals.
• Demonstrates working knowledge of legal, regulatory and union requirements for service; monitors these to maintain full compliance.
• Leads/delegates group activities to solve problems or accomplish a specific task.
• Participates in the development of nursing service policies; supports and assists in the implementation of these policies.
• Utilizes objective data to assess outcomes to plan and improve patient care.

Technology:
• Demonstrates knowledge of basic computer skills including capability with Microsoft Office applications.
• Is capable in navigating the electronic medical record.
• Demonstrates ability to integrate technology into patient care processes in order to improve patient outcomes and work efficiency.
• Uses technology to improve intra and inter unit communications.

Clinical Practice Knowledge and Skill:
• Collaborates with nursing staff to ensure that care delivered is individualized, consistent with the plan of care and consistent with evidenced-based standards of practice.
• Demonstrates knowledge of normal growth and development in the delivery of care to patient.
• Demonstrates expertise in the development and implementation of evidence based nursing standards for the management of specific patient populations.
• Responds to clinical emergencies providing assistance to staff and facilitating patient transfer as necessary.
• Uses appropriate policies and procedures to deliver quality services and assists in revising policies and procedures to adapt practice to evidence as it emerges.
• Maintains clinical expertise, role models clinical excellence and supports staff at periods of high acuity as necessary to maintain safe patient care.
UNIVERSITY HOSPITAL OF BROOKLYN
ASSESSMENT OF ORGANIZATIONAL AND DEPARTMENTAL/JOB-SPECIFIC COMPETENCIES
TO BE COMPLETED FOR ALL INITIAL AND ANNUAL ASSESSMENTS – PLEASE PRINT OR TYPE

Employee ________________________________________________________________

Date of Supervisor/Employee Conference ______________________________________

Title __________________________ SS No __________________________

Department __________________________

All Initial Appointments and Changes In Position/Job Responsibilities
For all new employees or changes in an employee’s position/job responsibilities, an Initial Competency Assessment must be completed by the end of the eighth week of appointment or upon the completion of the Departmental/Job-Specific Orientation program: Complete Sections One and Two of this form and submit it with the attachments identified below.

□ Departmental/Job-Specific Orientation Completed and Checklist is attached. □ Job Description attached. □ Performance Program attached (to be completed within 30 days of assignment).

All Annual Assessments
Sections One, Two, and Three of this form must be completed annually and submitted as an addendum to the employee’s Annual Performance Evaluation Package.

□ Performance Evaluation is attached. □ Performance Program is attached.

INSTRUCTIONS

Organizational Competencies All UHB employees must be assessed on all eight (8) organizational competencies. All Senior Leadership positions and positions designated at the Director level must also be assessed against the six (6) organizational (leadership) competencies detailed in the addendum on leadership competencies. Indicate ‘not applicable’ in the comments section where a specific performance element does not apply.

Departmental/Job-Specific Competencies For each of the departmental/job-specific competencies, describe the performance elements that are used to assess the knowledge and skills of the employee. Check the assessment achievement level that best reflects the employee’s performance in the specified competency. In the Comments Section, explain all assessments at the “does not meet” level. When an employee’s competency is assessed as ‘does not meet’ in any performance element, the supervisor should develop and document a plan to assist the employee to meet the performance element. All plans should specify the reassessment method. Attach additional sheets, where necessary.

Population Served (Age-Specific) Competencies Where applicable, the staff member should demonstrate the knowledge and skills necessary to provide care appropriate to the age of the patients served on his/her service. The staff member should demonstrate knowledge of the principles of growth and development of the population served; possess the skills for assessing data reflective of the patient’s status; interpret appropriate information needed to identify patient care requirements relative to his/her age-specific needs; and to provide the care needed by the patient groups served.

<table>
<thead>
<tr>
<th>Population (Age Group) Served</th>
<th>Assessment</th>
<th>Validation Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>I - Infant 0 – 12 months</td>
<td>M - Meets</td>
<td>ITS - Inservice Training Session</td>
</tr>
<tr>
<td>P - Pediatric 1- 12 years</td>
<td>E - Exceeds</td>
<td>DO - Direct Observation</td>
</tr>
<tr>
<td>AD - Adolescent 13 – 17 years</td>
<td></td>
<td>VK - Verbalized Knowledge</td>
</tr>
<tr>
<td>A - Adult 18 – 65 years</td>
<td>DNM - Does Not Meet</td>
<td>SLIM - Self Learning Instruction Module</td>
</tr>
<tr>
<td>G - Geriatric 65 years &amp; above</td>
<td></td>
<td>CAI - Computer Assisted Learning Instruction</td>
</tr>
<tr>
<td>NA - Not Applicable</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Section One – Organizational Competencies

**Organizational Competency:** Customer Service  
**Description:** Represents UHB in a positive manner by demonstrating respect and courtesy to all internal and external customers.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
</table>
| I P AD A G NA     | • Gives competent and complete assistance to external and internal customers.  
                    • Navigates organizational obstacles to help customers.  
                    • Practices active listening to understand customer concerns and frustrations, works to resolve customer dissatisfaction.  
                    • Develops and maintains cooperative working relationships with customers, coworkers, management and other colleagues.  
                    • Is aware of and sensitive to cultural differences | E M DNM | | | |

**Organizational Competency:** Communication  
**Description:** Communicates effectively with customers, visitors, patients, and staff.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
</table>
| I P AD A G NA     | • Asks questions to obtain relevant information or to clarify instructions.  
                    • Adapts communication to listener's level of understanding and communication style, keeps stakeholders informed as needed.  
                    • Promotes a positive image of UHB.  
                    • Responds in a timely manner to oral and written communications.  
                    • Resolves problems through established lines of communication but recognizes when digression is appropriately needed.  
                    • Gives and accepts feedback that enhances relationships among stakeholders.  
                    • Develops positive rapport by encouraging and supporting constructive relationships which respects and appreciates the diversity of ideas. | | | | | |
### Organizational Competency: Quality Management

**Description:** Contributes to UHB’s process improvement activities.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>I P AD A G NA</td>
<td>• Uses sound judgment in identifying and analyzing problems and recommending solutions. • Consistently takes action that promotes UHB’s organizational culture and values.</td>
<td>E M DNM</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Organizational Competency: Resource Management

**Description:** Takes an active role in managing resources.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>I P AD A G NA</td>
<td>• Contributes to UHB’s overall goals through the efficient use of resources (labor, services, supplies/materials, communication/data, and space).</td>
<td>E M DNM</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Organizational Competency:** Personal/Professional Development  
**Description:** Takes an active role in personal and professional development.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Understands the principles and concepts within their area of expertise and how they are applied to specific job functions.</td>
</tr>
<tr>
<td></td>
<td>• Stays current on advancements and takes initiative to learn and apply the best available principles, practices, and technology related to the specific field.</td>
</tr>
<tr>
<td></td>
<td>• Uses educational opportunities to broaden knowledge to improve job performance and enhance the credibility of the hospital.</td>
</tr>
<tr>
<td></td>
<td>• Completes mandatory education and other opportunities within designated time frames.</td>
</tr>
<tr>
<td></td>
<td>• Actively seeks to develop skills relative to position.</td>
</tr>
</tbody>
</table>

---

**Organizational Competency:** Civility  
**Description:** Uses ethical principles to guide decisions and actions consistent with UHB’s operating goals and objectives.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Acts ethically.</td>
</tr>
<tr>
<td></td>
<td>• Builds trust and respect through reliability and honesty.</td>
</tr>
<tr>
<td></td>
<td>• Admits mistakes.</td>
</tr>
<tr>
<td></td>
<td>• Meets commitments and keeps promises.</td>
</tr>
<tr>
<td></td>
<td>• Holds self accountable for meeting objectives.</td>
</tr>
<tr>
<td></td>
<td>• Conforms to work schedules.</td>
</tr>
<tr>
<td></td>
<td>• Meets attendance requirements.</td>
</tr>
<tr>
<td></td>
<td>• Follows through on assignments.</td>
</tr>
</tbody>
</table>
**Organizational Competency:** Policies and Procedures  
**Description:** Uses appropriate policies and procedures to deliver quality services.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
</table>
| I P AD A G NA     | • Ensures that all actions comply with all laws and regulations.  
                    • Maintains awareness of and works in accordance with current policies and procedures and organizational changes. | E M DNM | | | |

**Organizational Competency:** Safety Management  
**Description:** Maintains a safe and efficient work environment.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
</table>
| I P AD A G NA     | • Identifies, reports and follows up on issues that affect the safety and environment.  
                    • Understands the hospital’s infection control and hazard disposal programs.  
                    • Completes mandatory educational programs.  
                    • Follows departmental, unit, and hospital-specific policies and procedures. | E M DNM | | | |
### Section Two – Departmental and Job-Specific Competencies

**Departmental/Job-Specific Competency:** Foundational thinking  
**Description:**

- Applies foundational thinking skills (creative thinking, problem-solving skills, decision making skills) to patient care and hospital activities for a designated shift.
- Responds to the needs of the work environment creating a safe and efficient workplace.
- Analyzes relationships among several parts of a problem or situation to determine a solution.
- Anticipates obstacles and thinks ahead about the next step.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>I P AD A G NA</td>
<td></td>
</tr>
</tbody>
</table>

**Department/Job-Specific Competency:** Strategic Management  
**Description:** Develops and implements innovative strategies to promote support of patients/families.

- Encourages collaborative relationships at all levels and participates in team projects.
- Manages patient throughput by assessing volume/activity/acuity in all areas, and matching these variables to staffing and space.
- Manages overall functioning of the hospital on designated shift.
- Responds to internal and external disasters and other emergencies.

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>I P AD A G NA</td>
<td></td>
</tr>
</tbody>
</table>
### Department/Job Specific Competency: Human Resource Leadership Skills

**Description:**

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Ensures adequate number of competent staff on all patient care units, matching census and acuity</td>
</tr>
<tr>
<td>P</td>
<td>Provides management guidance to members of the health care team and assists with nursing staff development.</td>
</tr>
<tr>
<td>AD</td>
<td>Mentors inexperienced staff scheduled on off shift duty</td>
</tr>
<tr>
<td>A</td>
<td>Contributes to performance reviews of staff on off shift duty, providing timely and specific feedback with the intent of improving performance.</td>
</tr>
<tr>
<td>G</td>
<td>Applies human resource policies fairly and consistently.</td>
</tr>
<tr>
<td>NA</td>
<td>When necessary, works with DHR to apply the progressive discipline policy.</td>
</tr>
<tr>
<td>NA</td>
<td>Is well versed in the union contracts and abides by their requirements.</td>
</tr>
</tbody>
</table>

### Department/Job Specific Competency: Financial Management

**Description:**

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Coordinates staffing for current and next shift within budget/targets</td>
</tr>
<tr>
<td>P</td>
<td>Uses innovation and creativity to explore ways to reduce costs while maintaining or improving quality patient outcomes.</td>
</tr>
</tbody>
</table>
### Department/Job Specific Competency: Relationship Management

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
</table>
| I P AD A G NA     | • Represents UHB in a positive manner by demonstrating respect and courtesy to all internal and external customers.  
• Practices the Principles of Service Excellence in all interactions with patients, families and colleagues.  
• Creates an environment that is supportive of the healthcare related cultural practices of the hospital’s primary patient populations.  
• Communicates effectively with customers, visitors, patients, staff, faculty and students.  
• Recognizes staff for provision of excellent care and service  
• Works collaboratively with other members and departments of the healthcare team establishing appropriate lines of communication for problem solving and information sharing.  
• Builds a partnership with physicians and other healthcare professionals as champions for patient care, quality and professional practice.                                                                                                                                  |

### Department/Job Specific Competency: Personal./Professional Accountability – Description:
### Department/Job Specific Competency: Career Planning  
**Description:**
- Assures personal and professional growth through self-study/attendance/participation in seminars/workshops and hospital leadership meetings/committees.
- Demonstrates knowledge of job responsibilities.
- Evaluates his/her own performance based on professional practice standards.

### Department/Job Specific Competency: Fostering Professional Environment  
**Description:**
- Accepts responsibility and is outcomes driven.
- Inspires and motivates staff to perform at their highest level and to continuously improve their practice.
- Utilizes ANA Code of Ethics as a guide to support staff in addressing ethical issues and facilitates referrals to the Ethics Committee for ethical dilemmas.
- Maintains confidentiality of information, adheres to HIPAA regulations.
- Participates in cross-divisional and interdepartmental activities to improve organizational performance.
<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
</table>
| IP AD AG NA | - Encourages staff to advance their own professional career.  
- Utilizes research findings and observational data to promote unit based research and integrates evidenced-based practice and knowledge into the delivery of nursing care.  
- Encourages professionalism, mutual respect and understanding amongst colleagues to create a healthy work environment.  
- Contributes to recognition of off shift staff (e.g. through submissions to internal or external publications, employee of the month applications)  
- Develops and implements innovative strategies to promote and foster team spirit. | | | |

**Department/Job Specific Competency:** Optimizing the Leader Within/ Reflective Practice Behaviors

**Description:**

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
</table>
| IP AD AG NA | □ Demonstrates integrity, truthfulness and fairness when working with others.  
□ Creates an environment of acceptance and respect in the work place.  
□ Communicates important organizational information to staff and encourages open communication from staff and actively listens.  
□ Demonstrates strong verbal and written communication skills that promote effective communication with all “customers” and staff.  
□ Takes ownership and responds appropriately to mistakes, (i.e. investigates complaints to | | | |
improve quality of service).

- Demonstrates flexibility to adapt to new challenges.

**Department/Job Specific Competency:** Shared Decision Making

**Description:**

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
</table>
| IPADAGNA          | • Facilitates the shared decision making process by encouraging staff participation in unit-based councils.  
• Takes a strategic approach to identify problems and opportunities in setting priorities.  
• Interacts with and contributes to the professional development of peers and others practicing in a shared governance model of nursing practice.  
• Actively works to develop positive group interaction interdepartmentally and intradepartmentally.  
• Empowers staff at all levels to impact the patient care experience positively. | E M DNM | | | |
### Department/Job Specific Competency: Performance Improvement

**Description:**

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>I P AD A G NA</td>
<td>• Contributes to organizational, departmental and unit based process improvement activities.</td>
</tr>
<tr>
<td></td>
<td>• Contributes to a safe patient environment by rounding on nursing units and taking action to correct actual/potential unsafe situations and making appropriate referrals</td>
</tr>
<tr>
<td></td>
<td>• Demonstrates working knowledge of legal, regulatory and union requirements for service; monitors these to maintain full compliance.</td>
</tr>
<tr>
<td></td>
<td>• Leads/delegates group activities to solve problems or accomplish a specific task.</td>
</tr>
<tr>
<td></td>
<td>• Participates in the development of nursing service policies; supports and assists in the implementation of these policies.</td>
</tr>
<tr>
<td></td>
<td>• Utilizes objective data to assess outcomes to plan and improve patient care.</td>
</tr>
</tbody>
</table>

### Department/Job Specific Competency: Technology

**Description:**

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Performance Elements</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>E M DNM</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Validation Method</th>
<th>Date Validated</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>E M DNM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population Group</td>
<td>Performance Elements</td>
<td>Assessment</td>
<td>Validation Method</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
| IPADAGNA         | • Demonstrates knowledge of basic computer skills including capability with Microsoft Office applications.  
• Is capable in navigating the electronic medical record.  
• Demonstrates ability to integrate technology into patient care processes in order to improve patient outcomes and work efficiency.  
• Uses technology to improve intra and inter unit communications. |            |                  |                |          |
| IPADAGNA         | • Integrates knowledge of cultural competence and inclusion in all daily practices such as assessment, documentation, communication, etc.  
• Ensures culturally and linguistically appropriate healthcare services across the healthcare continuum of care.  
• Participates within the community performing nursing health related activities, which contribute to the positive image of nursing service. |            |                  |                |          |

**Department/Job Specific Competency:** Cultural Competence  
**Description:**

**Department/Job Specific Competency:** Clinical Practice Knowledge and Skill  
**Description:**
Collaborates with nursing staff to ensure that care delivered is individualized, consistent with the plan of care and consistent with evidenced-based standards of practice.

Demonstrates knowledge of normal growth and development in the delivery of care to patient.

Demonstrates expertise in the development and implementation of evidence-based nursing standards for the management of specific patient populations.

Responds to clinical emergencies providing assistance to staff and facilitating patient transfer as necessary.

Uses appropriate policies and procedures to deliver quality services and assists in revising policies and procedures to adapt practice to evidence as it emerges.

Maintains clinical expertise, role models clinical excellence and supports staff at periods of high acuity as necessary to maintain safe patient care.

Corrective Action Plan for all Areas Assessed as Does Not Meet:
### Record of Inservice and Continuing Education

<table>
<thead>
<tr>
<th>Date Completed</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

Note: Attach additional sheets for Inservice and Continuing Education where necessary.

<table>
<thead>
<tr>
<th>PRINT SUPERVISOR’S NAME</th>
<th>TITLE</th>
<th>SUPERVISOR’S SIGNATURE</th>
<th>DATE</th>
</tr>
</thead>
</table>

*EMPLOYEE’S SIGNATURE

*To acknowledge receipt only. Does not denote agreement.
STATE UNIVERSITY OF NEW YORK
HEALTH SCIENCE CENTER AT BROOKLYN

PERFORMANCE PROGRAM
NON-TEACHING PROFESSIONAL EMPLOYEES

PLEASE PRINT OR TYPE (MANAGEMENT CONFIDENTIAL)

NAME: 
SS# xxx-xx-xxxx

OFFICIAL TITLE: T.H. Assistant Administrator  PROFESSIONAL RANK: MP-4  DEPARTMENT: Hospital Administration

PERIOD COVERED BY THIS PROGRAM: FROM:  TO:

DATE OF SUPERVISOR/EMPLOYEE REVIEW CONFERENCE:

I. Duties: Using general terms, list the duties/functions upon which the employee will be evaluated. This list need not be all-inclusive, but should cover all of the essential functions of the job. Where applicable, include the specific standard/benchmark against which the employee’s performance is to be measured. (For example: if the employee is responsible for updating a specific number of patient records [i.e., ten records] in a specific timeframe [i.e., per hour], a standard of ten records per hour should be indicated.)

DUTIES

1. Assumes the role of Senior Administrator during the off tours, weekends and holidays
2. Act as liaison with FM&D for any physical plant problems
3. Make prescribed rounds of hospital pertaining to patient throughput identifying and resolving issues
4. Coordinate the acquisition of and delivery of emergency supplies to patient units
5. Coordinate utility service interruptions during the off tours, weekends and holidays
6. Activate the Hospital's Disaster Plan during the off tours, weekends and holidays
7. Facilitate the resolution of patient care issues. Issues include but not limited to complaints, informed consent, timely completion of Death Certificated and appropriate release of “expiration” to Funeral Directors
8. Participate in Nursing Report. Submit detailed report of activities which occurred during tour of duty.

(Attach additional sheets, if necessary):

II. Check those criteria against which the employee’s performance will be evaluated.

T Job Knowledge – Considers extent of employee’s knowledge of current job, including patient age-specific competencies, and knowledge of/compliance with institutional/departmental policies and procedures. Does employee know what to do and why? Does employee have appropriate skills, current licensure and/or certifications and successfully completed all training required by law, regulation or institutional policy?

T Quality of Work – Considers ability to produce work that is thorough and accurate regardless of volume.

T Productivity – Considers amount of work produced under normal conditions and extent to which employee meets expected standards.

T Relations with Students/Patients/Public – Considers whether employee provides effective and courteous services and is sensitive to feelings and needs of students, patients and/or public.

T Cooperation – Considers employee’s ability and willingness to work well with others.

T Judgement – Considers employee’s ability to make decisions and use resources to best
advantage. Does employee know when to seek advice?

T Adaptability – Considers employee’s ability and willingness to adjust to change that effects job functions.

T Reliability – Considers employee’s ability to accomplish assigned tasks, especially under pressure and to follow through to completion.

T Timeliness – Considers extent to which employee meets deadlines and is conscientious about use of time.

T University/Community Service – Considers employee’s effectiveness in participating in University/Community-related service as demonstrated, for example, by successful committee work, participation in local campus, University or community service activities.

III. Specific Objectives for this Period: (Define in detail the specific objectives within the general job description that should be achieved in the time period covered by the Program as well as any more general long-range objectives to be started or developed.)

a. Short-Range Objectives:

b. Long-Range Objectives:

IV. Functional Relationships: (List secondary sources [individuals, offices, or functional agencies] that have a relationship with the employee, and/or may be consulted as part of the evaluation process.)

Admitting Office, Nursing Administration, Central Sterile, Department of Radiology, Clinical Laboratories, Facilities Management and Development

SUPERVISOR’S SIGNATURE: ___________________________________________ DATE: ____________

*EMPLOYEE’S SIGNATURE: ___________________________________________ DATE: ____________

* To acknowledge receipt only. Does not denote agreement.

Distribution: