



PEAK Performance Evaluation / Job Description

Use the Tab key to move between fields when completing this document online. To maintain document formatting, avoid using the Enter key in fields.

INFORMATION ABOUT YOU

Employee data (Select one): Annual Evaluation 90-day Evaluation Job Description

Today's Date:

Name:

Employee ID:

Job Title: Licensed Practical Nurse

Job Code: 5000

Cost Center: 9360 Dept./Unit: Nursing & Adm

Supervisor:

Hire Date:

Evaluator:

Review Date:

QUALIFICATIONS/REPORTING

Required minimum education: Graduate of an accredited LPN school. Registered as an LPN in the State of Colorado.

Required minimum experience: 1-2 years LPN experience preferred.

Required license/certification: CPR certified. IV certified. ACLS and NALS certification required after 1 year of employment.

Required skills (if applicable):

Job reports to (title of the position): Nursing Director, PPLC

Job titles reporting to you and number of incumbents for each job title:

ADA REQUIREMENTS (USE CODES IN LEGEND BELOW)

Complete this table by writing one of the codes listed in the legend below

Code	Description	Code	Description
N	Extreme Heat	C	Fume/Odor Hazards
N	Extreme Cold	A	Dust/Mites Hazards
N	Extreme Swings in Temperature	B	Chemical Hazards
A	Extreme Noise	A	Toxic Waste Hazards
N	Working Outdoors	N	Radiation Hazards
C	Working Indoors	A	Wet Hazards
A	Mechanical Hazards	N	Heights
A	Electrical Hazards	N	Other Conditions
N	Explosive Hazards	C	Physically Demanding*

*If you write A,B, or C in this box, you must also complete a Physical Demands Form.

LEGEND

Code	Percent use
N	Not applicable
A	01% - 33%
B	34% - 66%
C	67% or more

OSHA

- Tasks involving exposure to blood, body fluids, or tissues.
- Tasks not involving exposure to blood, body fluids or tissues, but employment may require performing unplanned Category 1 tasks.
- Tasks not involving exposure to blood, body fluids, or tissues and Category 1 tasks are not a condition of employment.

PATIENTS SERVED

- Neonate (0-28 days)
- Pediatric (29 days - 12 years)
- Adolescent (13-18 years)
- Adult (19-60 years)
- Geriatric (age 61 and older)
- No patient care

BEHAVIORAL AND CULTURAL EXPECTATIONS

- For each Behavioral and Cultural expectation, the evaluator will consider how the employee demonstrates the Behavioral and Cultural expectation.
- You and employee will each indicate whether they believe the employee is exceeding, achieving, partially achieving, or not achieving the expectation by marking the corresponding box.
- You should provide comments that will help the employee understand how you reached this assessment. Use concrete, specific feedback and examples to support your comments.

INITIATIVE	Initiative: <i>Recognizes and acts on opportunities for growth and improvement to advance hospital goals. Confronts problems quickly and enthusiastically.</i>
	<ul style="list-style-type: none"> • Behavior is consistent with mission, vision and values • Seeks awareness of health trends and needs of the Estes community • Volunteers ideas for change and improvement • Listens openly to other ideas for change and improvement • Acts promptly and decisively to address issues and resolve problems • Suggests new and better ways of doing things even in the absence of apparent problems • Implements change in personal performance as a result of feedback • Stays productive • Brings needs promptly to manager • Celebrates victories and recognizes contributions • Mentors others less experienced and/or knowledgeable
	Employee (Select one): <input type="checkbox"/> Consistently exhibits expectation <input type="checkbox"/> Does not consistently exhibit expectation Evaluator (Select one): <input type="checkbox"/> Consistently exhibits expectation <input type="checkbox"/> Does not consistently exhibit expectation
	Evaluator: Describe how you reached this assessment.

STANDARDS AND ACCOUNTABILITY	Accountability: <i>Holds self responsible for maintaining the highest possible performance standards and meeting agreed upon commitments even under difficult circumstances.</i>
	<ul style="list-style-type: none"> • Demonstrates passion for excellence in every aspect of work • Adopts "see it, hear it, own it" philosophy • Sets ambitious goals • Takes responsibility for outcomes of actions and decisions • Supports a "no blame" environment • Admits errors, learns from them • Is truthful in word and action
	Employee (Select one): <input type="checkbox"/> Consistently exhibits expectation <input type="checkbox"/> Does not consistently exhibit expectation Evaluator (Select one): <input type="checkbox"/> Consistently exhibits expectation <input type="checkbox"/> Does not consistently exhibit expectation
	Service Orientation and Customer Focus: <i>Sets and maintains high standards for service to patients, physicians, and other hospital departments.</i>
	<ul style="list-style-type: none"> • Anticipates customer's (e.g., patient, physician, and other departments) needs • Is a positive representative for EPMC in the community • Puts customer satisfaction and quality patient care as first priority • Advocates the services and quality of EPMC. • Role models customer service and service recovery.
	Employee (Select one): <input type="checkbox"/> Consistently exhibits expectation <input type="checkbox"/> Does not consistently exhibit expectation Evaluator (Select one): <input type="checkbox"/> Consistently exhibits expectation <input type="checkbox"/> Does not consistently exhibit expectation
	Evaluator: Describe how you reached this assessment.

PLANNING AND DECISION MAKING

Constructive Thinking: Analyzes problems systematically and logically, and is resourceful when developing and implementing solutions.

- Considers all relevant issues and available data before acting, keeping overall goals in mind
- Generates creative ideas and solutions to problems
- Asks for help when needed
- Brings up suggested solutions when bringing up problems

Employee (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Financial Acumen: Understands financial impact of role within organization. Considers financial impact of actions within role.

- Considers financial impact of own decisions on program, project, and the organization as a whole
- Makes effort to conserve supplies & resources

Employee (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Performance Efficiency: Within role, finds most efficient and effective ways of performing job duties. Actively seeks ways to become more efficient.

- Stays on course and meets deadlines even when unforeseen circumstances arise
- Focuses on the right issues at the right time; acts on important and urgent tasks before tackling less important and urgent ones

Employee (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator: Describe how you reached this assessment.

COMMUNICATION

Communicates Effectively: Routinely provides others with the information they need to do their jobs.

- Express ideas clearly, succinctly, and logically
- Responds constructively to issues and concerns raised by others
- Informs others, including supervisor, about pertinent issues in a timely manner
- Discusses problems/concerns directly with person(s) involved
- Uses proper chain of command
- Responds promptly to communication in any form
- Keeps conversations professional and appropriate

Employee (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Giving Feedback: Gives respectful, timely feedback.

- Praises the efforts and accomplishments of others
- Immediately confronts issues of conflict and behavior in an appropriate manner
- Learns from setbacks

Employee (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator: Describe how you reached this assessment.

DEVELOPING PEOPLE

Building and Strengthening Relationships: Builds and maintains long-term relationships with others based on mutual respect and trust.

- Offers open communication with coworkers who depend on each other to get work done
- Manages personal stress and emotions to not interfere with relationships
- Treats each staff member with dignity and respect, honoring diversity of others (cultural, religious, values, personality, etc.)
- Takes time to listen
- Works well on a team, regardless of job or position of team members
- Gives others the benefit of the doubt
- Does the right thing when no one is looking
- Redirects negativity of others, promoting esprit de corps within department and hospital
- Keeps disagreements within the team and communicates disagreements with team manager, as appropriate
- Respects and protects the privacy of coworkers

Employee (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator: Describe how you reached this assessment.

MANAGING RELATIONSHIPS

Upward Management: Provides regular updates on program or project progress and works with own manager to minimize risks and resolve problems. With manager's support, notifies senior management about progress toward project goals and informs them about issues that require their attention.

- Supports the leadership of the organization in word or action; works for change within

Employee (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator (Select one): Consistently exhibits expectation Does not consistently exhibit expectation

Evaluator: Describe how you reached this assessment.



YOUR INDIVIDUAL ACHIEVEMENTS

In this section, the evaluator and employee will work together to describe the employee’s job responsibilities, core duties and performance goal(s). Write job responsibilities, core duties and performance goal(s) in the box below. Use as many pages as you need to describe the major responsibilities, duties and goal(s).

Ask the employee to write what he/she achieved for the goal or responsibility and provide information that explains his/her accomplishments related to that goal or responsibility. Refer to Section 2 of the Evaluator’s Guidebook for the definitions of the new ratings.

Licensed Practical Nurse		Employee			Evaluator					
#	Responsibilities, Core Duties and Performance Goal(s):	PEAK Contributor	Significant Contributor	Developing Contributor	PEAK Contributor	Significant Contributor	Developing Contributor			
1	Recognize deviations from normal and reports changes in patient status to RN.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Implements of care, document observations and care given and outcome.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Performs treatments in a safe and effective manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Administers medications in a timely and safe manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Promotes positive interpersonal relationships and demonstrates effective communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Maintains confidentiality off all patient and hospital information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Practices according to professional and ethical standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Verify the identity of the resident before administering the medication/treatment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
9	Notify the resident’s attending physician when the resident is involved in an accident or incident and contact the attending physician and next-of-kin when there is a change in the resident’s condition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
Employee (Select one):		<input type="checkbox"/> PEAK Contributor <input type="checkbox"/> Significant Contributor <input type="checkbox"/> Developing Contributor			Evaluator (Select one):			<input type="checkbox"/> PEAK Contributor <input type="checkbox"/> Significant Contributor <input type="checkbox"/> Developing Contributor		
Employee: What did you achieve? What was the outcome?										



Evaluator's Comments:



EMPLOYEE GOALS			
Strategic Objective	List Last Year's Goals	Date completed	Comments

Strategic Objectives:

1. Will be the employer of choice by attracting and retaining the best employees anywhere.
2. Continue to implement an organizational excellence model to ensure quality.
3. Ensure that facilities, technology and financial resources are available to support the future needs of the organization.
4. Offer a range of quality services that are important to the community, are appropriately provided in our setting and meeting the financial goals of the institution.
5. Ensure excellent clinical performance and customer-focused care service as verified by patient satisfaction measurements.
6. Strengthen EPMC's relationship with the community at large.

Setting S.M.A.R.T. Goals for Next Year

At least two goals are required. These work-related goals link to the strategic objectives of EPMC by directly supporting your department's goals.

Strategic What strategic objective do your goals support?	Specific List specifically what goals you will accomplish.	Measurable How will you and your supervisor know the goals are completed?	Attainable Can the goals be completed within the next year?	Realistic What support or resources do you need to accomplish the goals?	Timeline Dates the goals will be completed.



COMMENTS AND SIGNATURES

On this page, the evaluator and employee each sign and date as acknowledgement of their participation in the process. You and the employee may also use this page to write additional comments you wish to have noted.

Employee: Use this space to write any other comments about your goals or performance.

Employee's Signature _____ Date _____

Overall Performance Level (Select one):

- PEAK Contributor Significant Contributor Developing Contributor

Evaluator: Add your comments here.

Evaluator's Signature _____ Date _____



AFFIRMING OUR CODE OF CONDUCT AND COMMITMENT TO CONFIDENTIALITY

Please read the following information carefully and sign and date at the bottom of the page.

In the performance of functions for EPMC, you may have access to Confidential Information. Confidential Information is valuable and sensitive and is protected by law and by EPMC Policy. You are required to conduct yourself in strict conformance to applicable laws and EPMC policies governing Confidential Information. Access to Confidential Information is permitted only as authorized and as required for legitimate purposes in the performance of your job.

Confidential Information is patient information, participants of EPMC benefit plans and programs, customer information, physician credentialing, peer review, quality review, patient safety and risk management information, policies, personnel records, payroll records, logon and password information, employee health information and information related to operations and internal business affairs of EPMC that is not generally available to the public.

Protected Health Information (PHI) is information related to patients and their health care, condition, treatment or payment. It extends to information that is transmitted or maintained in any form or medium, whether electronic, paper or oral. All workers, whether directly involved in the care of the individual or providing support services, must use discretion when discussing PHI. PHI obtained should not be accessed or discussed unless absolutely necessary for work processes. Only PHI pertinent to the role of the worker in his/her employment function should be accessed and communicated per EPMC. If PHI is being discussed or otherwise inappropriately disclosed, the incident should be reported to a supervisor or the EPMC Compliance Officer.

I understand that I am responsible for being familiar with and adhering to EPMC’s policies, procedures and the Code of Conduct. I know how to access EPMC policies that are posted on the EPMC exchange drive. If I am unclear about a policy, procedure or regulatory requirement, I know it is my responsibility to seek clarification from my supervisor, Human Resources or through the Chain of Command process. I understand that the EPMC Compliance Hotline is also available to me to ask questions, communicate concerns or report suspected misconduct.

I understand I am accountable for my own actions while employed by EPMC. In addition, if I am supervising others, I understand that I am accountable for the activities within my area of responsibility and I will strive to create an atmosphere that encourages knowledge, open communication, high ethical standards and compliance.

I acknowledge that I am responsible for complying with all policies of Estes Park Medical Center. These can be found at Z:/Policies/HIPAA.

Employee’s Signature _____ Date _____

Return this completed performance evaluation tool to Human Resources.



Our Scorecard

Strategies / Measures	Prior EOY	Actual for this Period	YTD	Action Plan	Data Period	World Class	Meets Goal	Requires Monitoring	Below Goal
Strategic Objective X (People)									
Employee Turnover Rate	17.00%	0.00%	0.00%		Jan-11	0.00-.50%	.60-.80%	.80-1.10%	1.11%+
Completion Rate for Performance Evaluations	96.00%	100.00%	100.00%		Jan-11	100.00-97.01%	97.00-94.01%	94.00-91.01%	91.00% and below
Unplanned out of office (days)	42	2	2		Jan-11	0-3	4-6	7-10	11+
Strategic Objective Y (Quality/Service)									
Patient satisfaction overall top box	91.00%	96.00%	96.00%		Jan-11	100.00-94.01%	94.00-89.01%	89.00%-84.01%	84.00% and below
BMV Scan Rate	94.00%	82.00%	82.00%		Jan-11	100.00-98.01%	98.00-96.01%	96.00%-94.01%	94.00% and below
Critical Medication Errors	1	0	0		Jan-11	0	N/A	N/A	1+
Inpatient Unassisted Falls	4	0	0		Jan-11	N/A	0	N/A	1+
Pressure Ulcers	1	1	1		Jan-11	N/A	0	1	1+
National Patient Safety Goals									
Two identifiers	97.00%	94.00%	94.00%		Jan-11	100.00-97.01%	97.00-94.01%	94.00-91.01%	91.00% and below
Critical test result reporting	99.00%	99.23%	99.23%		Jan-11	100.00-99.01%	99.00-98.01%	98.00-97.00%	97.00% and below
Do-not-use abbreviations	79.00%	83.00%	83.00%		Jan-11	100.00-95.01%	95.00-90.01%	90.00-85.01%	85.00% and below
Hand-washing	86.00%	91.00%	91.00%		Jan-11	100.00-95.01%	95.00-85.01%	85.00-75.01%	75.00% and below
Strategic Objective Z (Finance)									
Actual units of service	3217	147	147		Jan-11	139 or less	140-149	150-159	160+
Actual FTEs	23	21	21		Jan-11	19 or less	20-23	24-26	27+
Actual cost per unit of service	\$87.23	\$92.27	\$92.27		Jan-11	\$85.00 or less	\$85.01-\$90.00	\$90.01-\$95.00	\$95.01+
Actual revenue per unit of service	\$6,123.00	\$7,455.00	\$7,455.00		Jan-11	\$7,000+	\$6500-\$6999	\$6000-\$6499	\$5999 or less
% Payroll Overtime Expenses	1.60%	0.90%	0.90%		Jan-11	1.00% or less	1.01-1.50%	1.51-2.00%	2.01% or more

Discussion Question

How does this position impact the above indicators?