



PERFORMANCE EXPECTATIONS

**I acknowledge receiving and reviewing my
Performance Expectation Summary**

Signature Date

Performance Expectations					
Employee	Position	Departments			Revision Date
	Charge Nurse	Critical Care/ Telemetry General Medicine Ortho/Neuro Surgical	Day Surgery PACU	Psychiatry Inpatient Rehabilitation	11/10/13, 2/12/14, 3/12/14, 5/30/14
		Birthing Center Pediatrics Level III Nursery Newborn Nursery Maternity Services	Emergency Dept. Oncology Services Infusion Center Post Procedure Care	Heart and Vascular Services	
<p>The following statements describe the general nature and level of work being performed by individuals assigned to this classification. This is not intended to be an exhaustive list of all responsibilities, duties and skills required of personnel so classified.</p>					
Summary of Performance Expectations					
<p>Provides professional nursing care and makes nursing care decisions that are appropriate for the age and condition of the patient, using the nursing process. Collaborates with other health care professionals to meet the needs of the patient. Responsible for adhering to departmental policies, procedures and philosophy to deliver quality patient care, practicing within the guidelines of the North Carolina State Nurse Practice Act. Responsible for adhering to policies and procedures; abiding by the Nursing Bylaws; and practicing within the guidelines of the North Carolina State Nurse Practice.</p>					
Bloodborne Pathogen Category					
BBP Category I	<p>Blood and Body Fluid Exposure: Reasonably anticipated skin, eye, mucous membrane, or parenteral contact with blood or other potentially infectious materials that may result from the performance of an employee's duties. This definition excludes incidental exposures that may take place on the job, and that are neither reasonably nor routinely expected and that the worker is not required to incur in the normal course of employment.</p>				
Education and Credentials					
Required All Areas	<p>Graduate of accredited school of nursing. Current N.C. RN license or licensure from Nursing Compact State. BCLS certification is required. If the BCLS certification is not from the American Heart Association (AHA), a new certification is due within 90 days of hire date from the AHA.</p>				
Additional Requirements by Practice Area	<ul style="list-style-type: none"> ● Birthing Center: ACLS within one year of hire. NRP within one year of hire. ● Critical Care Unit: ACLS within one month of hire & PALS within six months of hire ● Day Surgery: ACLS and PALS within one year of hire ● Heart and Vascular Services: ACLS & PALS within one year of hire. ● ED: ACLS and PALS and/or ENPC within one year of hire (PALS and/or ENPC must be maintained bi-annually). ● Infusion Center: Full-time RNs: Chemotherapy competent within six to eight months after completion of orientation ● Inpatient Rehabilitation: FIM competency within six months of hire ● Level III & Newborn Nursery: NRP within one year of hire ● Oncology: Chemotherapy competent within one year of hire ● Radiation Oncology: Completion of ONS Radiation Oncology Certificate Program within 1 year of hire ● PACU: ACLS and PALS within one year of hire ● Pediatrics: PALS within one year of hire ● Psychiatry: Non-Violent Crisis Intervention Certification within three months of hire ● Medical: ACLS within six months upon hire to charge nurse role. ● Telemetry: ACLS within six months upon hire to charge nurse role. 				
Preferred	BSN				
Work Experience					
Required	Six months nursing experience				
Preferred	One year of experience working within that department.				
Additional Skills					
<p>Visual and hearing acuity; empathy and compassion; self-direction and self-motivation; organizational skills. Employees must demonstrate and maintain current knowledge and skills necessary to provide care/services appropriate to the age of the patients served in their department. Employees must demonstrate knowledge of the principles of growth and development over the life span of the patient. Employees must possess the ability to assess data and interpret the appropriate information needed to identify each patient's requirements relative to his or her specific needs.</p>					
Organizational Relationships					

Reports To	Dependent on department.
Supervises	Allied health and support staff during tour of duty.
Communication Skills	
Requires extensive verbal communication skills demonstrating diplomacy and discretion in order to obtain cooperation, discuss problems or make recommendations. Involves frequent communications with physicians, patients, patient families and co-workers. Includes explaining or providing instructions regarding services, policies, procedures, and standards of care.	
Essential Job Functions and Skills	
PHYSICAL DEMANDS: The employee must be capable of safely lifting up to 50 pounds on an occasional basis from 23” and 43” to the floor, and 25 pounds from 36” to 72” with or without the use of an assistive device. The employee must also be capable of safely demonstrating a push/pull force of 35 pounds on an occasional to frequent basis. Other activities deemed essential include repetitive squatting, static crouching, and kneeling on an occasional to frequent basis. Occasional overhead reaching of up to 80” with or without assistive device is also required. Manual dexterity scores must fall at least within the “average” category and grip strength scores must be within 10% of the norm for the employee’s sex and age. Requires physical stamina.	
Fair Labor Standards Act Classification and Work Hours	
Non-Exempt	Classified as Non-Exempt for purposes of overtime.
Work Hours	Variable, based on workload demand. May be required to work alternate shifts or schedules as workload demands. May be required to take “call” or “late” assignments as defined by departmental policy.
Work Attire	
Defined by administrative, nursing service, and departmental policy. Registered Nurses in the Patient Care Services Division wear dark purple or dark purple and white combination uniforms. Solid colors are required in these areas except Pediatrics who wear a designated pattern for identification purposes. Operating Room Registered Nurses wear solid colored ceil blue or seafoam green hospital-issued scrubs. PACU and Day Surgery Registered Nurses may wear solid colored ceil blue or seafoam green or ceil blue/seafoam green and white combination uniforms/scrubs. Diagnostic and Therapeutic Services Nurses may wear solid royal blue or purple and white combination uniforms/scrubs.	
Work Environment	
Spends majority of time in light and temperature controlled areas. Routinely exposed to somewhat unpleasant sights and odors. Routinely handles sharp objects, and contaminated or infectious materials. May be exposed to combative or agitated patients.	
Work Equipment	
Medical /surgical supplies, instruments and equipment. Administrative and medical records, reports and manuals. Computer, office supplies and equipment.	

PERFORMANCE EXPECTATIONS EVALUATION

90 Day Evaluation and Department Specific Orientation Checklist		Organizational Performance Expectations		Annual Performance Evaluation	
Date				Date	
Employee		Position		Department	
		Charge Nurse			
				MoM	Score
COURTESY					
Consistently conveys that customers are the highest priority. Respects customer needs and expectations. Communicates in a manner that promotes and sustains customer satisfaction and encourages others to do the same.				O,F	
<p>4. Consistently demonstrates commitment to customer service, and influences and motivates others to maintain a focus on customer service. Initiates frequent communication with customers to ensure their satisfaction.</p> <p>3. Demonstrates a commitment to customer service. Often influences and motivates other to maintain a focus on customer service. Initiates communication with customers to ensure their satisfaction.</p> <p>2. Usually demonstrates a commitment to customer service. Has rarely influenced others to maintain a focus on customer service. Communicates with customers to ensure their satisfaction.</p> <p>1. Occasionally demonstrates a commitment to customer service. Has not influenced others to maintain a focus on customer service. Needs to communicate with customers more frequently, to ensure their satisfaction.</p> <p>1. Does not demonstrate a commitment to customer service. Has had a negative influence on customer focus within the organization.</p>					
Personally demonstrates that customers are a high priority. Identifies customer needs and expectations and responds to them in a timely and effective manner.				O,F	
<p>4. Considers customers to be a priority, and works closely with them to identify and anticipate their needs. Consistently ensures that their needs and expectations are met.</p> <p>3. Considers customers to be a priority, and listens to their needs. Is frequently able to anticipate their needs. Strives to ensure that their needs and expectations are met.</p> <p>2. Usually makes customers a priority, and has been able to identify their needs. Works toward meeting customers' needs and expectations.</p> <p>1. Has difficulty anticipating and identifying customer needs, and is not always able to ensure that their needs are met. Must work more closely with customers.</p> <p>1. Unable to anticipate and identify customer needs. Does not work closely with customers to ensure that their needs are met.</p>					
ACCOUNTABILITY/PERSONAL RESPONSIBILITY					
Demonstrates self-assurance and belief in abilities, opinions and ideas, yet can also convey an appropriate level of humility and respect for the abilities, opinions or ideas of others.				O,F	
<p>4. Extremely self-assured, with a very high level of confidence in own skills and ideas. Conveys a sense of confidence, without behaving in an arrogant or threatening manner. Always inspires confidence in others.</p> <p>3. Very self-assured, with a high level of confidence in own skills and ideas. Usually conveys a sense of confidence, without behaving in an arrogant or threatening manner. Often inspires confidence in others.</p> <p>2. Self-assured, and displays confidence in own skills and ideas. Able to convey a sense of confidence and inspire confidence in others.</p> <p>1. Occasionally lacks self-confidence. Hesitates to present ideas. Has difficulty inspiring confidence in others.</p> <p>1. Displays a low level of self-confidence. Rarely presents ideas. Does not inspire confidence in others.</p>					
Makes and fulfills commitments. Has established a pattern of working independently, meeting reasonable deadlines, and accepting responsibility for his or her actions.				O,F	
<p>4. Exceeds expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Excellent ability to work independently.</p> <p>3. Slightly above expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Very good ability to work independently.</p> <p>2. Meets expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Good ability to work independently.</p> <p>1. Slightly below expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Not always able to work independently.</p>					

1. Below expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Not able to work independently.		
Communicates effectively by organizing and expressing ideas and information clearly, using appropriate and efficient methods of conveying the information.	O,F	
4. Consistently expresses facts and ideas clearly, in a credible manner. Displays excellent judgment as to what information should be communicated. Listens to others, and elicits feedback. 3. Usually expresses facts and ideas clearly, in a credible manner. Displays very good judgment as to what information should be communicated. Listens to others and often elicits feedback. 2. Able to express facts and ideas clearly, in a credible manner. Displays good judgment as to what information should be communicated. Listens to others, but does not always elicit feedback. 1. Rarely able to express facts and ideas clearly, in a credible manner. Has difficulty judging what information should be communicated. Does not always listen to others. Rarely elicits feedback. 1. Unable to express facts and ideas clearly. This limits credibility. Exercises poor judgment in determining information to share with others. Unwilling to listen to others or accept feedback.		
RESPECT (For Patient, Family and Safety)		
Shows genuine sensitivity to the needs, feelings and capabilities of other people. Deals with others in a pleasant manner. Treats others with respect and consideration.	O,F	
4. Excellent interpersonal skills. Consistently deals with others in a pleasant and respectful manner. Displays sensitivity to the needs and concerns of others. 3. Very good interpersonal skills. Deals with others in a pleasant and respectful manner. Displays sensitivity to the needs and concerns of others. 2. Good interpersonal skills. Usually deals with others in a pleasant and respectful manner. Considers the needs and concerns of others. 1. At times, needs to be more sensitive to the needs, feelings, and capabilities of others. Sometimes deals with others in an unpleasant and disrespectful manner. 1. Does not display good interpersonal skills, and often treats others with a lack of respect.		
Builds and maintains trust through open and honest communications and by following through on all commitments made.	O,F	
4. Has built an excellent reputation for trustworthiness, through honest communication and following through on commitments. 3. Has built a very good reputation for trustworthiness, through honest communication and following through on commitments. 2. Is building a good reputation for trustworthiness. Strives to communicate honestly and follow through on commitments. 1. Needs to take steps to communicate and meet commitments, in order to build a reputation for trustworthiness. Must put a priority on communicating honestly and following through on commitments. 1. Has developed a poor reputation by failing to communicate or follow through on commitments. Must improve reliability.		
ENTHUSIASM		
Tends to stay positive, even when others sound negative or struggle to remain upbeat. Encourages others to believe that things will work out well. Notices and acknowledges things that are going well, especially during stressful times.	O,F	
4. Consistently remains positive, even when others sound negative or struggle to remain upbeat. Consistently encourages others to believe that things will work out well. Consistently notices and points out things that are going well, especially during stressful times. 3. Usually remains positive, even when other sound negative or struggle to remain upbeat. Usually encourages others with concrete reasons to believe that things will work out well. Tends to notice and point out things that are going well, especially during stressful times. 2. Generally remains positive, even when others sound negative or struggle to remain upbeat. Sometimes encourages other to believe that things will work out well. Sometimes notices and points out things that are going well, even during stressful times. 1. Frequently comes across as negative, especially when others sound negative or struggle to remain upbeat. Seldom encourages others to believe that things will work out well. Seldom notices and points out things that are going well, especially during stressful times. 1. Usually comes across as negative, especially when others sound negative or struggle to remain upbeat. Rarely encourages others to believe that things will work out well. Rarely notices and points out things that are going well, even during stressful times.		

Total Score	NA	
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Organizational Performance Expectations Score	
Potential Score	32
Enter total score for Organizational Expectations 1-8	
Divide total score by total potential score of 32 and enter percent	
Multiply percent by .60 and enter total score for Organizational Performance Expectations	
Document total score on the Performance Expectations Evaluation Information Form	

PERFORMANCE EXPECTATIONS EVALUATION

90 Day Evaluation and Department Specific Orientation Checklist		Job Specific Performance Expectations		Annual Performance Evaluation	
Date				Date	
Employee		Position		Department	
		Charge Nurse			
				MoM	Score
<p>The Science of Nursing – Evidence is the foundation of professional nursing practice. Performance improvement data, practice standards, and research are core values. Nurses are expected to collaborate with other experts and maintain collegial relationships as they integrate the science of other disciplines.</p>					
<p>Participates in the problem solving process and performance improvement activities to improve patient outcomes and the work environment within the department. Participates in evidence-based practice initiatives and/or research activities that contribute to the improvement of nursing practice throughout the hospital, including participation in nursing peer review. Completes projects/assignments in a reasonable timeframe once assigned</p>				O,F	
<p>0 = Is unaware of performance indicators for unit. 1 = Can identify performance indicators for the unit. Not involved in improvement processes except to carry out new policies and procedures. 2 = Is involved with identification of improvement indicators, reviewing the data, discussing possible solutions and carrying out strategies. 3 = Actively seeks out areas to improve. Reads and shares research and relevant literature to make improvements. Attends journal clubs, staff meetings, shared governance councils, hospital PI teams to make improvements. Uses peer review process to make improvements. 4 = Develops or participates in a PI project at the unit or hospital level with improved outcomes. Shares improvement strategies with colleagues. Uses peer review to help colleagues and self identify performance improvement opportunities</p>					
<p>Organizes and facilitates unit activities to ensure the continuity of quality care from shift to shift.</p>				O,F	
<p>0 = Does not effectively communicate shift reports. Does not make appropriate assignments or acuity levels via OptiLink, patient placements, or scheduling decisions for call-ins and census issues. 1 = Manages unit activities and communicates through shift reports. Limited decision making skills in regards to assignments, acuity levels, patient placements, and scheduling issues. 2 = Manages unit activities and effectively communicates through shift reports utilizing SBARCS tool. Able to make appropriate decisions related to scheduling and patient placements. Utilizes OptiLink to make appropriate assignments and acuity levels. 3 = #2 plus...Takes initiative and is proactive in decision making to ensure the continuity of quality care from shift to shift “Thinks Ahead”. Able to assess unit specific situations and uses collaborative approach when necessary. 4 = #3 plus...Organizes and facilitates unit activities effectively and efficiently. Plans well. Able to adjust priorities as needed. Communicates unit activities and decisions effectively. Demonstrates a professional image of nursing.</p>					
<p>Coordinates the activity of the patient care unit with patients, families, physicians, ancillary departments and nursing staff within a positive environment.</p>				O,F	
<p>0 = Never attends patient placement meetings; Never utilizes the PCC, Resource Coordination, etc. to assist with and coordinate patient care issues. Seldom collaborates with physicians. Seldom collaborates with other charge nurses from other departments; Communicates to staff, ancillary departments and other charge nurses in a disrespectful manner. 1 = Attends patient placement meetings; Rarely utilizes the PCC or Resource Coordinator to assist with and coordinate patient care issues. Collaborates with physicians and other charge nurses from other departments. Assist staff with patient/family issues 2 = Attends patient placement meeting majority of the time; Sends resources to unit with high census when prompted. Utilizes the PCC or Resource Coordinator to assist with and coordinate patient care issues. Collaborates with physicians and other charge nurses from other departments and communicates in a positive respectful manner. Identifies patient/family issues 3 = Routine attendance at patient placement meetings; Offers to send resources to units with high census. Is able to utilize the PCC or Resource Coordinator appropriately to assist with and coordinate patient care issues but does display problem solving ability. Collaborates with physicians and other charge nurses from other departments and routinely communicates in a positive respectful manner. Identifies patient/family issues and follows up on these issues. 4 = Almost always attends patient placement meetings. Is proactive in sending resources to other units with high census throughout the hospital. Is able to problem solve and handle patient care issues and utilizes the PCC or Resource Coordinator when needed. Always collaborates with physicians other charge nurses from other departments and communicates in a positive respectful manner. Identifies patient/family issues and follows up on these issues and performs necessary steps toward achieving customer satisfaction.</p>					

Functions as a resource to colleagues and students by sharing clinical expertise and involving them in learning opportunities.	O,F	
<p>0 = Is not assigned to mentor/precept students or staff. 1 = Is assigned only in the absence of regular preceptor. 2 = Is regularly assigned to students or staff and receives accolades from students/instructors regarding teaching skills. 3 = Serves as preceptor through the STAR program. Participates in journal clubs and shares clinical expertise with nurses on same unit and other units. 4 = Is frequently used as a clinical resource for same unit or other units. Teaches other nurses in hospital or outside hospital groups. Precepts BSN or MSN cohorts. Mentors/precepts/coaches/teaches new preceptors.</p>		
Uses practice standards to guide nursing decision: professional organization standards, ANA Scope & Standards of Practice, ANA Code of Ethics, etc.	O,F	
<p>0 = Does not know how to access practice standards. 1 = Can locate practice standards on internet/intranet and in unit library. 2 = Accesses practice standards on internet/intranet to make practice decisions. Reads posted literature in unit. 3 = Subscribes to nursing literature or regularly uses resources such as library, internet/intranet, reads Progress Notes monthly. Shares best practice information with colleagues. 4 = As above and membership or leadership roles in professional organizations. Serves on teams to develop practice standards or policies and procedures.</p>		
Attends 75% of departmental staff meetings. (0-49%=0; 50-74%=1; 75%=2; 76-99%=3; 100%=4)	O,F	
<p>0 = 49% 1 = 50-74% 2 = 75% 3 = 76-99% 4 = 100%</p>		
<p>The Art of Nursing – Accountable and autonomous nursing practice requires knowledge, skill, competence, and experience. It is expected that nurses be ethical, caring, sensitive, and have a positive attitude. Professional development is a cornerstone for advancing these core values.</p>		
Actively seeks ways to increase professional knowledge and competence.	O,F	
<p>0 = Does not complete mandatory education/competence requirements. 1 = Does not complete mandatory education/competence requirements within established time frame. 2 = Completes mandatory education/competence requirements only. 3 = Completes mandatory education/competence requirements in a timely manner. Identifies and develops an individual performance improvement plan. Attends local/state/national educational offerings and shares knowledge with colleagues. 4 = Actively seeks ways to increase knowledge level through advanced degrees, certifications, readings, teaching, observation. Consults with other experts in developing plans of care for patients with special needs and sharing strategies with others.</p>		
Seeks help or offers unsolicited help to others when the acuity of patients increases or decreases and performs other duties as assigned.	O,F,CA	
<p>0 = Fails to recognize the need for help and is unable to offer help to others. 1 = Seeks minimal help and is unable/unwilling to offer help to others. 2 = Appropriately seeks help and offers unsolicited help to others. Recognizes changes in patient conditions and is able to adjust care and assigned duties accordingly. 3 = Seeks help appropriately and is proactive in offering help to others. Recognizes changes in patient conditions and adjusts care accordingly. Is able to perform other duties as assigned and continue to manage a patient load. 4 = Seeks help appropriately and is proactive in offering help to others. Recognizes changes in patient conditions and adjusts care accordingly. Is able to perform other duties as assigned while continuing to manage a patient load. Is knowledgeable and acts as mentor. Encourages others to seek help and facilitates this process as necessary. Is often called upon for help based on expertise and skill level.</p>		

Assesses and prioritizes unit resources while keeping the plan flexible.	O,F	
<p>0 = Does not assess or prioritize unit resources. Does not assess unit acuity, census, and staff abilities. Does not maintain department's productivity.</p> <p>1 = Offers to assist with staffing needs in other areas. Does not proactively anticipate bed needs, provide flexibility, or maintain department's productivity. Requires prompting to utilize acuity, census, and staff abilities for decision making.</p> <p>2 = Anticipates bed needs. Offers staffing assistance to other areas in need. Documents sick or low census time on appropriate forms. Adjusts staffing as needed. Maintains department productivity. Utilizes acuity, census, and staff abilities for decision making.</p> <p>3 = #2 plus...Alert to district assignments and needs. Accepts overflow with positive attitude.</p> <p>4 = #3 plus...Always accountable for activities on the unit. Demonstrates a professional image of nursing. Is proactive and creative in assessing unit resources and maintaining department productivity.</p>		
Maintains a positive attitude, is willing and cooperative, flexible, change-oriented, open-minded, genuine, optimistic, cooperative, kind and considerate and respectful to others' feelings.	O,F	
<p>0 – Laggard in accepting change, frequently complains about issues without efforts to resolve problems</p> <p>1 – Late majority accepting change, vocalizes complaints to peers and to leadership team</p> <p>2 – Early majority, willing and cooperative in accepting change, works with peers and leadership to resolve issues</p> <p>3 – Early adopter, flexible and open-minded, assist peers to understand and accept change, leader on the unit</p> <p>4 – Innovator, seeks evidence-based practice improvements, brings ideas and projects to peers and leadership team</p>		
The Patient Perspective – Nurses deliver care that is holistic and sensitive to cultural values, experiences, and diversity incorporating each patient or person's perspective.		
Patient Satisfaction/Experience	O,F,CA	
<p>0 = Does not perform patient rounds for shift assigned. Does not identify any patient improvement measures. Does not attempt to handle any patient complaints or concerns. Does not mentor staff to improve customer satisfaction skills.</p> <p>1 = Occasionally performs patient rounds for shift assigned. Can identify patient improvement measures but does not effectively take initiative and communicate those. Occasionally attempts to handle patient complaints or concerns but requires prompting or encouragement. Occasionally mentors staff to improve customer satisfaction skills.</p> <p>2 = Performs patient rounds for shift assigned. Can identify and communicate patient improvement measures. Handles patient complaints or concerns with assistance from leadership within the department. Mentors staff to improve customer satisfaction skills.</p> <p>3 = Routinely performs patient rounds for shift assigned. Can identify patient improvement measures and is proactive in meeting with leadership. Is proactive in handling customer satisfaction complaints or concerns with minimal involvement needed from leadership. Mentors staff to improve customer satisfaction skills.</p> <p>4 = Always performs patient rounds for shift assigned. Identifies patient improvement measures and is proactive in making improvements. Handles customer satisfaction complaints or concerns without issue and is proactive in mentoring staff to improve customer satisfaction skills.</p>		
Participates in improving the health of the community.	O,F	
<p>0 = No involvement</p> <p>1 = Minimal involvement such as membership in community health promotion group/committee without attendance or participation.</p> <p>2 = Involvement with consistent attendance and participation.</p> <p>3 = Actively involved in promoting the health of the community (local/state/national/international) through teaching, volunteerism, providing care).</p> <p>4 = Actively involved in promoting the health of the community (local/state/national/international) through teaching, volunteerism, providing care). Leads an effort that improves knowledge of a health related topic for a community or nursing group.</p>		
Total Score	NA	

Job Specific Performance Expectations Scoring Section	
Potential Score	
Enter Total Score for Job Specific Performance Expectations	
Divide Total Score By Total Potential Score, Enter Percent	
Multiply Percent by .40, Enter Total Score	
Document Job Specific Total Score on the Performance Expectations Evaluation Information Form	