



Employee's Name: Heather Gifford

Title: Director of Organizational Development & Patient Experience

Supervisor: Anita Capps, CNO

Date: 12/5/15

Self-Appraisal 2

If this form is part of an annual performance review, discuss the form with your manager and then select and answer those questions that most apply to you.

1. Describe your position. For each of the major responsibilities, what were the expectations and outcomes?

Director of Organizational Development: Responsible for oversight of the development, ongoing evaluation and implementation of new associate onboarding, credentialing and clinical education of licensed associates, to ensure compliance with regulatory agencies. Identify and foster opportunities for professional development of associates throughout length of service. Develop and oversee objectives, measurable goals, drive implementation and analyze outcomes for all programs offered through the department to include, ongoing education, New Nurse Residency, Preceptor Training, and others as needed. Work directly with Nursing Directors to support educational needs, work as an active member of Nursing Leadership, Director on Call, Patient Experience Director and Community Cares Champion. Facilitate the Leadership Development Institute.

Director Patient Experience: Monitoring, analyzing, and reporting of HCAHPS scores with recommendations for actions to improve patient experience. Daily safety briefing with dissemination of information hospital-wide. Weekly "Turn up the Heat" Newsletter to all associates presenting current topics to improve safety, customer satisfaction and communication. Provide support for service recovery for in-patient clients as well as grievances requiring documentation, follow-up, and investigation.

Dedicated Health Resource Line, RN staffed providing health information, class registration, and physician referral to community. Responds to all customer/patient complaints to provide solutions and identify opportunities for improvement.

2. Describe any projects you have been responsible for which are not in your position description. What results have you achieved?

Almost 2 years ago I was asked to assume the role of Community Cares Champion. I was honored to be considered for this added responsibility and incorporated the workload into my schedule. I have been successful at house wide culture influence, as we have educated the entire organization on evidence-based tactics and error prevention strategies. We have infused a focus on safety, key words, and practices that have improved patient care.

3. Describe any changes you suggested and/or implemented this year that led to improvement in your area (e.g., quality of work life, cost savings, efficiency).

As a Director on Call, our team was frequently in crisis due to staffing issues. We were not effectively balancing our staff schedules or proactively adjusting schedules in advance to ensure that the right number of staff were present to care for patients. I suggested a weekly meeting to identify the needs for the week and begin strategizing to balance schedules and find support for the units with poor staffing. Unfortunately from a financial perspective, we needed agency staff, but for the short-term, it was necessary to have the help to provide safe care.

4. What action(s) have you taken this year to gain a better understanding of the organization, your unit/division/department, or your own job?

Director on Call: rotating call, 7 days, dealing with staffing issues, concerns and complaints from patients, staff and physicians to ensure the smooth running of the medical facility. This responsibility was not originally part of my role, however, as a capable nursing director, I volunteered to help the team. It has been one of the best learning experiences of the year.



5. Give examples of departmental collaborative efforts that you were involved in this year. What contributions did you make to the team?

Direct responsibility for designing and coordinating hospital wide training for all RNs, LPN's and aides to improve patient experience. Topics include: initiating patient interaction, effective communication, empathy, active listening, and responsiveness training, including mandatory annual review of skills. As a result of these efforts patient perception scores have increased and clinical staff are more capable of providing service recovery when necessary.

6. Describe goals and/or developmental steps you set out to accomplish during this past year. Of those, which did you accomplish?

Corporate goals for increasing the reliability and safety of the organization motivated a yearlong educational process to introduce tools for improving safety and eliminating errors. I facilitated the messaging to leaders and provided educational tools and materials so that all staff learn and use these error prevention tactics. We have room for growth, however, my goals were to have the terminology and practice become pervasive throughout the organization independent of role/responsibilities. We have seen this occur throughout the year and have gathered the stories from staff demonstrating how this approach has improved patient safety.

7. What do you think has been your most important contribution to the department and/or the organization? What are you most proud of?

Direct responsibility for hospital-wide education for staff members (over 1500 associates) of 421 bed regional medical center: No pass zones: training all staff members to answer patient call lights and respond to patient requests appropriately. Designed hands-on simulations, videos, evaluation standards, organized super learner training and coordinated multiple teaching labs.

8. What would you have liked to have done this year, but were unable to? Why?

Collaboration with the physicians in practice at the hospital. I was unable to identify a Physician champion for culture change until very late in the year. We do have one now and I look forward to beginning to share material, get feedback and engage the physicians in our journey to high reliability and safety.

9. What goals have you set for yourself during the next year? What types of projects would you like to be involved in?

Building a new residency program for new graduate nurses, on the concept based curriculum with simulation experiences and strong professional values.

10. What types of developmental activities would you like to take advantage of (e.g., seminars, specific training classes, etc.)?

I would like to attend the Beryl Institute conference and I would like to attend a conference for educators with a focus on workforce development.

11. What kind of support and/or guidance would you like to see from your supervisor?

Support for travel and conference attendance. Good listening skills and collaborative approach to problem solving.