Our Mission
UPMC’s mission is to serve our community by providing outstanding patient care and to shape tomorrow’s health system through clinical and technological innovation, research, and education.

Our Vision
UPMC will lead the transformation of health care. The UPMC model will be nationally recognized for redefining health care by:

- Putting our patients, health plan members, employees, and community at the center of everything we do and creating a model that ensures that every patient gets the right care, in the right way, at the right time, every time.
- Harnessing our integrated capabilities to deliver both superb state-of-the-art care to our patients and high value to our stakeholders.
- Employing our partnership with the University of Pittsburgh to advance the understanding of disease, its prevention, treatment and cure.
- Serving the underserved and disadvantaged, and advancing excellence and innovation throughout health care.
- Fueling the development of new businesses globally that are consistent with our mission as an ongoing catalyst and driver of economic development for the benefit of the residents of the region.

Section 1 - Values

Caring and Listening

Rating: Solid, Strong, Good Performer

Dignity and Respect

Rating: Solid, Strong, Good Performer

Excellence and Innovation

Rating: Superior Performer
### Quality and Safety

**Rating:** Superior Performer

### Responsibility and Integrity

**Rating:** Superior Performer

### Values Summary

**Comments:** Patient safety is a high priority for Anne. She holds herself to high standards and expects the same from her direct reports and the areas that she is responsible for. She is efficient and continually looks for different processes to reduce costs. Anne always follows through with any task that is asked of her. She has a high attention to detail.

### Section 2 - Goals

#### Exemplary Nursing Practice

Departmental Goal (07/01/2014-06/30/2015): Demonstrate significant progress toward achieving Magnet Designation in fiscal 2015.

- **Due Date:** 06/30/2015
  - **Rating:**
  - **Weight:** 0%

#### New Knowledge and Innovation

Departmental Goal (07/01/2014-06/30/2015): Leverage technology to enhance patient safety, clinical workflow, and organizational efficiency. Examples include: Implement Nurse Server Carts across the South Towers. Implement Teletracker Bed Management System. Develop Implementation Timeline for Barcode Med Administration in the ED and PACU. Implement eRecord documentation within Trauma.

- **Due Date:** 06/30/2015
  - **Rating:**
  - **Weight:** 0%

### Optimal Resource Utilization
Departmental Goal (07/01/2014-06/30/2015): Optimize the utilization of staffed beds in a manner that results in high rates of occupancy (80%) and focused specialization. Example: 8-South ADC of >15.

- Due Date: 06/30/2015
  - Rating: 
  - Weight: 0%

### Performance Management

Departmental Goal (07/01/2014-06/30/2015): Achieve HCAHPs, PSQ, and NDNQI metrics at fiscal 2015 performance goals (Detailed in PSQ Metrics, Nursing Unit Report Card, and VBP Results).

- Due Date: 06/30/2015
  - Rating: 
  - Weight: 0%

### Triple Green in the Emergency Department

The Emergency Department has achieved system targets for patient flow as evidenced by recent months of triple-green metrics (Door-to-Discharge median of 150 minutes, a Door-to-Admit median of 210 minutes, and a LWBS Rate of 0.5%). Sustaining this performance in fiscal 2014 are pivotal elements in the Patient Safety and Quality metrics of success. Anne should seek to sustain or improve on these efficiencies in fiscal 2014.

- Due Date:
  - Rating: Superior Performer
  - Weight: 20%

### Optimize Patient Flow Across the Continuum of Care

The Joint Commission has established the metrics of patient flow as a key initiative for acute care hospitals. Anne's oversight of the ED, ICU's, CDU, and bed flow across the organization aligns the key controls of patient flow under her direction. In fiscal 2014, UPMC Hamot needs to establish a report card of patient flow metrics and to demonstrate continued success on key patient flow metrics; these measures include: the median LOS for observation patients, occupancy in the CDU, and ICU LOS data.

- Due Date:
  - Rating: Superior Performer
  - Weight: 20%

### Improve the Metrics of Clinical Care in the ICU's

Current NDNQI metrics for clinical care and staffing within the ICU's are unfavorable to benchmarks. In fiscal 2014, the organization must improve ICU clinical care as evidenced by NDNQI metrics versus median benchmarks. These metrics include rates for falls, restraint use, pressure ulcers, and CAUTI's. Additionally, our current skill mix and HPPD metrics are not favorable with NDNQI performance metrics. Anne should work to improve the quality of our outcomes in a manner that optimizes our stewardship of nursing labor resources.

- Due Date:
  Rating: Solid, Strong, Good Performer
  Weight: 15%

Improve NDNQI Survey Metrics of Staff Engagement

In fiscal 2013, staff engagement metrics in the ICU's were unfavorable to the NDNQI median. Improving these scores is a key requirement in our pursuit of Magnet Accreditation. Sustaining the gains in staff engagement noted in the ED and other clinical units is also a key initiative. Anne should work with her clinical leadership team to achieve NDNQI staff engagement survey results that meet or exceed the median in each clinical unit under her oversight.

- Due Date:
  Rating: Solid, Strong, Good Performer
  Weight: 15%

Facilitate the Writing & Editing of Magnet SOE Document

Over the first six months of fiscal 2014, our ANCC Magnet Standards of Evidence document must be completed. Anne's strength as a writer and visionary thinker are powerful resources that can help drive our Magnet Journey. I am asking Anne to assume a lead facilitator role in the writing and editing of our Magnet Standards of Evidence document. We will create a three person editorial review board to author, organize, edit, and compile the document. Evidence of success will be our document submission in second half of fiscal 2014.

- Due Date:
  Rating: Top Performer (Role Model)
  Weight: 15%

Improve Hand-Offs Across the Continuum of Acute Care

Our Culture of Safety Survey has identified patient hand-offs as a near unanimous concern. Qualitative interviews with clinical staff have focused the concern on the transitions in care that occur between the ED and the inpatient unit and between the ICU's and the nursing wards. A primary goal should be the implementation of a best practice hand-off report process for each of these care transitions. As the Clinical Director over these two domains of care, I am asking Anne to take point on this project.

- Due Date:
  Rating: Marginal Performer
  Weight: 15%
Goals Summary

**Comments:** Anne is an excellent writer and understands the information that is needed for the Magnet Documentation. She willingly offers to assist others in writing and editing the information. Hand off communication from the ED has not been changed at this time and the med/surg staff consistently complain about the information they do not receive. There is a pilot process that will occur between the 7 SC and the ED for hand off communication. Hopefully this process is well received and can be put into practice on other units.

Section 3 - Responsibilities

**Transformational Leadership 1**
Demonstrates the ability to create a shared vision; applies critical thinking skills and utilizes financial and quality data as well as conceptual and didactic knowledge in the development of the service line / program vision and operational plan. Conducts an analysis of areas of responsibilities, including strengths, opportunities, weaknesses and threats to define proactive processes and shares this information with the Vice President of Patient Care Services for development of an organizational strategic plan. Demonstrates initiative to address complex, high-risk problems and translates them into opportunities and challenges. Recognizes the need for a varied leadership style based on the situation and developmental stage of an individual or group. Enables individual contributions at all levels within their area of responsibility. Assumes a leadership role in the establishment of liaisons, networks and/or acquisition of resources to facilitate the growth and development of programs within the system and the community.

**Rating:** Superior Performer
**Weight:** 20%

**Professional Practice 1**
Ensures a culture of caring by promoting and supporting decisions that are patient centered and within the framework of Relationship Based Care. Participates in professional organizations to enhance personal growth and facilitate collaborate relationships at a regional, national and international level. Demonstrates continuous improvement in patient, caregiver and physician satisfaction. Prepares, monitors, and achieves budgeted annual man-hours, expense and capital budget for responsible cost centers based on an analysis of needs of patients, clinical programs, staff and physicians. Directs program teams to function within scope of practice as defined by clinical discipline and job description. Develops and evaluates clinical systems and process that facilitate delivery of comprehensive patient/family care across the continuum.

**Rating:** Superior Performer
**Weight:** 20%

**Structural Empowerment 1**
Demonstrates a philosophy of lifelong learning. Establishes and achieves professional standards for quality, legal, and ethical professional practice that is supported by regulatory guidelines and policies and procedures. Demonstrates ongoing departmental and personal development, coaches and advises direct reports and professional staff in the formulation of their professional development plan. Creates a structure and supports a shared governance model, facilitating staff involvement in decision making. Promotes the ongoing development of the Professional Practice Council. Promotes peer to peer accountability

| Rating: Solid, Strong, Good Performer |
| Weight: 20% |

**Quality & Innovation 1**

Achieves the outcomes of the organization in relation to core measures, regulatory influences, pay for performance, HCAPS, staff and customer satisfaction and identifies areas for ongoing growth and development. Conducts an analysis of clinical variance trends and directs programmatic activities which are congruent to and assists in achieving organization operational imperatives, and implements clinical practice changes. Collaborates with medical staff and key stakeholders to improve patient outcomes; set clinical quality priorities, recommend and implement professional improvements and initiatives and implement service line based patient safety initiatives. Identifies and participates in research activities; promotes and utilizes evidence based practice. Identifies appropriate risk assessment strategies and leads risk reduction strategies within service line.

| Rating: Superior Performer |
| Weight: 20% |

**Healthy Workforce 1**

Develops and maintains productive working relationships internally and externally by building teams and relationships through mentoring and modeling uplifting and positive communication. Integrates all team members into the team¿s work. Extends trust by acknowledging the contributions of others; listens first, creates transparency in communications, confronts reality, and clarifies expectations. Seeks opportunity to adopt best practice, eliminate duplication and maximize efficiency.

| Rating: Solid, Strong, Good Performer |
| Weight: 20% |

### Responsibilities Summary

**Comments:** Anne is a visionary leader. She likes to be challenged and enjoys new opportunities; such as; her connection with the OR. She works closely with her new directors and encourages them to grow and mature in their roles. She works closely with the staff in the units that she oversees. She has developed a trusting and respectful relationship with her unit physician directors. Anne has worked hard on managing her emotions. This can still be challenge for her at times. I have seen an improvement this past year.

### Section 4 - Overall Summary

**Summary**
**Comments:** Anne is a pleasure to work and has a great sense of humor. She holds herself to extremely high standards and can be very hard on herself if she does not exceed in all that is required of her. I would encourage her to use these opportunities to learn and grow. I have enjoyed working with Anne this past year.