

## Performance Appraisal **Self-Appraisal**

Crandall, Mary Beth, Dir Home Health Care  
Performance Appraisal, 07/01/2012 - 06/30/2013

**Author:** Crandall, Mary Beth  
**Status:** Completed

**Role:** Employee  
**Due Date:** 08/31/2013

The appraisal status is Completed.

### Section 1 - Organizational Goals

You do not need to rate this section. Please proceed to the next section.

I Care
<b>Patient Satisfaction</b>
<input type="text"/>
<b>Employee Engagement</b>
<input type="text"/>
<b>Weight: 50%</b>

I Heal
<b>Risk-Adjusted Mortality</b>
<input type="text"/>
<b>Weight: 25%</b>

I Build
<b>Operating Margin</b>
<input type="text"/>
<b>Weight: 25%</b>

Organizational Goals Summary
:
<b>Summary Weight: 25%</b>

### Section 2 - Accountabilities / Key Results

To edit the Accountabilities / Key Results, click on the 'pencil' icon. You may add, edit, or delete Accountabilities / Key Results. Please maintain 3-5 Accountabilities / Key Results for the appraisal year.

I BUILD: Business Growth
<b>Description:</b> Goal is to grow business for the agency by 3% in FY 13.

Need to increase admissions and therapy days by 3%. 3866 admissions in FY 2012 @3% increase = 3,982 goal in FY 13. 97,534 therapy days in FY 2012 @3% increase = 100,460 goal in FY 13  
 Goal Sum: 104,442

**Measurement:** YTD results for admissions (July-April) annualized at 3,833.

YTD results for therapy days (July-May) annualized at 106,473

Sum: 110,306

Goal Met

- Due Date: 06/30/2013
- Reminder Date: 06/30/2013
- Status: Complete
- Percent Complete: 100

**Rating:** 3 Consist Exceeds            3.00  
 Expectations

**Weight:** 20%

**Optional** Goal Met and Exceeded:

**Comments:** Home health admissions = 3847. Therapy days = 106,899. Goal sum was to reach at least 104,442 total.

Goal sum was exceeded by reaching 110,746.

CHHC continued to demonstrate growth with therapy days in home infusion growing by 14% far exceeding budgeted targets.

### I CARE: Patient Satisfaction

**Description:** Goal is to increase Patient Satisfaction Results in 3 Areas.

1. HHCAPHS Overall Rating of 9s and 10s was at 87% prior to FY 13. Goal is to increase it to ≥ 88 on Home Health Compare in at least 1 Q of FY 13.

2. Press Ganey Overall result was at 91.2% prior to FY 13. Goal is to increase it to ≥92% in at least 1 Q of FY 13.

3. Home Infusion Therapy Satisfaction Survey results were at 94.6% prior to FY 13. Goal is to increase it to ≥ 95.0 in at least 1 Q of FY13.

**Measurement:** YTD Goals Reached:

HHCAPHS Reached Goal of 88 in Q4 2012, and Q1 2013. Also reached 89% in last 2 monthly reports (Feb and Mar, 2013) provided by Chris Harper.

Press-Ganey Reached Goal of 92% in Q4 2012, and Q1, 2013.

Home Infusion Reached Goal of 95% by hitting 96.6% in January, 2013.

Goal Met.

- Due Date: 06/30/2013
- Reminder Date: 06/30/2013
- Status: Complete
- Percent Complete: 100

**Rating:** 3 Consist Exceeds            3.00  
 Expectations

**Weight:** 30%

**Optional** Goal Met and Exceeded in 2 of 3 Components:

**Comments:** 1. HHCAPHS Overall Rating of 9s and 10s was to increase to at least 88. Reached Goal of 88 in Q4 2012, and Q1 2013. Also reached 89% in last 2 monthly reports (Feb and Mar, 2013) provided by Chris

2. Press Ganey Overall result was to increase it to 92% in at least 1 Q of FY 13. Goal of 92% met in Q4 2012, and Q1, 2013.

3. Home Infusion Therapy Satisfaction Survey goal was to increase it to 95.0 in at least 1 Q of FY13. Goal attained and exceeded at 96.6% in January, 2013.

### I HEAL: Clinical Outcomes

**Description:** Goal is to be = or > than State/National in all 21 clinical outcomes in at least 1 Q of FY 13.

**Measurement:** Report posted 7/19/12 showed 20 of 21 outcomes better than state and national. 2 newly added outcomes were posted in the 10/11/12 Home Health Compare Report. This report showed 1 newly added

outcome where 22 of 22 clinical outcomes were at or better than State and National. (And the only agency in the area that is at or better in all 22 outcomes.) Goal was met at this time.

The Home Health Compare Report posted 1/18/13 showed 2 new outcomes (ER and Rehos) that were worse than State and National. All other measures were at or better than State and National.

The Home Health Compare Report posted 4/22/13 showed 1 of the 2 new outcomes (Rehospitalization) improved to be the same as State and all other measures were at or better than State and National. Only 1 category (ER visit without admission scored at 12%) which remained at worse than national (ER) (11%) but better than State (13). Goal as established in July 2012 was met in 10/11/12.

Goal Met.

- Due Date: 06/30/2013

- Reminder Date: 06/30/2013

- Status: Complete

- Percent Complete: 100

**Rating:** 3 Consist Exceeds            3.00  
Expectations

**Weight:** 20%

**Optional** Goal Met and exceeded when new measure was added:  
**Comments:** In the 10/11/12 Home Health Compare Report, there was 1 newly added outcome with 22 of 22 clinical outcomes at or better than State and National. (And the only agency in the area that is at or better in all 22 outcomes.) Goal was met at this time. CMS continues to add and change measures as agency always attempts to be at or better in all aspects.

#### I HEAL: Program Development

**Description:** 4 goals were identified for program development at Continuum.

1. Develop a Good Catch program for Home Infusion Therapy.
2. Complete a research study for palliative care in home health.
3. Begin a palliative care training program for the staff.
4. Begin a Pediatric program at CHHC.

**Measurement:** Good Catch program was rolled out in December, 2012 with over 50 good catches noted by May, 2013. Goal Met.

Research project completed by interviewing 18 Home Health RNs on perceptions of palliative care. Gait speed research project began 4/24/13. Wound VAC research project began 5/31/13 and Staff were informed of Safety research project beginning in June of 2013. Goal Met.

Presented some preliminary training on palliative care in May RN staff Meeting. Rest will be presented in June RN staff meeting. Goal Met.

Position for Peds RN filled. Goal Met.

Implemented new pediatric program with acceptance of 1-2 patients starting in June as a soft opening. Full opening will begin July, 2013.

Goal Met.

- Due Date: 06/30/2013

- Reminder Date: 06/30/2013

- Status: Complete

- Percent Complete: 100

**Rating:** 3 Consist Exceeds            3.00  
Expectations

**Weight:** 20%

**Optional** All Goals Met:  
**Comments:** Good Catch program was rolled out in December, 2012 with over 60 good catches noted by June, 2013. Goal Met.  
Research project completed by interviewing 18 Home Health RNs on perceptions of palliative care. Gait speed research project began 4/24/13. Wound VAC research project began 5/31/13 and Staff were informed of Safety research project beginning in June of 2013.  
Presented training on palliative care in staff meetings.  
Peds RN position filled in 2013 and began accepting pediatric patients. Six pediatric patients currently on service.

**I CARE: Employee Engagement**

**Description:** Goal is for Home Health Employee Engagement to be at or better than 79.32 for Home Health areas and at or better than 75% for Home Infusion Therapy area. Overall Goal for exceeds is 77.16. Overall Goal for meets is 73.16.

At least 10 required training sessions and activity session to be held November 2012 to May, 2013.

**Measurement:** Results were 78.32 in FY 12 for Home Health with a goal: at or better than 78.32 for meets and at or better than 79.32 for exceeds in Home Health.

Results were 62.05 in FY 12 for Home Infusion. with a goal: at or better than 68% for meets and at or better than 75% for exceeds for Home Infusion Therapy.

Survey will take place in June 2013. Results not available until September 2013.

Agency has had 15 session on the meaning of being an engaged employee that were reviewed at staff meetings.

Goal Met.

- Due Date: 06/30/2013

- Reminder Date: 06/30/2013

- Status: Complete

- Percent Complete: 100

**Rating:** 3 Consist Exceeds            3.00  
Expectations

**Weight:** 10%

**Optional** Goal Met:

**Comments:** Survey will take place in June 2013. Results not available until September 2013. Results were 78.32 in FY 12 for Home Health with a goal of being at or better than 78.32 for meets and at or better than 79.32 for exceeds in Home Health. Results were 62.05 in FY 12 for Home Infusion with a goal of being at or better than 68% for meets and at or better than 75% for exceeds for Home Infusion Therapy.

In all, the agency has had 15 sessions on the meaning of being an engaged employee that were reviewed at staff meetings. All preparation goals met and team enthusiastic. The NDNQI results indicate the nurses are at the highest quartile in all categories in the 2012 report.

**Accountabilities / Key Results Summary**

**Rating:** 3.00

**Summary Weight:** 25%

**Section 3 - Our Leadership Standards**

**Knows self, people, and business**

**Description:** Understands impact of words and actions, makes individuals feel understood and acknowledged, keeps abreast of industry trends, gets into the details when needed, and technically competent

**Rating:** 3 Consist Exceeds            3.00  
Expectations

**Encourages cross-boundary perspective**

**Description:** Eliminates silos, seeks collaboration, looks for opportunities to partner, does not point fingers or blame others, seeks out best practices

**Rating:** 3 Consist Exceeds            3.00  
Expectations

**Teaches, coaches, and develops others**

**Description:** Objectively assesses both individual and team strengths and areas for development, pushes decision making to lower levels, has a teachable point of view, coaches others to improved performance, actively

supports growth of staff		
<b>Rating:</b>	3 Consist Exceeds Expectations	3.00

**Is accountable for outcomes**

**Description:** Individually and collectively sets clear and consistent expectations, monitors and measures results, links assigned responsibilities to outcomes, addresses others openly and directly when performance does not meet expectations

<b>Rating:</b>	3 Consist Exceeds Expectations	3.00
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**Inspires trust**

**Description:** Displays confidence in decision making, follows through on commitments, builds relationships at all levels, challenges the status quo, creates climate of adaptability

<b>Rating:</b>	3 Consist Exceeds Expectations	3.00
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**Our Leadership Standards Summary**

<b>Rating:</b>	3.00
<b>Summary Weight:</b>	25%
<b>Comments:</b> Knows self, people, and business: Maintains ability to use words and action to help staff feel respected and appreciated by consistently being in preemptive mode of finding better solutions to help staff members perform their jobs. I hold "goal" planning sessions with all staff and use their feedback to set even higher, more challenging goals that will improve the delivery of home health and home infusion therapy for UVA and the community. I keep abreast of industry trends by attending conferences and completing CBLs as well as completing PhD coursework to enhance nursing knowledge. I make sure that every staff member is clear on their performance expectations & how they tie to CHHC's agency & MC goals. I also address unsatisfactory performance & hold staff accountable for meeting expectations, initiating progressive counseling as appropriate. This has resulted in a large number of transitions of staff out of the department this year. I also help staff understand their strengths and help them build their skill sets while making sure that staff understand RISE behaviors and have held many sessions educating staff on these behaviors this year.	
Encourages cross-boundary perspective: Skilled at bringing divisive teams and groups together to discuss challenging issues. Constantly seeking best practices using the following as examples: 1. Focused clinical outcomes that can impact NDNQI indicators on Fall Prevention and Wound Care Prevention in an effort to meet quality of care goals. 2. Changed Continuum quality focus areas of urinary tract infection prevention and improper medication prevention measures to reach goals. 3. Completed UTI best practice program - nursing training/ implemented a closed system foley catheter and placed in Continuum stock, ensured that Home Health Aides completed an annual competency on CAUTI, educated nurses on continent urinary diversion and incontinent management best practices. I also routinely supports staff continuing education by sending staff to conferences that will benefit both them & the agency while also facilitating our WOCN nurse doing wound care competency validations as part of CHHC's annual skills day.	
Teaches, coaches, and develops others: 1. Revised and enhanced our Fall Prevention Program and updated the program to ensure that our agency continued to have excellent outcomes in fall prevention. Implemented MACH-10 as a Fall Prevention Assessment used in Home Health Agencies. Current fall prevention practices were reviewed, and implemented nursing collection of gait speed on admission and discharge as a novel, objective measure that can potentially determine fall	

- risk as well as other outcomes such as rehospitalization and discharge outcomes.
2. Held training sessions for all home health nurses on methods to reduce rehospitalization rates on heart failure and respiration disease. Completed Alzheimer Association campaign for Quality Care goals as a leader by realizing the increasing numbers of referrals for dementia care and developing a training program to help all team members implement Dementia Care Practice Recommendations when Working in a Home Setting.
  3. Had guest speakers focus on issues related to COPD, urinary tract infection prevention and respiratory disease training programs for both nurses and therapists.
  4. Had guest speakers educate nurses on Urinary Incontinence, Occupational Therapy options for Dementia patients, Physical Therapy for Dementia patient, Calming the Cognitively Impaired, Dementia Challenges, Post Hospital Syndrome, Family Perspectives of Caring for a Family Member with Dementia.
  5. Onboarding Best Practices implemented for 22 new hires and 3 rehires.
  6. Preceptor certification obtained for 7 nurses.
  7. Supported 8 staff members in their pursuit of a degree or an advanced degree.
  8. Six Continuum nurses were nominated for PNSO Awards and 2 Continuum nurses won the awards.

Is accountable for outcomes:

In FY 2013 - rolled out a successful warfarin protocol program with UVA Orthopedics physicians and in January 2013, received approval from the UVA Anticoagulation Committee and P&T Committee to proceed with the Warfarin Protocol for Continuum field nurses to use with Dr. Brown, Browne, Cui patients. Mary completed her PhD coursework this yr and is now working on a research project that she plans to implement in FY13. Mary is able to take negative news or tough messages & present them with a positive spin. I consistently keep our patient and financial outcomes in front of staff so that they consistently know how their performance is contributing to the whole and are part of the strategy discussions about how to push out outcomes even farther.

Inspires trust:

Marketing meetings were held with the Culpeper Case Managers and Social Workers to strengthen relationships and increase referrals with excellent success after the meeting. I participate in a number of hosp committees as well as several scholarship committees and helped other Directors understand how to pull turnover statistics for their departments this year. The Safety results for Continuum were outstanding this year and are a result of the staff trusting that they can come to me for guidance and support.

## Section 4 - Values & Leadership Behaviors

### Respect

**Description:** Promotes patient-centered care, demonstrates empathy, empowers others, honors the dignity and worth of others through actions and words, is courteous, welcoming, caring, and inclusive

**Rating:** 3 Consist Exceeds 3.00  
Expectations

### Integrity

**Description:** Treats others fairly, promotes transparency in decision making, assumes positive intent, is honest, confidential, and authentic

**Rating:** 3 Consist Exceeds 3.00  
Expectations

### Stewardship

**Description:** Demonstrates keen commitment to cost effectiveness and sound business practices, holds self and others responsible and accountable, supports the community through service, is proactive and creative with

resources, supportive, and resourceful	
<b>Rating:</b> 2 Fully Meets Expectations	2.00

Excellence	
<b>Description:</b> Encourages continuous quality improvement and service excellence, is adaptable to change, seeks out new possibilities, optimistic, expects the best from others, shares and repeats successes, innovates, takes reasonable risks, is collaborative, dependable, compliant, and responsive	
<b>Rating:</b> 3 Consist Exceeds Expectations	3.00

Values & Leadership Behaviors Summary	
<b>Rating:</b>	2.75
<b>Summary Weight:</b> 25%	
<b>Comments:</b> Respect:	I participated in the development of the Ostomy Support Group web site. I am skilled at presenting issues to staff at all levels so there is a clear understanding of the role each staff member plays and how they contribute to the agency's and UVA's overall success. I also serves as a board member for the Virginia Rural Health Association and actively promote RISE behaviors to staff and address issues as necessary.
Integrity:	I am clear in my intent and desire for staff to always demonstrate integrity. I asked staff to be honest about their roles when issues would arise at the agency and I am openly supportive of MC values. I worked to ensure that BRAVO and recognition was delivered to staff for demonstrating integrity values and all of the other values. I worked diligently with Jill Laird Sanders this year to get Liaison access to the case managers to help build integrity by ensuring that our UVA patients got appropriately discharge to home health. I am ethical and fair in dealing with staff.
Stewardship:	I also stepped into the therapy manager role and performed that role in addition to all other responsibilities for 11 months when the manger resigned and the temporaroy manager decided to take a PACE position. CHHC provides ongoing monitoring of the residents of the 2 UVA-Health Houses and I have helped to ensure that the broken equipment was replaced and concerns about loss of services were addressed. Preliminary FY13 figures show CHHC has again demonstrated positive financial margins for both home health and home infusion that exceed the MC goal of 3.8%. I have worked this year on some of our internal processes that touch on OASIS review, coding and the training of new staff on "face to face" MD certification in an attempt to minimize time delays for billing. Excellence: CHHC completed a perfect unannounced CMS HH survey in November that resulted in no findings for Home Health. I make sure that CHHC's outcomes are reviewed, celebrated and/or discussed for next steps at each staff meeting.

### Section 5 - Overall Summary

Below is the average overall rating for this appraisal. The average rating corresponds to the following Rating Scale that was used to calculate the Overall Summary rating.

<p>  
 <p>  
 2.61 - 3.00 : Consistently Exceeds Expectations<br>  
 1.71 - 2.60 : Fully Meets Expectations<br>  
 1.00 - 1.70 : Does Not Fully Meet Expectations<br>  
 </p>  
 Rating Descriptions:<br>

## Exhibit EP15.e

**Consistently Exceeds Expectations:**

Goals exceeded frequently, Serves as role model to others, Top performer who seeks additional responsibility

**Fully Meets Expectations:**

Dependable results and/or behaviors, Occasionally exceeds expectations, Demonstrates skills and knowledge to perform effectively

**Does Not Fully Meet Expectations:**

Inconsistent results and/or behaviors, Improvement needed, Minimum expectations not met

### Overall Summary

<b>Rating:</b>	2.19
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## Section 6 - Strengths

### Strengths Summary

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**Comments:** Communication - especially with challenging topics.  
Goal oriented.  
Supportive of Senior Leadership.  
Counseling and motivating staff.  
Strategic planning

## Section 7 - Development Areas

### Development Areas Summary

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**Comments:** Mary's Personal goals- completed PhD in 2014.  
Conduct a research study in FY 14.  
Prepare for OASIS C1 in 2014.