

## Performance Appraisal Manager Appraisal

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

**Author:** Short, Margaret C

**Role:** Manager

**Status:** Completed

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

**Approval:** Approved

The appraisal status is Completed.

### Section 1 - Organizational Goals

When you receive the final ratings for our Organizational Goals, please enter them in this section.

Please do not 'Submit for Approval' or conduct the appraisal discussion with the employee until the finalized results for Section 1 - Organizational Goals have been provided.

I Care	
<b>Patient Satisfaction</b>	
<b>Rating:</b> 1 Does Not Fully Meet	1.00
<b>Employee Engagement</b>	
<b>Rating:</b> 1 Does Not Fully Meet	1.00
<b>Weight:</b> 50%	

I Heal	
<b>Risk-Adjusted Mortality</b>	
<b>Rating:</b> 3 Consist Exceeds Expectations	3.00
<b>Weight:</b> 25%	

I Build	
<b>Operating Margin</b>	
<b>Rating:</b> 3 Consist Exceeds Expectations	3.00
<b>Weight:</b> 25%	

Organizational Goals Summary	
<b>Rating:</b>	2.00
<b>Summary Weight:</b> 25%	

### Section 2 - Accountabilities / Key Results

To edit the Accountabilities / Key Results, click on the 'pencil' icon. You may add, edit, or delete

## Exhibit EP15.g

Accountabilities / Key Results. Please maintain 3-5 Accountabilities / Key Results for the appraisal year.

### I BUILD: Business Growth

**Description:** 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 Comments:** While home health did not meet its individual growth target, home infusion more than made up the volume for home health. With home health volumes being the lowest they have been for 3 years, it will be imperative that Mary tightly manage expenses; carefully look at the use of resources & examine the need to fill each vacancy. Close attention will also need to be paid to the peds service to ensure that all efforts are being made to grow the service & that everything is in place to ensure both nsg & therapy is prepared to meet requested needs.

### I CARE: Patient Satisfaction

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

1. HHCAPHS Overall Rating of 9's and 10's 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 Comments:** Continuum's patient satisfaction continues to shine. HHCAPS reached 89% in the two most recent monthly reports provided by Chris Harper. Continuum's Press Ganey reached 92% for the two quarters and Home Infusion reached 96.6%. Mary keeps pt satisfaction front and center in all performance discussions and goal setting with staff and areas of focus continually shifted to address areas targeted for improvement.

### 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 Rehosp) 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 Comments:** Continuum exceeded both State & National on all 22 of its publicly reported patient outcomes---the only agency in this area to do so! CMS has added two new measures so the push is on to ensure that CHHC achieves the same level of outcome with these two as we have with the others. Maintaining outcomes at this level requires constant attention & focus with staff & Mary utilizes part of each staff mtg to focus efforts on any opportunities identified plus ties feedback received from pts back to these outcomes & pt satisfaction.

### 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 Comments:** The pharmacy implemented a "good catch" program & is targeting its efforts on identifying opportunities for improvements in process & operations. Mary began her school required research study on palliative care using our Continuum staff and has begun to work on providing some preliminary staff training. A number of the CHHC nurses have initiated the early stages of mini research projects looking at the use of wound vacs and staff safety. The peds program was launched in June after a significant time investment in planning startup & will require Mary to invest focused attention in order to facilitate its growth.

**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 Comments:** Continuum's Gallup overall results for Mary's areas was 79% which according to Gallup "a percentile score of 75 and above are considered world class when compared to Gallup's overall database." Over the course of the year, there were 15 occasions where there was discussion in staff mtgs about what it means to be an engaged employee. The 2012 NDNQI results again found Continuum nurses at the highest quartile in all categories. Mary is always on the lookout for opportunities to involve staff, both in activities at Continuum and in activities at the medical center. We continue our monthly staff luncheons to raise money for our annual Christmas event which is one of our major employee engagement activities which is always looked forward to by all staff.

**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
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**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> Mary excels at developing staff. By setting annual goals with staff & frequently revisiting them, Mary ensures that all staff know what is expected of them & they know the bar will constantly be raised. While clear on their performance expectations related to CHHC goals, they are also clear on how they are connected to MC goals. Mary spearheaded the roll out of a successful home care managed warfarin protocol developed collaboratively with Ortho and Dr. Tom Brown notes that "Mary is patient centric & does a great job of managing her home health workforce. She interacts well with the nsg staff as well as with our nurse coordinators." Jill Laird-Sanders shares "Mary is a valued partner in our work to get pts the care they need in the right setting at the right time. I have observed her guiding her team in a way that allows them to own the issue and the solution."	

**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

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

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

<b>Rating:</b> 3 Consist Exceeds Expectations	3.00
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**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
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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> CHHC underwent an unannounced CMS survey in Nov & again was recognized with no deficiencies! Mary uses every opportunity to recognize & celebrate good work. Education & training are valued & CHHC had a number of staff receive PNSO awards, one earned their geriatric certification and a number are being supported in pursuing degrees in school. Mary consistently ties staff behaviors & outcomes to our RISE values. Mary successfully filled our therapy mgr position after having the position covered with interiiim measures (a part-teime PT and Mary). This person promises to be a strong partner & will help get therapy services back in line in terms of managing productivity & expenses. CHHC successfully ended the FY with positive contribution margins for both home health and home infusion.	

### 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>

<b>Consistently Exceeds Expectations:</b> <br>  
Goals exceeded frequently, Serves as role model to others, Top performer who seeks additional responsibility<br><br>

<b>Fully Meets Expectations: </b><br>  
Dependable results and/or behaviors, Occasionally exceeds expectations, Demonstrates skills and knowledge to perform effectively<br><br>

<b>Does Not Fully Meet Expectations:</b><br>  
Inconsistent results and/or behaviors, Improvement needed, Minimum expectations not met

Overall Summary	
<b>Rating:</b>	2.69

### Section 6 - Strengths

#### Strengths Summary

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**Comments:** Mary is a great partner and demonstrates a number of key strengths: Mary demonstrates many operational & people skills. Some of her strengths include:

- \* development of staff
- \* ensuring focused staff performance & holding staff accountable
- \* engaging staff in decision making
- \* making sure CHHC stays ahead of the curve in terms of quality initiatives
- \* ensuring CHHC stays pt focused

Mary is a delight to work with and her commitment to excellence is evident in all that she does. She leads by example and is highly respected by CHHC staff.

### Section 7 - Development Areas

**Development Areas Summary**

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**Comments:** I would like to see Mary pursue an appropriate certification this year.

Mary could benefit from making sure that after putting new processes in place, that appropriate monitoring/ periodic spot checks are completed in an ongoing fashion to ensure the process is really working as desired and is being maintained at consistently desired levels.

### Section 8 - Primary Reviewer Comments

If the score from the Overall Summary Section listed above results in a score from the rating model of "Does Not Fully Meet Expectations" or "Consistently Exceeds Expectations", justification/rationale is required.

**Primary Reviewer Comments**

:

**Comments:**

### Section 9 - Employee Comments

**Employee Comments**

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**Comments:**