**Requires Conflict of Interest Paperwork*

Greater Baltimore Medical Center

Job Description and Performance Management Form

Job Title: Hospice Clinical Manager	Employee Name:
FLSA Status: Exempt	Employee No:
Department: Hospice updated JD per Reggie/Diane 7/28/08	Department No:
Job Code: RNMGRGHC	Supervisor Name:
Pay Grade: 417	Review Period:

I. JOB DESCRIPTION SUMMARY:

Under limited supervision, manages the clinical patient care delivery of identified area(s) of responsibility. Manages, the human, fiscal and communication resources to facilitate coordination of care.

Education	Bachelor's degree or equivalent. Master's Degree in Nursing, Social Work, or related degree or the equivalent preferred.
Experience	At least five (5) years progressive clinical experience, including at least two (2) years' in a lead or supervisory role. Additional education may be substituted for some of the experience.
Skills	• Substantial interpersonal and verbal communication skills required in order to provide effective leadership to assigned staff, maintain effective contacts with patients, families, physicians and community • Analytical skills necessary to organize and oversee the work of others and to develop and administer sound policies, procedures, budgets and clinical practices.
Licensures, Certifications	• RN, MSW or other relevant licensure in the state of Maryland. • Certification in end-of-life care by the NBHPNA within the first three years of employment
Physical Requirements	• Ability to stand and walk almost constantly (up to 80% of work time) and occasionally (up to 20% of work time) lift and position patients. • Ability to perform home care visits.
Working Conditions	• Office, Facilities and home environment
Conditions of Employment	• Current licensure in applicable field and Maryland driver's license.
Standard Precautions	Standard precaution policy and procedures are applicable to this job ☐
Patient Safety	Employee has knowledge and understanding of patient safety as it relates to the job duties ☐ N/A ☐
Patient Population	Demonstrates competency in the delivery of care and applies the knowledge to meet age-specific needs ☐ Not applicable ☐ Neonate / Infant ☐ Pediatric ☐ Adolescent ☐ Adult ☐ Geriatric ☐
Contacts	Staff, patients, families and community
Reports to	Associate Clinical Director
Supervises	RN's, SW, Chaplains, LPN's, HA's

Job duties listed in this document are intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities, or requirements.

II. GBMC Values

GBMC Values	Value Description	Method of Verifying Performance Check all that apply	Mid Year Review	Annual Rating
Respect	▪ Treats others with fairness, kindness, and respect for personal dignity and privacy ▪ Listens and responds appropriately to others' needs, feelings, and capabilities	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Excellence	▪ Meets and/or exceeds customer expectations ▪ Actively pursues learning and self development ▪ Pays attention to detail; follows through	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Accountability	▪ Sets a positive, professional example for others ▪ Takes ownership of problems and does what is needed to solve them ▪ Appropriately plans and utilizes required resources for various job duties ▪ Reports to work regularly and on time	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Teamwork	▪ Works cooperatively and collaboratively with others for the success of the team ▪ Addresses and resolves conflict in a positive way ▪ Seeks out the ideas of others to reach the best solutions ▪ Acknowledges and celebrates the contribution of others	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Ethical Behavior	▪ Demonstrates honesty, integrity and good judgment ▪ Respects the cultural, psychosocial, and spiritual needs of patients/families/coworkers	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Results	▪ Embraces change and improvement in the work environment ▪ Continuously seeks to improve the quality of products/services ▪ Displays flexibility in dealing with new situations or obstacles ▪ Achieves results on time by focusing on priorities and manages time efficiently	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	

III. Technical Assessment

Principal Duties and Responsibilities	Method of Verifying Performance Check all that apply	Mid Year Review	Annual Rating
Strategic Planning Develops, implements, and ensures hospice service and after hours care for patients and families.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Financial Management Manages accounts payable issues. Processes payroll for assigned areas. Develops efficient staff plans with allocated resources. Maintains inventory and analyzes cost of supplies and services.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	

Rating Definitions: **U= Unacceptable** **B= Below** **M= Meets** **E= Exceeds** **FE= Far Exceeds**

Human Resource functions Manages human resources within established productivity guidelines and the personnel budget. Facilitates training and development efforts. Maintains employee competencies. Monitors and reviews work performance of the staff. Interviews and selects personnel. Utilizes IT system to monitor productivity and performance of staff.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Service Excellence Monitors, investigates and responds to customer feedback, modifying office systems, processes and patient care as needed. Monitors and adjusts programs based on family satisfaction scores. Meets or exceeds patient statistical targets.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Quality Initiatives Oversees staff involvement in quality control and improvement efforts, general safety, and infection control procedures. Initiates, monitors, and evaluates performance for the team, as needed. Monitors trends, reviews and revises systems/processes as appropriate. Ensure standards of practices are met and incorporates compliance with regulatory laws.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Patient Care Management Manages the clinical practice of patient care including care planning. Participates in the development of patient care programs and/or expansion of services. Coordinates interdepartmental activities that have significant impact on patient care. Interprets hospice standards to clinical staff, other departments, physicians, patients and the community. Oversees completion/management of 485/486.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Communication and Coordination Responsible for coordination of after hour needs of patients and families. Communicates with all Clinical Managers to assess needs and schedule accordingly. Coordinates and oversees compliance of documentation management resources involving clinical/administrative staff, pharmacy and durable medical equipment.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	

Rating Definitions: **U= Unacceptable** **B= Below** **M= Meets** **E= Exceeds** **FE= Far Exceeds**

IV. Goals for Review Period: (As Needed)	Method of Verifying Performance Check all that apply	Target Completion Date (Mid Year or Annual)	Rating
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records		
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records		
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records		
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records		
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records		

V. Mid-Year Review of Performance

☐ Values reviewed on _____/_____/_____ ☐ Technical Responsibilities/Goals reviewed on_____/_____/_____

Overall Mid-Year Rating: ☐ Satisfactory ☐ Unsatisfactory (Performance Improvement Plan Required)

Comments:

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VI. Comments

Supervisor Comments: Consider employee's strengths, areas needing attention or development, career goals, etc

Employee Comments: Consider your strength, areas needing attention or development, accomplishments, and career goals

The following signatures acknowledge that the supervisor and employee have met to discuss the employee's performance during each phase of the performance review cycle as indicated below.

Mid Year Phase

Supervisor_____ **Date**_____ **Employee** _____**Date**_____

Annual Phase

Supervisor_____**Date**_____**Employee**_____**Date**_____

VII. Performance Review Summary:

OVERALL PERFORMANCE RATING ☐

VIII. Annual Competency Completion: Please check box

Has met all annual competency requirements ☐ (Do not submit documentation)

Please use the space below for comments. All ratings except for "Meets" require justification (I.e. comments or documentation)

*For annual review, please attach any additional comments and documentation. Forward the original performance evaluation and all attached documents to Human Resources.

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*Requires Conflict of Interest Paperwork

Greater Baltimore Medical Center

Job Description and Performance Management Form

GBMC HEALTHCARE

Job Title: Associate Clinical Director: Inpatient Services	Employee Name:
FLSA Status: Exempt	Employee No:
Department: Hospice	Department No:
Job Code: RNCLNDRAS	Supervisor Name:
Pay Grade: 418	Review Period: 05/22/2015

I. JOB DESCRIPTION SUMMARY:

Under limited supervision, assists in directing all services provided by the inpatient units (Towson Gilchrist Center, Howard County Inpatient Unit, Joseph Richey House,). Ensures that all personnel are prepared to deliver high quality services to patients and families.

Education	Bachelor's degree in Nursing or equivalent. Master's preferred.
Experience	2 years experience in caring for terminal patients and their families 3 minimum progressively responsible management experience Hospice management experience preferred
Skills	• Advanced knowledge of all aspects of hospice and facility management. • Skill in oral and written communication • Skill in data analysis and interpretation • Computer literate • Strong problem resolution skills • Strong leadership and healthcare management skills
Licensures, Certifications	Current Maryland state license as a Registered Nurse; if appropriate Hospice and Palliative Care certification within the first three years of employment.
Physical Requirements	Ability to perform patient care activities
Working Conditions	Office, facilities and home environment
Conditions of Employment	Valid Maryland Driver's :License and current RN License if applicable
Standard Precautions	Standard precaution policy and procedures are applicable to this job ☐
Patient Safety	Employee has knowledge and understanding of patient safety as it relates to the job duties ☐ N/A ☐
Patient Population	Demonstrates competency in the delivery of care and applies the knowledge to meet age-specific needs ☐ Not applicable ☐ Neonate / Infant ☐ Pediatric ☐ Adolescent ☐ Adult ☐ Geriatric ☐
Contacts	Patients, Families, Employees, Visitors, Vendors, and Payers
Reports to	Senior Director of Clinical Operations
Supervises	Clinical Services Supportive Services Pharmacy Services Kitchen Facilities Management Social Workers Chaplains MDMCs

Job duties listed in this document are intended to describe the general content of and requirements for the performance of this job. It is not

II. GBMC Values

GBMC Values	Value Description	Method of Verifying Performance Check all that apply	Mid Year Review	Annual Rating
Respect	▪ Treats others with fairness, kindness, and respect for personal dignity and privacy ▪ Listens and responds appropriately to others' needs, feelings, and capabilities	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Excellence	▪ Meets and/or exceeds customer expectations ▪ Actively pursues learning and self development ▪ Pays attention to detail; follows through	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Accountability	▪ Sets a positive, professional example for others ▪ Takes ownership of problems and does what is needed to solve them ▪ Appropriately plans and utilizes required resources for various job duties ▪ Reports to work regularly and on time	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Teamwork	▪ Works cooperatively and collaboratively with others for the success of the team ▪ Addresses and resolves conflict in a positive way ▪ Seeks out the ideas of others to reach the best solutions ▪ Acknowledges and celebrates the contribution of others	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Ethical Behavior	▪ Demonstrates honesty, integrity and good judgment ▪ Respects the cultural, psychosocial, and spiritual needs of patients/families/coworkers	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Results	▪ Embraces change and improvement in the work environment ▪ Continuously seeks to improve the quality of products/services ▪ Displays flexibility in dealing with new situations or obstacles ▪ Achieves results on time by focusing on priorities and manages time efficiently	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	

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III. Technical Assessment

Principal Duties and Responsibilities	Method of Verifying Performance Check all that apply	Mid Year Review	Annual Rating
Strategic Planning • Develops, implements, and ensures achievement of short and long term strategic goals. • Actively participates in program development. •	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Financial Management/Growth • Develops and manages the operating budget and makes recommendations for capital budget in collaboration with Sr. Director. • Maintains an ongoing analyses of supply costs and services. • Ensures accounts payable issues are managed appropriately. • Processes payroll for assigned areas. • Reviews staffing and productivity regularly to ensure appropriate use of resources. Meets all census and staffing projections as outlined in the budget. • Works in collaboration with the billing department to manage room and board payments and financial assistance requests. • Collaborates with the Admission's Center to ensure that patients in need of admission are triaged to the appropriate inpatient facility in a timely manner.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Regulatory Compliance/Quality Improvement • Ensures regulatory compliance of all inpatient buildings to include Life Safety. • Ensures timeliness of information and regulatory compliance for medical records and billing. • Works in collaboration with the Clinical Manager for the Joseph Richey House and Director of Development to meet all grant requirements • Audits patient records for accuracy, documentation and compliance in coordination with the Director of Quality. • Participates in quality and performance improvement efforts, evaluates, with the assistance of managers, the effectiveness of patient care and desired outcomes. • Oversees staff involvement in quality improvement efforts, general safety, and infection control procedures. • Assists the Team Managers with the development and monitoring of team metrics. • Collaborates with the team managers on the skill of learning to improve outcomes through the use of ACAs, PDSA and A3 events. • Demonstrates support of LEAN events by ensuring participation by team members and front line staff. Ensures standard work and LEAN initiatives are implemented throughout all areas of responsibility. • Mentors Clinical Managers with developing a culture of quality and patient safety. Creates a culture of safety in all work environments. • Collaborates with the Associate Director for HC/FBC to ensure continuity of care and safe patient transfers.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	

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Human Resource Functions • Manages human resources within established productivity guidelines and the personnel budget. • Facilitates training and development efforts. • Maintains employee competencies. • Monitors and reviews work performance of the staff. • Plans and designs staffing patterns and staffing mixes. • Empowers and encourage managers and individuals to function independently. • Interviews and selects staff as needed, ensures competency and compliance of assigned staff, monitors and review work performance of staff.	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	
Service Excellence • Monitors, investigates and responds to customer feedback, modifying systems/processes as needed. • Recognizes the role of insurers and the importance of their relationship to their assigned operations. • Measures and monitors patient and family, physician and referral source satisfaction. Modifies and implements changes as necessary to meet service excellence goals. • Establishes and maintains effective vendor relationships to compliment/enhance the hospice team. (e.g. housekeeping, kitchen, pharmacy and medical supplies)	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records	☐ Satisfactory ☐ Unsatisfactory	

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IV. Goals for Review Period: (As Needed)	Method of Verifying Performance Check all that apply	Target Completion Date (Mid Year or Annual)	Rating
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	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records		
	☐Observation/ Demonstration ☐Surveys ☐Feedback ☐Records		

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Mid Year Phase

Supervisor_____ **Date**_____ **Employee** _____**Date**_____

Annual Phase

Supervisor_____**Date**_____**Employee**_____**Date**_____

VII. Performance Review Summary:	**VIII. Annual Competency Completion:** Please check box
OVERALL PERFORMANCE RATING ☐	Has met all annual competency requirements ☐ (Do not submit documentation)

Please use the space below for comments. All ratings except for "Meets" require justification (I.e. comments or documentation)

*For annual review, please attach any additional comments and documentation. Forward the original performance evaluation and all attached documents to Human Resources.

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