

FULLER, ASHLEY

FY21 Staff Performance Evaluation

10/1/20 to 9/30/21

Document Status Completed

Evaluated By TRULL, JARROD

Employment Details

Position	Job	SUPV, STAFFING
Location	Department	CAL BSI TAXES 8733 - FLOAT POOL
	Manager	TRULL, JARROD

Overall Summary

	Worker	Manager
Overall Rating	Effective	Highly Effective
Comments	<p>Prior to applying for a Leadership position, I had reached a point in my career that I was so burned out I did not know if I could remain bedside. Luckily, I was encouraged by a Supervisor on the 3rd floor of CV to consider Leadership which had not been of interest to me previously and applied for the SBFP Supervisor position. I have truly found a renewed love for my job. I love coming to work. I love being able to support my staff when they need support. I love being able to help my staff grow professionally. I love what I do. I am consistently challenged which is something I thrive off of and learning something new all the time which I need to remain satisfied in my job.</p>	<p>Ashley has been with Scripps since 11/02/15. She originally started off as an RN in SSRS. She transitioned into a leadership role in October. She is now the Supervisor of SBFP for SD & CV. She has a high volume of direct reports and does well supervising them. She has PCAs and RNs from various backgrounds and in different specialties. This requires a unique skillset. Being in this position requires frequent re-prioritizing of needs. Currently there is a focus on annual evaluations. These must be completed prior to the due date of October 1 2021. Ashley was very excited about doing these and meeting with her employees. She reached out to their co-workers and</p>

	<p>I have had opportunities of taking on more responsibility which I really enjoy. While my manager was out for a couple weeks, I ended up being the only Leader for our department for essentially two weeks. Although it was incredibly stressful and I worked harder than I had probably ever worked before, I really appreciated the additional responsibility and the knowledge I gained during that time. I oversaw the scheduling and distribution of the SMF and OR staff and created a temporary Standard Work for them while collaborating with multiple departments and Leadership in higher positions to ensure the Standard Work was not only efficient but beneficial.</p> <p>I collaborated with Management in the North to develop a new Charge Nurse Staffing Sheet that would help our SLs be more informed of the needs and the available staff during the height of the Covid pandemic during the holidays. Although I was so blown away by the process of changing something as simple as a staffing sheet and the length of time it took to come to an agreement, I really felt like I truly contributed to an important change for not just the Mercy Hospitals, but the entire Scripps system.</p>	<p>Charge RNs to ask for feedback. This was helpful to provide a well-rounded evaluation.</p> <p>One thing that Ashley prides herself on is connecting with her employees. She advocates for them and what she feels is best. She is very passionate about this and spends a lot of time with them talking with them one on one. Sometimes employees feel compelled to share things with her and confide things to her. One thing that she must be careful with is boundaries. She needs to be sure that she understand her role as a supervisor. Transitioning from a peer to a leader is a challenge for some and I'm more than willing to help her with any obstacles that she may have.</p> <p>Ashley is a very driven person, employee and supervisor. If she believes in something, she will go after it. Although this is admirable and good in leadership, she just needs to remember to prioritize things so that she addresses important issues first. She has demonstrated this in many ways throughout her time in the SBFP. Sometimes it can be difficult to do this with such a large department. There are times when she must shift her</p>
--	--	---

	<p>My goals, hopes, and dreams for the coming year:</p> <ul style="list-style-type: none">• Identify, be more involvement in, and undertake more responsibilities with things/discussions/collaborations regarding improvement projects and major changes that impact many departments and hospitals like I was involved in with the SMF/OR staff and the Charge Staffing Sheet. I sometimes feel as though I am more of a secretary and scheduler and not performing at my full potential and not being able to take part in things that could challenge me and broaden my knowledge.• Return to school. I my end goal for my career has always been Nurse Education, specifically a Clinical Instructor. Something that I have missed since moving to CA is having a	<p>attention to something else and she does so with ease.</p> <p>Ashley has a very pleasant personality and demeanor and is a pleasure to work with. Whether it's in the office or her remote staff, other people really enjoy working with her. This is evident in her direct reports who have evaluated her. I believe that she has a Servant Leadership style in that if she cares and serves those who work for her, they will serve and care for the patients and families.</p> <p>Shortly after Ashley took over this position, she took over as the one in charge for the whole department. She was only 2 months in and did a fantastic job. This was during the spike in the winter COVID 19 pandemic. She also took on a new process in the SMF labor pool. She did an incredible job with little experience and this will always be remembered.</p> <p>She is also looked to as the person in the office with tech experience. She created a team page. Once up and running, this will be an easy view for all staff to go to with so many resources. With the help of the other supervisor, she also created a Badge Buddy which helps with door</p>
--	---	--

	<p>huge, lasting, and positive impact on the education, practice, and excitement of nurses of our future. Patryk had told me that he was in a program that had a dual focus of Leadership AND Education.</p> <ul style="list-style-type: none">• Continue to grow in my position and grow personally by identifying my weaknesses and working to strengthen those weaknesses. This includes identifying when I am over empathetic and enabling, leading to me not owning the responsibility of holding my staff accountable for their professional conduct and obligations.• Continuing to work on not putting my staff's responsibilities on myself which may be enabling and a root cause unprofessional behavior, even if this is more work on my part in the beginning, in the end, it will allow	<p>codes, numbers, etc. This has been so helpful to our new staff who float to all the different departments.</p> <p>I appreciate Ashley being open to feedback and professional growth. Sometimes conversations with her appear to be circular despite attempts to redirect her. At those times, it may be best to end those conversations and ask for reflection about the conversations. However, what I do appreciate is that Ashley has taken feedback from previous interactions and those discussions do not get escalated.</p> <p>In addition, Ashley should always really think prior to pushing the send button in texts or emails. Like she said in her self-evaluation, this was brought up later by an employee. She should always support her employees but remain professional at all times.</p> <p>Ashley was willing to change her schedule and now comes in later. This was greatly appreciated since it helps cover the Staffing Office. We are now looking for ways that she can help better support the Staffing Liaison so they they can work more efficiently. Thanks for all</p>
--	--	--

	<p>me to help my staff be stronger and more professional staff which further developing and establishing structure to the department and mutual respect between myself and the staff. I realize that just because something is not important to me, it does not mean it is not important at all and I do not need to make it a priority for myself.</p> <ul style="list-style-type: none">• Continue to identify when I am pushing back too much on things that do not have an impact on my personal Leadership priorities and goals. I tend to be hardheaded and at times will push back too much on things that I actually do not care much about what the outcome may be and am agreeable to either end result (such as when new hires should do the BHU orientation, I didn't care when they took it, but I was absolutely	<p>that you do.</p> <p>Ashley was instrumental in supporting the Visitor Screening Station and Behavioral Health Unit (BHU) visitation. She went up to the front several times when it first started and even made suggestions on how to organize the area and better the flow. She was also instrumental in reviving the SBFP PCA BHU orientation. We needed more PCAs to go there and this was an important part of our overall SBFP orientation program. Thanks so much for your suggestions, Ashley.</p> <p>Ashley, it would be impossible to list all of your accomplishments over the past year. One thing that I do is suggest that employees keep journals of all that they've done. If that were the case, your journal would be a book by now. Please know, you are showing incredible progress in the leadership and supervisor role. Your employees respect you for the leader that you are and you should continue being a Servant Leader. Of course, there are things that you can work on and those can be your focus over the next year. I am incredibly happy with your progress and hope that you have a long career here at</p>
--	--	--

	<p>INSISTENT on getting my point of view across and pushing back... for no real reason. I was pushing back just to push back which could eventually lead to others being hesitant about including me in collaboration regarding other matters)</p> <ul style="list-style-type: none">• Continue to identify areas of improvement within my department to that improves the SBFP work life while also making our work more efficient and take ownership of that improvement project. My next improvement project once I finish the phone number badge buddies is to find a way to create a rotation of staff through the BHU that does not create more work or add to the Standard Work for the SLs.• Continue to support my staff, my fellow supervisor, and my manager however I can	<p>Scripps.</p> <p>Please see the feedback below:</p> <p>First off I would like to acknowledge Ashley for always encourage me(us) to be great. she promotes us taking our breaks and lets know how flexible SBFP can be.</p> <p>She leads by example. She gives us time to learn new skills.</p> <p>Ashley is always pushing SAFETY FIRST, avoid injuries to patients and to yourself.</p> <p>She looks for the good in us and thinks about the solution together sky is the limit, she's awesome!!!!</p> <p>Ashely is always there and engaged with me when ever I need help and support.</p> <p>Ashley goes above and beyond to solve my problems and gives good ideas on what to do. An example of this is a patient in the BHU that causes</p>
--	--	--

	<p>whenever they need it.</p> <p>Thank you, Jarrod, for allowing me and choosing me to be a supervisor for the SBFP. I am so proud of what I do and will continue to grow, learn, and improve in my position to make you proud as well.</p>	<p>alot of stress and problems</p> <p>She gives good ideas an alternatives to situations that arise.</p> <p>She always responds with a positive go-get'em attitude</p> <p>Honestly there is no complaints on my end with Ashely she has always been a great leader to me and every staff member I now just adores her. I have never heard a single bad word about her.</p> <p>Ashley emails, and text reminders to make sure her staff members have basic necessities to carry out required duties.</p> <p>Via emails, and text messages. Ashley has been helpful in accommodating shift requests, and explains reasoning when unable. Ashley provides continuous updates on important tasks that need completed.</p> <p>Reaching out to staff members, provides feedbacks on areas that need improved, while being compassionate, and understanding.</p>
--	---	---

		<p>Encourages, and welcomes challenges. Ashley has been accommodating since joining the SBFP team.</p> <p>Any opportunities Scripps is able to extend at this time. Ashley has demonstrated leadership qualities, she is encouraging, empathetic, and professional.</p> <p>All colleague have demonstrated commitment to their job to the best of my knowledge ,Ashley has been so outstanding. working hand IN glove to assist all staff be it on the floor or in office. she is so amazing.</p> <p>To the best of my knowledge those I have worked with are up to standard. I have amazing people working with always willing to help out and accept new initiatives.</p> <p>I believe we all work as team to bring our contribution to provide quality care and clinical excellence to our patients. we are here because of our patients reason we do our best to meet high standard of patient care.</p>
--	--	--

		<p>I believe every challenge has a specificity. My colleagues will show positivity in responding to every challenge. challenges comes to showcase the skills in us .</p> <p>we work hard to overcome challenges. challenges brings out the best in us. it makes us to work extra hard with commitment and determination to overcome the challenge.</p> <p>I aspire for more growth opportunities , continues learning to be the best in what I do and to pursue a bigger career in health care that is a more challenging career in health care.</p> <p>Ashley always has a smile on, even under her mask. She regularly comes to the floors to touch base with her staff. Over my time in SBFP, I have seen Ashley more than anyone else in her position. To me, that makes it more personable. I truly enjoy her as my manager.</p> <p>Ashley is always coming up with great ideas to help solve problems and to make our jobs a little easier. The laminated badge buddy with the floors codes, numbers and time on insulin was AMAZINGLY</p>
--	--	--

		<p>helpful. Just one of her MANY problems solved!</p> <p>she is great right where she is! We need her where she is :)</p> <p>I have seen Ashley at least once a week, doing rounds, checking on the staff and engaging in conversation with float pool and floor staff.</p> <p>Ashley is very creative in handling potential problems and staying near by if needing assistance and/or checking if any more assistance was needed.</p> <p>Ashley has shared her bedside nurse experiences so I feel her input and her advice has helped me do better with patient care and maximizing clinical excellence.</p> <p>She invites challenges and responds to them accordingly. She has a very positive outlook so her approach is very optimistic.</p> <p>She's great! I don't have any</p>
--	--	---

		<p>recommendations but I'm sure whatever you have her pursue, she'll thrive.</p> <p>she's constantly on task, and offers any help when available. she's very reliable.</p> <p>she's support us by offering to help and ask question if we have any concern and always assisting us.</p> <p>she's very diligent, and always answer our concern.</p> <p>very generous action and support us.</p> <p>I recommend growth opportunity types such as growing more and getting used many things willing to learn more.</p> <p>Ashley is literally the best. She makes rounds to the floors and chats with CNA staff and it is always great! She really listens to our needs and I feel really</p>
--	--	--

		<p>supported by her.</p> <p>She is the queen of this! From badge buddies to the Teams page, to appreciation gifts. She fixes anything you need fixing and is an amazing support system.</p> <p>She has been an amazing nurse for so long and now she helps us to be better CNAs! She gives advice when needed, and teaches us how to be great at our jobs.</p> <p>Amazingly! She handles them with grace and professionalism. ZERO complaints!</p> <p>Take this woman to the top! I don't know the growth path for her specific role, but whatever it is, she deserves to climb the ladder. I can't emphasize how much she has supported me, made me feel appreciated, and I can't wait to see her thrive in higher positions (however much I will miss her).</p> <p>Ashley always reaches out to check in on me at work and even at home. She will stop by during shifts and ask if everything is ok or if I need anything. She is always happy</p>
--	--	--

		<p>to help when I do need help with something.</p> <p>Ashley was talking about having a teams page for float pool which is a great idea so we can all stay connected in an easier way. She always sends out guides to look at for when we are self scheduling so we can refer back to it.</p> <p>Whenever Ashley is on the floor she offers to lend a hand. She goes above and beyond what a supervisor should.</p> <p>Ashley is always looking for ways to make things better and easier for us.</p> <p>None that I can think of. Ashley is an amazing supervisor and human being. I feel like I can go to her with whatever issues I have and not be afraid of the outcome. I am proud to work under her.</p>
--	--	---

Performance Elements

	Worker	Manager
Section Rating	Often Demonstrated	Consistently Demonstrated
Section Weight	100 %	Section Minimum Weight %

Accountability

	Worker	Manager
--	--------	---------

Performance Rating	Often Demonstrated	Consistently Demonstrated
Comments	<p>I have grown a lot as a person while performing in my new role as Supervisor. I have always taken constructive criticism seriously in the past and continue to take constructive feedback to heart and work to change a behavior that may be taken another way than I intended. For example, it was brought to my attention that I may be overly defensive of my direct report that was also an established friend prior to my role change. I know that I can be defensive of all of my staff, but I did not see that I was more defensive when it came to my personal friend even when it was brought to my attention. But I took this feedback seriously, because even though I did not see it, I worried that if my manager saw it, then there was a possibility that my other direct reports would see this. Upon accepting my new position, I immediately made it a personal mission to build a trusting and professional rapport with my staff while contributing to the building of the established structure of my new department. The rapport that I have established with my direct reports is extremely important to me and the continued growth of rapport with my direct reports is one of my top priorities as a Leader. I felt that if this preferential treatment were seen/felt by my other direct reports, that the rapport and structure that</p>	

I had worked so hard to establish would be put at risk. After reflecting on this feedback and on my priorities, I decided it would be best to transfer my friend to the other supervisor.

Another example, as I was learning my new role as a Leader, I learned the hard way of the importance of maintaining professional communication with my staff. I went into my new role not realizing that my interactions and communications with the staff I had just recently worked at bedside with needed to be adjusted. I had sent an overfly friendly and not very professional text message to one of my employees trying to be funny. Another text during this same conversation with the staff member ended up being brought up to HR. While speaking with my manager about the situation and the text message, I ended up having to send screenshots of these text messages to not only HR, but to higher Leadership as well. While I could have screenshotted the texts and excluded the one text, I wanted to hold myself accountable for my unprofessionalism and included the text in the screenshots. I realized that the way I communicate with my employees needed to change and needed to be more professional. I learned

	<p>that I was no longer a buddy or fellow bedside peer to these employees, I was their Supervisor and even though I am typically a very friendly individual that jokes around a lot, I needed to be able to identify the correct audience and the correct time and place to behave this way. Since then, I have ensured that my communications with my direct reports has not only been friendly but also professional.</p>	
--	---	--

Compliance

	Worker	Manager
Performance Rating	Often Demonstrated	Consistently Demonstrated
Comments	<p>This is another area of growth for me. Although I hold myself accountable and own my responsibility of meeting established deadlines for compliance requirements, as I have stated in my comment under excellence, I need to work on holding OTHERS accountable for compliance which includes administering corrective action/coaching when they are not meeting compliance requirements which would alert HR to individuals not meeting Scripps' Standards of Profession Conduct.</p> <p style="text-align: right;">How I have</p>	t

met this objective myself is by maintaining all of my certifications and licensures, mandatory LMS courses, and the annual flu/TB surveys by the established deadlines. I also frequently monitor Midas reports and ensure prompt follow up with staff to ensure they improve their practice to not only provide safer patient care but also ensure their alignment with Scripps' standards of conduct and care delivered. I have found that much of the time, the employee just needed education of the policies and procedures and their practice improved.

After my first year at Scripps and learning about my own mistakes that went against Scripps Policies and Procedures, I have since made staying up to date with Policies and Procedures and referring often to policies and procedures and their updates when I did not know with certainty about something a priority for me. I learned how to expertly search the Policy and Procedure Library and the Scripps Website for resources and guidelines. This has made me an exceptional resource to staff and has also been beneficial while creating the SBFP Teams Page.

Excellence

	Worker	Manager
Performance Rating	Often Demonstrated	Often Demonstrated
Comments	<p>I have some room to grow in this performance element. I know that I have made a positive impact in my department and have been learning so much about and growing in my role, but I definitely have so much more to learn about both the overall position and about myself as a person and who I am in this role. I am still learning what needs to take priority and what can take a little more time to complete. Although I believe every Leader has varying priorities, and I will always make my staff and the improvement their work life my number one priority, but I need to learn which of my priorities should be a higher priority than my others.</p> <p>I have always been the type of worker that will do some additional tasks to prevent more extensive work later (for example, texting my staff that have certifications due that month a couple times during the month that they need to get their certifications to me, or multiple texts to encourage them to complete their LMS that is about to be overdue), but after reflecting on this</p>	t

some, I am realizing that I may be enabling some unfavorable behavior. Instead of handing the professional responsibility to my direct reports and making them own that responsibility, I am putting much of that responsibility on myself instead. Even though giving all of the ownership back to my staff will cause me a lot more work, I am doing them a disservice professionally.

I am also aware that my excessive empathy to my staff needs to be worked on. It is not that I am crossing boundaries with my staff, but it is keeping me from holding my staff accountable for their professional obligations. For example, I just recently realized that not holding my staff accountable for their attendance, this most likely is leading to the influx of late call outs which is putting a major burden on the units that we serve. I had always monitored my staffs absences, and when I saw there were excessive absences, I would follow up with them to determine if there are any resources that I may provide them or support that I can give them, but I would never administer corrective action because usually there was something going on in the employee's personal life involving their family and I have always believed family should take

priority over work. Because I overly empathized with the employees' situations, I gave a lot of pushback to my manager who believed we needed to hold employees' accountable for their professional obligations. I am now seeing that this over empathizing is likely leading to other problems that I want to hold employees accountable for. Reflecting on this further, I have realized that holding an employee accountable for one thing may not have a large impact because I am not holding them accountable for the potential root cause and therefore, it will continue to be an ongoing issue that I may not be able to provide serious consequences for those actions.

With all that being said, I have been pretty successful in other areas of this professional element. I have been able to identify areas of improvement for our department and worked hard to improve those areas. For example, I identified that that our employees, especially the new employees, struggle with remembering all the various codes on all the various units so I created a badge buddy with not only the codes to all the floors at both hospitals but also the charge nurse numbers, and which floors require the NOC RN to take the morning blood sugars. I

	<p>am currently working on more badge buddies with important numbers for both hospitals, one will also have the QTc chart on it and the other will have the F/C temperature conversion chart on it which was incredibly helpful for me when I was at bedside.</p> <p>I also identified that our department could benefit from a "Collab Portal," like the one I frequently used for the La Jolla CVSU. Using my advanced computer skills and ability to learn computer programs quickly, I was able to create a Teams page for the SBFP that includes hundreds of resources for both PCAs and RNs, a place for us to put out a newsletter; I created tags for both the PCAs and then for the RNs so that if someone wants to swap shifts with someone, they can tag the group in a chat which can alert the other staff directly to an app on their personal phone. I also included links to important sites that we are CONSTANTLY asked to send links for and also phone numbers that I am CONSTANTLY sending to employees such as the Help Desk and LOA department. I think that this will allow for more efficient and faster communication between the Leadership and the staff and visa versa.</p>	
--	--	--

	Worker	Manager
Performance Rating	Consistently Demonstrated	Consistently Demonstrated
Comments	<p>I have always taken immense pride in the service I delivered to my patients and family members. While I was bedside, my first priority was to deliver the same service that I would want delivered to my own family member and I was always extremely successful in building a trusting rapport with my patients and their family members. I have always been so proud of the care I provided. While bedside, I also was extremely proud that my coworkers on the units I was contracted to, trusted my clinical judgement and knowledge enough to come to me for advice on their patient or to ask questions. SSRS nurses were not often looked at in this regard by fellow bedside peers because we are not on units very long and not well known by the core staff.</p> <p>Entering into my new role in Leadership, I had to adjust from providing excellent service to patients and families, to providing excellent service to my direct and indirect reports. Having no Leadership experience, I had not thought about this prior to accepting the position and did not know how I would do this. I found that the transition from providing</p>	t

excellent service to patients to employees came fairly naturally for me. I was not sure what type of Leader I was going to be or that I truly was until I received an email from my direct report, John Caaway, calling me a Servant Leader. Prior to accepting my new position, I did some research on different types of Leadership styles and I had not heard of this type of Leadership, so I researched this style a little more. One of the descriptions I found stated "a servant leader focuses on the growth and well-being of employees and other stakeholders in their organization. Servant leaders seek to help the people they serve grow as individuals." I had told my future manager in my interview that one of my main goals was to help my employees grow professionally. I realized that this truly is my Leadership style. If my employees express a professional or personal goal to help them grow in their careers and ask for my assistance, I do everything I can to help them meet that goal. For example, Santia Rodriguez wants to be in the ED transition program and with the knowledge I have gained as a Supervisor and what I personally look for in an applicant, I was in a position to provide her with unique advice and critiques to help her achieve her goals. After her second rejection, I reached out to the SD ED

Supervisor for advice that I can provide to her and how I can help her prepare for her interview. I also had Santia send me her resume so that I could critique it. Then we set up a meeting to discuss the advice from the ED supervisor, go over how to polish her resume, and did a mock interview to provide her with feedback with how she interviewed. She has applied for the ED transition program for a third time, and I am optimistic of her chances of being accepted. However, if she is not, we have already developed a plan to better her chances of being accepted during the next ED transition program.

Finally, while requesting peer feedback to write my self-evaluation, two employees, Ylaine Chacon and Sufiyan Mansuri, stated that I was a solution-driven leader. This was also something that I had never heard or really thought of myself as. After reflecting on this feedback, I realized that I am actually a solution-driven person in general. I realized that the excellent rapport and service that I provided my patients was likely due to my determination to find a solution to whatever their concerns or unmet needs may be. Now, in my new role, when my direct reports come to me with a concern, I automatically begin to find a

solution and do not stop until I do find a solution for that concern. For example, when I found that a patient in the BHU was very frequently assaulting the COs which were more often than not the SBFP staff, and the staff expressing frustration that it is always them being assigned to this patient, I was determined to find a solution to their concern and began monitoring the staffing sheet to see if this was actually the case. After a few weeks and I saw that according to our staffing sheet this was the case, I spoke with my manager regarding the staff's and now my frustration with only the SBFP staff being assigned to this patient while the BHU staff are assigned to sitter cases. We then met with the manager of the BHU to discuss these concerns. There was a little improvement but still, more often than not, only the SBFP staff were assigned to this patient and the staff's concerns seemed to become more frequent and their frustration increasing. So, I developed a game plan with my manager which included getting more people cleared for BHU and reached out to the ANP to start the BHU orientations again and I took ownership of overseeing this task. To gain further knowledge on the practices and staff assignment methods of the BHU, I reached out to the supervisors to help educate

	<p>me and help me address some of the concerns of my staff. After speaking with the supervisors, I began to see that when BHU staff are available, they were now being placed in that patient's room with one of our staff. Even though it took many months and discussions with many Leaders to finally come to this solution, I kept working on finding a solution until I did.</p> <p>Although both these traits are beneficial and successful in many situations, after discussing these newly realized traits with my manager, they can also be weaknesses if not kept in check. After reflecting on this over the past weeks, I will need to make sure that I can accept that I won't be able to find a solution to everything and I won't be able to find the answers to everything myself. I will need to be able to determine when the potential solution of a problem will prove fruitless or not truly beneficial and when to defer to other more knowledgeable and qualified individuals. Otherwise, I will become overwhelmed with tasks, duties, and projects until I am burned out. I think this is definitely an area that I have more to learn about and room to grow in.</p>	
--	--	--

	Worker	Manager
Performance Rating	Consistently Demonstrated	Consistently Demonstrated
Comments	<p>In October, when I made the transition to the supervisor position, I learned how to work within a new team dynamic. Instead of working with fellow bedside RNs and PCAs, I began working with fellow leaders to co-manage a large number of employees and sharing responsibilities with my fellow Supervisor and Manager. For example, when the flu compliance deadline had passed, Deidra and I would meet with each other's employees, depending on where they were assigned, to deliver the corrective actions. So, if I was in Chula Vista for the day, and Deidra's direct report was assigned there, I would deliver the corrective action to them; if my direct report was in San Diego that day, she would deliver my corrective action to my direct report.</p> <p>Prior to accepting my new role of Supervisor, I thought my direct reports were simply my subordinates, however, I learned very quickly that we were more a team. We work together to reach common and personal goals. For example, while rounding on my staff, there have been times when I would see that they would me extremely busy, so I would offer my assistance. One night, one of</p>	t

my nurses was overwhelmed so I asked him what needed to be done urgently. We discussed what he was needing to do urgently (he needed an IV started, he had just received an admission, his TPN and lipids had run dry, and he needed to hang the new bags, and one patient just received orders for a blood transfusion), I helped him prioritize these tasks, and then told him what tasks I would do. While he settled his new admission, I started his IV and fetched his TPN and lipids, then met him at the room so that I could be the second verifier; while I waited for him to meet me to hang the TPN/lipids I checked to make sure they matched the order, pulled up the blood transfusion policy for him, and then brought the flowsheet up to show him where he would release the blood products when they were ready. With my assistance, in a matter of 20 minutes, my nurse went from overwhelmed to on top of things.

When I went to Chula Vista, I typically had fewer staff to round on, and since it was a small hospital my could get my rounding completed fairly quickly. While I rounded, I offered to assist my sitters in turning their patients or clean their patients. While I was contracted on the 3rd floor, I was the only regularly staffed

DOU RN, so the nurses often sought my advice with their critical COVID patients. So when I would round in CV, the nurses still often would ask me to come look at their patient to get advice on what the next steps should be (i.e. call MD/call CCO/wait and watch etc). I will offer to complete their telemetry strips, answer call lights for them, etc. One night I was speaking with one of my employees and a new non-Covid admission arrived to the room I was standing next to, I knew that the charge nurse was busy and there was not a resource nurse that night, so I helped the transporter clear out the room so they could get the gurney in and helped the PCA and transporter transfer the patient from the gurney to the bed.

One final and more recent example of how to demonstrate teamwork is one night the VSS patient ambassador came to the office after the second day of BHU visitation and expressed to me how difficult the visitors have been, and on this particular night, a visitor had become elevated, and this led to a chain affect with the other visitors. I thought back to a time when I worked on the East Coast, my unit had started having our supervisors perform the charge role more often. I

	<p>asked my supervisor why they had decided to do this and she had told me, "so there is a Management presence at all times and who can address issues quickly and defuse difficult situations with difficult patients." I thought that maybe having Leadership presence in the front would have the same affect in this situation. After consulting my manager to determine if he too thought this would be beneficial, I began going to the VSS on Tuesdays and Thursdays to assist the VSS staff. While I am up there, I set up the chairs in the "waiting area," go over the visitor guidelines with new visitors, call the BHU for assistance with questions the visitors may have that I am unsure about, and I help diffuse situations when a visitor(s) become elevated. After the first couple times of me being present at the VSS, a few of the staff at the VSS told me, "that went so much smoother than the last time when you were not there."</p>	
--	---	--

Worker Final Feedback

Signatures

Worker _____ Date _____
Manager _____ Date _____