**JOB TITLE:** Director of Surgical Services  

**DEPARTMENT:** SURGICAL  

**REPORTS TO:** CNO  

**JOB SUMMARY:**  

The Department Director is responsible for all departmental functions in support of the hospital mission, vision, and facility goals. The Director identifies the cost-effective systems needed to support the business of the department taking into account business trends, resource availability and changes in customers. This position establishes effective working relationships with all constituencies including patients, physicians, employees, volunteers and vendors. The Director identifies and remedies through continuous customer satisfaction data and employee involvement. The Department Director works with Senior Management in meeting Facility goals. The Director takes patient assignments as needed to meet census demands and fluctuations.  

**POSITION QUALIFICATIONS**  

- **Education**  
  Graduate of professional school of nursing. BSN preferred.  

- **Experience**  
  Minimum of five (5) years experience in surgical nursing. Minimum two (2) years experience in a management position.  

- **Licenses/Certifications/Registrations**  
  Current Texas RN License. BCLS required, PALS/ACLS preferred.  

- **Knowledge/Skills/Abilities**  
  Knowledge of TDSHS, CMS and TJC standards. Ability to make independent sound nursing and management decisions. Liaison between staff and administration.  

**ORGANIZATIONAL RELATIONSHIPS:**  

- **Supervises:** Staff RNs, CST, Orderlies, etc.  
  - **Contracts/Interacts** with: Physicians, all staff, patients/families, and visitors. Regulating agency staff, and vendors.  

- **Career Path:**  
  Suggested Promotion From: Director  
  Suggested Promotion To: CNO
# Baylor Orthopedic and Spine Hospital at Arlington
## Job Description/Performance Evaluation

### Position Competencies/Responsibilities:
Competencies and responsibilities associated with each position are a combination of hospital wide and department specific standards. The department specific standards include the competencies appropriate to the ages of the customer served. The employee’s competencies are evaluated on an on-going basis, and formally documented at least annually as part of the Performance Appraisal process.

<table>
<thead>
<tr>
<th>Hospital-Wide Core Competencies/Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Job knowledge &amp; Responsibilities / Productivity</td>
</tr>
<tr>
<td>• Customer Service/Relationship/Communication</td>
</tr>
<tr>
<td>• Environment of Care/Patient Safety</td>
</tr>
<tr>
<td>• Infection Control / Employee Health and Safety</td>
</tr>
<tr>
<td>• Performance Improvement</td>
</tr>
<tr>
<td>• Patient Rights</td>
</tr>
</tbody>
</table>

### Age Appropriate Care:
- Toddler (1 yr to 4 yrs)
- Preschool (4 yrs to 6 yrs)
- School Age (6 yrs to 12 yrs)
- Adolescent (13 yrs to 18 yrs)
- Early Adulthood (18 yrs to 29 yrs)
- Young Adult (30 yrs to 44 Yrs)
- Middle Adult (45 yrs to 65 yrs)
- Geriatric (65 yrs and over)
- Not Applicable

### Performance Evaluation:
Performance will be evaluated based on hospital-wide and department specific competencies and responsibilities of the position at least annually. Measures of effectiveness will include: observation by Administration and others, review of documentation, customer feedback, monitoring of quality indicators, participation in team meetings/education opportunities, and self-assessment.

Every effort has been made to make this job description as complete as possible. However, it in no way states or implies that these are the only duties you will be required to perform. The omission of specific statements of responsibilities does not exclude them from the position if the work is similar, related, or is a logical assignment for the position.

* I have reviewed the job description and received a copy of it. I attest that I can perform all essential functions of this position including the physical and mental/emotional demands of the position with or without reasonable accommodations.

Employee Signature: ____________________________ Date: ____________

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PHYSICAL DEMANDS:

**PHYSICAL REQUIREMENTS/HAZARDS**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>None</th>
<th>Some</th>
<th>Freq.</th>
<th>Very Freq.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifting &gt; 50 lbs.</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lifting &gt; 20 lbs.</td>
<td></td>
<td>X</td>
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<tr>
<td>Pushing &gt; 50 lbs.</td>
<td>X</td>
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<tr>
<td>Pulling &gt; 50 lbs.</td>
<td>X</td>
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<tr>
<td>Stooping, Kneeling</td>
<td></td>
<td>X</td>
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<td></td>
</tr>
<tr>
<td>Crawl</td>
<td></td>
<td>X</td>
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<td></td>
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<tr>
<td>Climb</td>
<td></td>
<td>X</td>
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<tr>
<td>Balance</td>
<td></td>
<td>X</td>
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</tr>
</tbody>
</table>

Some = 1 - 4 times/day or 10%  Freq. = 20 - 40 times/day or 33%
Very Freq. = 100 times/day or 56%

**WORKING CONDITIONS:**

( X ) INSIDE [Specify major working conditions]

( ) OUTSIDE [Specify major working conditions]

**Physical Requirements:**

(X ) Manual Dexterity (eye-hand coordination)
(X ) Perform shift work
( ) Maneuver weight of patients
( X ) Hear alarm/phone/tape recorder/equipment
( X ) Walk 6 hours per day
( X ) Reach above shoulder
( X ) Repetitive arm/hand movements
( X ) Finger dexterity
( X ) On Call Work
( X ) Color vision
( X ) Acuity - Near
( X ) Acuity - Far
( X ) Depth perception

**Hazards:**

( ) Exposure to toxic/chemical/detergents
( ) Exposure to extreme conditions: hot/cold
( ) Exposure to dust/fumes/helicopter drafts
( ) Exposure to moving mechanical parts
( ) Exposure to potential electrical shock
( ) Exposure to X-ray/electromagnetic energy
( ) Exposure to high pitched noises
( ) Exposure to communicable diseases
( ) Exposure to pathogen exposure
( ) Exposure to risk exposure
( ) Use of latex gloves

**Mental/Emotional Requirements:**

( X ) Manage stress appropriately
( X ) Handle multiple priorities
( X ) Works alone
( X ) Manage anger/fear/hostility/violence
( X ) Work in areas that are confined and/or crowded

**Work Positions (% of time spent):**

Sitting: 60%  Standing: 20%  Walking: 20%
ANNUAL REVIEW

EMPLOYEE NAME: [Redacted]  JOBTITLE: Director Surgical Services
DATE: [Redacted]  DEPARTMENT: SURGICAL

PERFORMANCE EVALUATION

PERFORMANCE INDICATORS:
4 – Exemplary  Constantly exceeds standards and is instrumental in improving the departments effectiveness as a result of individual performance.
3 – Good, Solid Performer  Consistently displays good solid performance, meets all job standards.
2 – Needs Improvement  Meets less than 100% of job standards, Employee Improvement Plan in place.
1 – Unacceptable  Immediate improvement expected to justify employment.

(UTILIZE COMMENT SECTION TO DOCUMENT WEAKNESSES, STRENGTHS, EXAMPLES OF EXEMPLARY PERFORMANCE, ETC.)

HOSPITAL-WIDE CORE COMPETENCIES/RESPONSIBILITIES

JOB KNOWLEDGE/RESPONSIBILITIES/PRODUCTIVITY:

• Understands Mission of Baylor Orthopedic and Spine Hospital at Arlington, explains role in actualizing the Mission.
• Completes work in acceptable time frame, independently.
• Demonstrates ability to prioritize tasks and demonstrates flexibility as job priorities change, willing to take on new work routines/methods.
• Carries out duties in a way that is most productive/effective.
• Deals with job stress effectively during peak workload occasions.
• Demonstrates a positive, "can do" attitude.
• Work is accurate and complete.
• Demonstrates knowledge, understanding and application of hospital policies/procedures in performing job functions.
• Uses local resources (manuals, reference materials, colleagues, supervisors) to insure course of action.
• Demonstrates sound judgment in handling situations not covered by written, verbal directions.
• Open to change, manages change positively, willingly evaluates and adapts actions as the hospital and external healthcare environment changes.
• Seeks additional tasks during times of light workload, recognizes duties to be performed although not directly assigned.
• Adheres to attendance, punctuality, meal break and rest period policies.
• Follows dress code and maintains professional appearance at all times.
• Demonstrates willingness to assist/orient new employees and work with students/interns as they learn about the healthcare industry.
• Willingness to adjust personal schedule periodically as workload fluctuates and department needs require.
• Identifies and makes recommendations for department processes to improve in service effective and efficiency.
• Takes responsibility to complete initial/annual competencies as directed.
• Willingly keeps up with information necessary for job, identifies learning needs.
• Attends 100% of department meetings/ or reviews presented information.
• Assumes responsibility for continuing education requirements if applicable.

COMMENTS:
<table>
<thead>
<tr>
<th>CUSTOMER SERVICE/RELATIONSHIP/COMMUNICATIONS:</th>
<th>Rating:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Functions as a team member, exhibiting sensitivity, fairness, courtesy, trust, respect and willingness to balance personal needs with group needs, taking initiative to help as needed.</td>
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<tr>
<td>• Communicates information about customers/employees only as necessary to conduct hospital related business.</td>
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<tr>
<td>• Communication is clear and concise, FREE OF GOSSIP, respectful, confidential, friendly and courteous.</td>
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<tr>
<td>• Listens actively to promote harmonious and cooperative working environment.</td>
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<tr>
<td>• Consistently communicates verbally and nonverbally in a manner that demonstrates a positive and cooperative attitude.</td>
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<tr>
<td>• Adheres to strictest confidentiality in dealing with patients, families, hospital personnel and the public.</td>
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<tr>
<td>• Keeps supervisor apprised of work progress.</td>
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<tr>
<td>• Accepts and acts upon constructive criticism in a positive manner in order to upgrade abilities.</td>
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<tr>
<td>• Has a pro-active attitude about problem resolution. Channels suggestions, criticism, and questions to the appropriate personnel.</td>
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<tr>
<td>• Deals with conflict by confronting, forgiving, and moving on.</td>
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<tr>
<td>• Responds to request promptly and courteously, demonstrates willingness “to go the extra mile”.</td>
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<tr>
<td>• Treats all contacts as customers/guest. Understands own role in organization regarding customer service.</td>
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<tr>
<td>• Anticipates customer’s needs and provides for them as quickly as possible.</td>
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<tr>
<td>• Models core values to co-workers continuously.</td>
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<tr>
<td>• Provides department directors, co-workers, and employees with reliable, pertinent information related to work performance.</td>
<td></td>
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<tr>
<td>• Demonstrates sound command of the primary language needed for the performance of duties.</td>
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<tr>
<td>• Stress excellence in telephone etiquette.</td>
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</table>

**COMMENTS:**

<table>
<thead>
<tr>
<th>ENVIRONMENT OF CARE/PATIENT SAFETY:</th>
<th>Rating:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safety</strong></td>
<td></td>
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<tr>
<td>• Follows hospital and departmental safety policies and procedures.</td>
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<tr>
<td>• Applies “safety first” philosophy in all practices.</td>
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<tr>
<td>• Promptly reports unsafe situations/conditions to supervisor.</td>
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<td>• Utilizes occurrence-reporting system as indicated.</td>
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<tr>
<td>• Uses appropriate body mechanics/lifting techniques.</td>
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<tr>
<td>• Uses precaution associated with radiation hazards.</td>
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<tr>
<td><strong>Security</strong></td>
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<tr>
<td>• Wears name badge at all times.</td>
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<tr>
<td>• Knows and implements proper notification procedures for security issues.</td>
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<tr>
<td>• Follows policies and procedures regarding locked areas in building.</td>
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<tr>
<td><strong>Hazardous Materials/Waste</strong></td>
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<tr>
<td>• Locates and correctly uses MSDS manual.</td>
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<td>• Explains process in cleaning up spills.</td>
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<tr>
<td>• Uses appropriate personal protective equipment when working with or near hazardous materials.</td>
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<tr>
<td>• Stores, handles, dispose of hazardous material appropriately.</td>
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<tr>
<td><strong>Emergency Preparedness/Life Safety</strong></td>
<td></td>
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<tr>
<td>• States codes and individual role in responding to Fire, Severe Weather, Bomb Threat, Internal and External Disaster situations.</td>
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</tbody>
</table>
### BAYLOR ORTHOPEDIC AND SPINE HOSPITAL AT ARLINGTON
#### JOB DESCRIPTION/PERFORMANCE EVALUATION

- Able to describe/demonstrates RACE and use of fire extinguishers.
- Locates and currently uses Safety Manual as a reference.

**Equipment**
- Uses equipment safely and accordingly to manufactures instructions.
- Recognizes equipment malfunction and report promptly.

**Utilities**
- Notifies appropriate director of water/electric/telephone problem noted.
- Demonstrates response to a partial or complete utility system failure appropriate to position.

**COMMENTS:**

### INFECTION CONTROL/EMPLOYEE HEALTH:  
**Rating:**

- Demonstrates knowledge of standard precautions and aseptic technique.
- Locates and utilizes personal protective equipment as applicable.
- Demonstrates proper hand-washing technique.
- Utilizes Infection Control/Employee Health manual as a references as needed.
- Follows T.B. control plan, cooperates with required testing.
- Reports exposures promptly and seeks assistance for care/follow-up.
- Follows policies and procedures regarding injuries prevention, reporting and follow-up on employee injuries.
- Keeps work area clean and neat.

**COMMENTS:**

### PERFORMANCE IMPROVEMENT:  
**Rating:**

- Ensures participation in Performance Improvement activities to improve patient outcomes

**Standards:**
- Promotes Performance Improvement activities through the design and cost effective processes that support excellent age specific care
- Prioritize department activities to correlate with the mission, vision, and values of the organization
- Uses aggregate data to effectively analyze opportunities to reduce errors, identify problem prone processes and make decisions for improving clinical outcomes
- Maintains a safe environment through participation in scheduled drills and safety activities
- Continuously assesses and improves department’s performance
- Maintains appropriate quality control programs

**COMMENTS:**

### PATIENT RIGHTS/ETHICS AND COMPLIANCE:  
**Rating:**

- Demonstrates understanding of Patients Rights and Responsibilities.
- Demonstrates knowledge of cultural, spiritual, and age related consideration when interacting/caring for patients.
- Employee’s conduct reflects the organizations values and commitment to the code of conduct.
- Ethics and Compliance policies and procedures are followed where applicable to job responsibilities.

**COMMENTS:**
### POSITION COMPETENCIES/RESPONSIBILITIES

#### LEADERSHIP

<table>
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<tr>
<th>Rating:</th>
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- Consistently demonstrates professional behavior and exhibits strong leadership skills.
- **Standards:**
  - Demonstrates effective communication, delegation, empowerment, and negotiation skills
  - Motivates employees
  - Improves and / or maintains high employee morale as measured by the employee satisfaction survey
  - Successful at implementing change and managing and resolving conflict
  - Participates in the continual viability of the facility through program development
  - Supports the philosophy, mission, goals, and objectives of the institution
  - Develops, implements and revises policies and procedures that guide and support the provision of services
  - Strong team player
  - Serves as a resource to Senior Management
  - Integrates department’s services with the hospital’s primary functions and with other departments

#### CUSTOMER SERVICE

<table>
<thead>
<tr>
<th>Rating:</th>
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</table>

- Promotes a positive customer service attitude, which encourages quality patient care and enhances the image / reputation of the facility.
- **Standards:**
  - Timely issue identification and resolution. Completes a response to customer concerns [either written, verbal, or personal visit] within 72 hours.
  - Consistently shares patients, employee, and physician satisfaction survey results with all employees
  - Ability to show improvement and / or maintain already high scores on the patient and employee satisfaction surveys
  - Establishes policy and procedure to improve customer service and / or eliminate barriers to meeting customers’ needs
  - Coordinates and integrates services within department and with other departments

#### EDUCATION

<table>
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<tr>
<th>Rating:</th>
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</table>

- Seeks opportunities for professional growth and ensures the safety and quality of patient care through competency assessment and verification.
- **Standards:**
  - 100% of new staff attend hospital orientation
  - 100% of new staff received department specific orientation
  - 100% of staff attend / complete annual update
  - Determines the qualification and competency of department personnel who provide patient care services and who are not licensed independent practitioners
  - Verifies staff competencies upon hire, during orientation, and ongoing throughout employment
  - Assesses educational needs for employees and self
  - Maintains licensure and all other certifications
- Completes all requirements of leadership training
- Provides for orientation, inservice training, and continuing education of all persons in the department

**COMMENTS:**

**FINANCE/RESOURCE EFFICIENCY**

| Rating: | 
| --- | --- |
| • Accepts responsibility for managing and utilizing resources in a fiscally responsible and ethical manner. Standards:  
  - Uses hospital resources effectively  
  - Staffs according to fluctuations in volume to achieve established productivity goals within 5%  
  - Implements corrective action plans and provides justification for negative productivity and operating expense variance _ 5%  
  - Completes yearly operational and capital budgets by due dates  
  - Supports hospital’s resource utilization plan as defined in individual’s department specific goals  
  - Recommends space and other resources needed by the departments  
  - Participates in selecting outside sources for needed services | 

**COMMENTS:**

**ETHICS**

| Rating: | 
| --- | --- |
| • Adheres to Corporate Code of Conduct and demonstrates professional and ethical behavior at all times. Standards:  
  - 100% of staff attends Code of Conduct training  
  - Promotes awareness and compliance of hospital's policies and procedures pertaining to organizational ethics | 

**COMMENTS:**

**Position Competencies/Responsibilities**

| Rating: | 
| --- | --- |
| • Manages all aspects of operations of Surgical Units.  
• Participates on facility Safety Committee.  
• Assists with staffing the unit as needed.  
• Acts as the Point of Care Coordinator at BOSHA and works closely with Lab Services, Director of Pharmacy and Lead Radiology Tech to meet needs of facility.  
• Age Specific:  
  - Assigns tasks based on age specific competency of staff.  
  - Accountable for safety issues regarding patients.  
  - Demonstrates communication skills appropriate to age.  
  - Demonstrates cultural sensitivity and plans for special age specific needs of surgical patients and their families. | 

**Comments**
### PERFORMANCE EVALUATION TOTALS

**Employee Name:**

<table>
<thead>
<tr>
<th>Evaluation Key:</th>
<th>Weighted Score</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Hospital-Wide Core Competencies/Responsibilities</strong></td>
<td>________ X .50 = ________</td>
<td>(Total Score ÷ 6)</td>
</tr>
<tr>
<td><strong>II. Position Competencies/Responsibilities</strong></td>
<td>________ X .50 = ________</td>
<td>(Total Score ÷ 6)</td>
</tr>
</tbody>
</table>

**Total Score** = _________

**Merit Increase** = _________

**Recommended Goals to Enhance Effectives:**

**Employee Comments:**

<p>| | |</p>
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<tr>
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</thead>
<tbody>
<tr>
<td><strong>Employee Name</strong></td>
<td>__________________</td>
</tr>
<tr>
<td><strong>CNO</strong></td>
<td>__________________</td>
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<tr>
<td><strong>Human Resources Representative</strong></td>
<td>__________________</td>
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<tr>
<td><strong>Chief Executive Officer</strong></td>
<td>__________________</td>
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</tbody>
</table>

**Salary Adjustment:**

<table>
<thead>
<tr>
<th>Current rate</th>
<th>amt of increase</th>
<th>New Rate</th>
</tr>
</thead>
</table>

**Effective Date:** __________________

**% of increase**