

**EMPLOYEE PERFORMANCE APPRAISAL FORM**

|  |  |
|--|--|
| <b>NAME:</b>   | <b>A NUMBER:</b>   |
| <b>TITLE:</b>  |  |
| <b>UNIT:</b>   | <b>DEPARTMENT:</b>   |
| <b>TYPE OF APPRAISAL:</b>  | <b>EVALUATION PERIOD:</b>  |
| <input type="checkbox"/> PROBATIONARY <input type="checkbox"/> ANNUAL <input type="checkbox"/> REAPPRAISAL | <b>FROM:</b> _____ <b>TO:</b> _____<br><div style="text-align: center;"> <span>Month/Year</span>                      <span>Month/Year</span> </div> |

**INSTRUCTIONS:**

1. Clinical and Ancillary Departments will separately conduct competency assessment (core and ongoing) for new and existing employees.
2. Check the box that corresponds to your assessment of performance using the Job Specific Rating Guidelines below.
3. Use previous Performance Check-In forms, Core Values Behavioral Assessment Worksheet, AIDET Competency Assessment, and discussions held during the performance year. Make note of when those Check-Ins occurred on the form.
4. Complete the Core Values, Essential Job Functions, Hospital-Wide Standards, including AIDET Competency Assessment, the Development Action Plan and Summary of Performance sections.
5. Review the entire evaluation and determine the staff member's overall performance using the rating for each of the three evaluation sections and the Overall Rating Guidelines on the last page of the form. When determining the overall rating, consider the elements of performance that are important to success for that position.
6. Place the corresponding number (1, 2, or 3) that best describes your assessment of overall performance in the Evaluation Summary section.
7. Ensure that the next level of management signs the evaluation prior to your discussion with the employee.
8. Discuss the evaluation with the employee.
9. Allow the employee to record his/her comments. Give the employee a copy of the evaluation and the most recent, approved copy of the job description. Ensure the employee has an opportunity to comment and that all requested signatures are included.
10. Forward completed forms to the Human Resources Department.

## UH'S CORE VALUES

### SECTION 1: UNIVERSITY HOSPITAL CORE VALUES

Below is a list of core values to be upheld by every employee at University Hospital. Click on the attached calibration chart that provides behavioral examples for each of the three performance ratings. Check the box that corresponds to your assessment of performance to each corresponding five values. Use the Core Values Assessment Worksheet from previous Performance Check-In forms conducted earlier in the performance year.

| University Hospital's Core Values   | Rating  |
|---|---|
| <b>Respect:</b> <i>The employee embraces the value of each person, sensitive to each individual's unique and diverse needs.</i>                             | <input type="checkbox"/> Exceeds Standard      Core Values Worksheet<br><input type="checkbox"/> Meets Standard<br><input type="checkbox"/> Does Not Meet Standard <input type="checkbox"/> |
| <b>Reliability:</b> <i>The employee is passionate about the care we provide, and is accountable to others to achieve high quality, safety, and service.</i> | <input type="checkbox"/> Exceeds Standard      Core Values Worksheet<br><input type="checkbox"/> Meets Standard<br><input type="checkbox"/> Does Not Meet Standard <input type="checkbox"/> |
| <b>Teamwork:</b> <i>The employee communicates and collaborates to achieve shared goals, recognizing the contribution of each team member.</i>               | <input type="checkbox"/> Exceeds Standard      Core Values Worksheet<br><input type="checkbox"/> Meets Standard<br><input type="checkbox"/> Does Not Meet Standard <input type="checkbox"/> |
| <b>Integrity:</b> <i>The employee holds themselves to the highest ethical standards and is committed to an honest and equitable environment.</i>            | <input type="checkbox"/> Exceeds Standard      Core Values Worksheet<br><input type="checkbox"/> Meets Standard<br><input type="checkbox"/> Does Not Meet Standard <input type="checkbox"/> |
| <b>Stewardship:</b> <i>The employee responsibly manages resources for our patients, their families and the communities we serve.</i>                        | <input type="checkbox"/> Exceeds Standard      Core Values Worksheet<br><input type="checkbox"/> Meets Standard<br><input type="checkbox"/> Does Not Meet Standard <input type="checkbox"/> |

**Provide comments with behavioral examples when performance exceeds or does not meet standard for each value.**

### OVERALL PERFORMANCE RATING FOR SECTION #1: UNIVERSITY HOSPITAL CORE VALUES

RATING:  Exceeds Standards     Meets Standard     Does Not Meet Standard

**SECTION 2: ESSENTIAL JOB FUNCTIONS AND EXPECTATIONS:**

Following are performance factors specific to the employee's job. Rate each job factor checking one of the three boxes below. You must include a comment stating the reason you selected either an exceeds standard or does not meet standard, for that factor.

**JOB KNOWLEDGE:**

Extent to which employee understands job requirements, job content, and hospital policies and procedures.

**Rating:**  Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**QUANTITY OF WORK:**

Extent to which employee produces volume of work required by the job; speed and efficiency of output.

**Rating:**  Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**QUALITY OF WORK:**

Extent to which employee's work meets quality requirements of job, accuracy, correctness and thoroughness of work.

**Rating:**  Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**ORGANIZATION SKILLS:**

Extent to which employee plans and organizes workload to meet requirements of job.

**Rating:**  Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**COMMUNICATION SKILLS:**

Extent to which employee exhibits ability to communicate to ensure understanding - written and verbal.

**Rating:**  Exceeds Standard    Meets Standard    Does Not Meet Standard

Indicate reason(s) the above rating was given:

**SUPERVISION REQUIRED:**

Extent to which employee performs work without supervision; demonstrates initiative, dependability and reliability.

**Rating:**  Exceeds Standard    Meets Standard    Does Not Meet Standard

Indicate reason(s) the above rating was given:

**JUDGMENT:**

Extent to which employee exercises sound judgment in performance of job duties; ability to set priorities.

**Rating:**  Exceeds Standard    Meets Standard    Does Not Meet Standard

Indicate reason(s) the above rating was given:

**SERVICE AND SUPPORT:**

Extent to which employee is responsive to the needs of others.

**Rating:**  Exceeds Standard    Meets Standard    Does Not Meet Standard

Indicate reason(s) the above rating was given:

**SECTION 3: UNIVERSITY HOSPITAL-WIDE STANDARDS AND EXPECTATIONS:**

The following are the competencies and corresponding performance standards for all employees at University Hospital. Indicate how the employee performed relative to these standards by checking the appropriate boxes.

**CULTURAL COMPETENCE:**

Considers and incorporates the culture-specific needs of others in order to work with patients/customers from a variety of racial, ethnic and socioeconomic backgrounds.

**Rating:**  Exceeds Standard  Meets Standard  Does Not Meet Standard

Indicate reason(s) the above rating was given:

**AIDET COMPETENCY**

Demonstrates AIDET principles when interacting with patients, visitors, and co-workers.

**Rating:**  Meets Standard  Does Not Meet Standard

Indicate reason(s) the above rating was given:

*This will take you to the AIDET competency assessment form*

**SAFETY:**

Demonstrates work habits that contribute to a safe work environment.

**Rating:**  Exceeds Standard  Meets Standard  Does Not Meet Standard

Indicate reason(s) the above rating was given:

**TIME AND ATTENDANCE:**

Maintains a level of attendance and punctuality necessary to meet the responsibilities for the job.

**Rating:**  Exceeds Standard  Meets Standard  Does Not Meet Standard

Indicate reason(s) the above rating was given:

**CORPORATE COMPLIANCE RESPONSIBILITIES:**

Understands and adheres to University Hospital's compliance standards as they appear in the Corporate Compliance Policy; protects the confidentiality of all University Hospital information.

**Rating:**  Exceeds Standard  Meets Standard  Does Not Meet Standard

Indicate reason(s) the above rating was given:

**PROFESSIONAL IMAGE:**

Maintains a professional image in keeping with the job's responsibilities as stated in the Dress Code Policy.

**Rating:**  Exceeds Standard  Meets Standard  Does Not Meet Standard

Indicate reason(s) the above rating was given:

**MANDATORY REQUIREMENTS:**

Has completed the following mandatory requirements:

- Mandatory Training:  Yes  No
- Skill Requirements/Competencies:  Yes  No

**SUMMARY OF PERFORMANCE FOR SECTIONS 2 AND 3:  
JOB AND HOSPITAL-WIDE STANDARDS AND EXPECTATIONS**

**RATING:**  Exceeds Standards  Meets Standard  Does Not Meet Standard

**Comments:**

*Comments should be provided when performance exceeds or does not meet standard for hospital-wide standards.*

**SECTION 4: OVERALL PERFORMANCE**

Discuss the overall performance of the employee during the evaluation period.

**OVERALL RATING GUIDELINES:**

**3** Consistently exceeds standard.

**2** Generally meets standard and may occasionally exceed standards.

**1** Does not meet standards. Improvement is required.

**OVERALL EVALUATION RATING:**

Review all ratings assigned. Enter the number from the Overall Rating Guidelines above that best represents your overall rating of this employee’s performance during the evaluation period. Consider which elements of performance are important for success in this position.

**OVERALL RATING:**

If re-appraisal is recommended, indicate the date: \_\_\_\_\_

**PERFORMANCE CHECK IN DISCUSSION(S) THAT OCCURRED DURING THE PERFORMANCE YEAR:**

*Check and complete the appropriate answer.*

• **Yes** \_\_\_\_ **No** \_\_\_\_

• **If yes, date(s) when those discussions occurred:** \_\_\_\_\_

**SECTION 5: DEVELOPMENT ACTION PLAN**

In the spaces below, list areas for development for the employee and strategies to address them. This should be a collaborative process. Include action steps and time frames. This section is NOT included in the overall rating.

| Area(s) for Development | Action Step | Date |
|-------------------------|-------------|------|
|                         |             |      |
|                         |             |      |
|                         |             |      |
|                         |             |      |

**EMPLOYEE:**

Discuss your thoughts on this evaluation.

**Employee's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

*Note: Employee signature indicates the appraisal was discussed. It does not necessarily denote agreement.*

**EVALUATOR:**

*I certify that I have reviewed and distributed to the employee, the most current, HR approved Job Description for which this performance appraisal is based, and accurately reflects the employee's job responsibilities.*

**Evaluator's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Next Level Manager's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**EMPLOYEE ACKNOWLEDGEMENT**

I, \_\_\_\_\_, Acknowledge the review and receipt of the most recent, approved Job Description attached.

(Employee's Name - PRINT Name)

\_\_\_\_\_  
Employee's Signature \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_  
Supervisor's Signature \_\_\_\_\_ Date: \_\_\_\_\_



## CORE VALUES WORKSHEET

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_ Supervisor: \_\_\_\_\_

| VALUE   | DOES NOT MEET STANDARDS  | MEETS STANDARDS  | EXCEEDS STANDARDS  | SELF                     | MRG                      |
|---|--|--|--|--------------------------|--------------------------|
| <p style="text-align: center;"><b>Respect</b></p> <p><i>Employee embraces the value of each person, sensitive to each individual's unique and diverse needs.</i></p>                            | <ul style="list-style-type: none"> <li>Interrupts others.</li> <li>Shows indifference to others.</li> <li>Responds in an intolerant, discourteous tone.</li> <li>Uses inappropriate facial and other nonverbal messages such as eye-rolling, raised eyebrows, etc.</li> <li>Gossips and disregards the impact it may have on others or the hospital.</li> <li>Not responsive to the opinions or needs of others.</li> <li>Fails to respond in a timely manner.</li> <li>Acts rushed.</li> <li>Does not greet patients and co-workers.</li> <li>Uses poor phone etiquette.</li> </ul> | <ul style="list-style-type: none"> <li>Acknowledges and greets patients, co-workers and visitors using eye contact where appropriate.</li> <li>Uses tone and approach that is empathetic and culturally sensitive.</li> <li>Displays assertive non-verbal communication that complements the message.</li> <li>Listens with the intent to understand; lets people speak before speaking.</li> <li>Suspends judgment and treats each individual fairly.</li> <li>Shows patience, kindness, and offers assistance.</li> <li>Ask people what they need vs. tell people what is needed.</li> <li>Is on time for meetings and appointments; is respectful of other's time; and communicates delays.</li> <li>Does not condemn or criticize others for their differences; instead, is accepting and is an advocate for the UH community.</li> <li>Sees the value in every person, from the housekeeper to the CEO. Treats everyone equally, regardless of the position.</li> <li>Is present, ignores distractions such as cell phone, phones, and other electronic devices.</li> <li>Responds to emails and phone messages within 24 hours, empties voice mailbox daily, and uses out of office message when absent.</li> <li><b>Allows employees to make decisions that affect their work (S).</b></li> <li><b>Keeps staff informed of hospital events and department and hospital initiatives consistently (S).</b></li> </ul> | <ul style="list-style-type: none"> <li>Takes time to genuinely know others; not just what they do, but who they are.</li> <li>Anticipates the needs of others.</li> <li>Is the first to volunteer for hospital initiatives both during and outside of the work day.</li> <li>Always show kindness and patience with patients and co-workers, even under difficult circumstances.</li> <li>Takes the time to nominate worthy candidates for employee awards.</li> <li><b>Invests time, knowledge and when appropriate, hospital resources to develop people's talents and self-confidence (S).</b></li> </ul>         | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Comments:</b>  |  |  |  |                          |                          |
| <p style="text-align: center;"><b>Reliability</b></p> <p><i>Employee is passionate about the care we provide and is accountable to other's to achieve high quality, safety and service.</i></p> | <ul style="list-style-type: none"> <li>Lacks enthusiasm and regularly acts glum and negative.</li> <li>Resists learning new skills.</li> <li>Cuts corners regarding safety and quality; puts people at risk.</li> <li>Does not respect hospital processes, procedures and protocol.</li> <li>Blames others.</li> <li>Does not follow through.</li> <li>Doesn't report or attempt to improve a dangerous situation.</li> <li>Accepts "good enough" behavior (S).</li> </ul>   | <ul style="list-style-type: none"> <li>Provides high-quality care and service.</li> <li>Follows infection control protocols.</li> <li>Is on time and ready to work.</li> <li>Admits mistakes and apologizes when appropriate.</li> <li>Does the job to the best of your ability, consistently.</li> <li>Follows through with what you say you are going to do.</li> <li>Meets deadlines and keeps people updated.</li> <li>Takes initiative to be informed.</li> <li>Works efficiently and effectively, even when no one is watching.</li> <li>Takes ownership for job responsibilities and job duties.</li> </ul>   | <ul style="list-style-type: none"> <li>Approaches others when infection control practices are not followed.</li> <li>Arrives early and ready to work. (to work, meetings, events, etc.)</li> <li>Is a relentless and creative problem-solver.</li> <li>Always tries to help; regardless of who has the problem or what it is.</li> <li>Is flexible and adaptable under all circumstances.</li> <li>Provides regular feedback to department members; always tries to be motivating and constructive.</li> <li>Always follows hospital policies, procedures, or protocols even during difficult situations.</li> </ul> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Comments:</b>  |  |  |  |                          |                          |

**SCORE:**    1 • Does Not Meet Standards    2 • Meets Standards    3 • Exceeds Standards  
(S) - For supervisor evaluation only

**GO BACK**

## CORE VALUES WORKSHEET

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_ Supervisor: \_\_\_\_\_

| VALUE  | DOES NOT MEET STANDARDS  | MEETS STANDARDS   | EXCEEDS STANDARDS   | SELF                     | MRG                      |
|--|--|---|---|--------------------------|--------------------------|
| <p style="text-align: center;"><b>Teamwork</b></p> <p><i>Employee communicates and collaborates to achieve shared goals, recognizing the contribution of each team member.</i></p>   | <ul style="list-style-type: none"> <li>Uses the phrase, "It's not my job."</li> <li>Unwilling to cooperate with the team.</li> <li>Shirks or avoids responsibility.</li> <li>Acts controlling of others.</li> <li>Promotes conflict and infighting.</li> <li>Self-promoting.</li> </ul>  | <ul style="list-style-type: none"> <li>Works well with others.</li> <li>Does not hold grudges.</li> <li>Encourages and respects other's input.</li> <li>Is proactive; willing to pitch in where needed.</li> <li>Is aware if someone needs help.</li> <li>Demonstrates that it is everyone's job to address the issue and solve the problem.</li> <li>Shows empathy for your co-workers.</li> <li>Shares resources; eager to learn and shares information.</li> <li>Includes patients and families as part of the team.</li> <li>Gives credit to others.</li> <li>Supports team decisions.</li> </ul> | <ul style="list-style-type: none"> <li>Is able to energize, orient and engage team members.</li> <li>Acts appreciative of everyone's contributions.</li> <li>Recognizes that an effective team is comprised of a diversity of people and talents.</li> <li>Promotes a peaceful and productive environment.</li> <li>Publically praises the team and expresses appreciation.</li> </ul>        | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Comments:</b>   |  |   |   |                          |                          |
| <p style="text-align: center;"><b>Integrity</b></p> <p><i>Employee holds themselves to the highest ethical standard and is committed to an honest and equitable environment.</i></p> | <ul style="list-style-type: none"> <li>Hides facts and figures to protect oneself.</li> <li>Makes frequent compromises that negatively impact others.</li> <li>Takes the easy way out; rather than doing what's best.</li> <li>Does not keep promises or commitments.</li> <li>Possesses a weak or inconsistent morale compass.</li> </ul>   | <ul style="list-style-type: none"> <li>Complies with all federal, state, and hospital policies.</li> <li>Is truthful and honest in all interactions and job responsibilities.</li> <li>Does the right thing when no one is looking.</li> <li>Shows consistent safe and multicultural care for patient.</li> <li>Does not gossip or perpetuate rumors about patients and co-workers.</li> <li>Maintains confidentiality.</li> <li>Work is thorough and accurate.</li> </ul>  | <ul style="list-style-type: none"> <li>Is transparent in all business dealings without exception.</li> <li>Has excellent communication skills; keeps everyone informed; even if the news is bad.</li> <li>Is honest, fair and straightforward.</li> <li>Leads by example.</li> <li>Admits mistakes and provides ideas for correcting the problem.</li> <li>Is always confidential.</li> </ul> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Comments:</b>   |  |   |   |                          |                          |
| <p style="text-align: center;"><b>Stewardship</b></p> <p><i>Employee responsibly manages resources for our patients, their families and the communities we serve.</i></p>            | <ul style="list-style-type: none"> <li>Uses supplies for personal use.</li> <li>Orders unnecessary supplies or equipment.</li> <li>Hires outside vendors rather than utilizing hospital personnel.</li> <li>Does not consider practical ways to conserve the hospital's budget.</li> <li>Fails to research more cost-effective options, when making departmental purchases.</li> </ul> | <ul style="list-style-type: none"> <li>Is fiscally responsible; uses judgment when making purchases.</li> <li>Comes to work, leaves work, and returns from breaks on time.</li> <li>Does not waste resources, conserves use of hospital supplies.</li> <li>Provides suggestions to streamline processes and cost saving measures to be more efficient.</li> <li>Volunteers service to our community (internal and external).</li> </ul>   | <ul style="list-style-type: none"> <li>Is proactive about finding ways to economize within the organization and encourages others to do the same.</li> <li>Utilizes hospital talent first, rather than hiring outside consultants.</li> <li>Designs programs which benefit our community, patients or staff; engenders others to participate.</li> </ul>                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Overall Comments:</b>   |  |   |   |                          |                          |

I commit to enhancing the life of the people we serve by demonstrating the behaviors that show our University Hospital Core Values.

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**SCORE:**      1 • Does Not Meet Standards      2 • Meets Standards      3 • Exceeds Standards

## THE AIDET COMPETENCY ASSESSMENT

Employee Name: \_\_\_\_\_

Job Title: \_\_\_\_\_ Department: \_\_\_\_\_ A# \_\_\_\_\_

### Competency: **Using the AIDET Communication Technique**

| <p><b>Instructions:</b><br/>The evaluator's signature validates the completion of each skill. Return to department manager for your file.</p> <p><b>Assessment Key:</b></p> <ol style="list-style-type: none"> <li>1. Meets competency</li> <li>2. Does not meet competency</li> </ol> <p>All steps in AIDET must be validated as appropriate to your job, and as appropriate to the interaction. The Evaluator will determine the need for validation on each step listed below.</p> | <p><b>Competency Statement:</b><br/>All staff will display consistent proficiency in using AIDET when communicating with patients, visitors, physicians, peers, managers, volunteers, internal and external customers.</p> <p>Evaluator: _____<br/>Date of Assessment: _____<br/>Competency Met: <input type="checkbox"/> Yes <input type="checkbox"/> No<br/>Date of Repeat Assessment if necessary: _____</p> |                          |
|---|---|--------------------------|
| Performance Criteria  | Met   | Not Met                  |
| <b>IDENTIFIES THE PURPOSE OF USING AIDET IN INTERACTIONS</b>  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>Washes Hands upon entry and exit or uses alcohol based soap</b>  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>Utilizes the AIDET principle to communicate with others, with a focus on patients and their families:</b>  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>ACKNOWLEDGES</b> the customer:   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • A smile, makes eye contact, greets them and calls them by name in a pleasant manner.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>INTRODUCES</b> self:   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • States name and role at HOSPITAL NAME.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Highlights skill and expertise of self and other healthcare team member.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>DURATION:</b>  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Gives the customer a time expectation.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Keeps the customer informed as to the amount of time a procedure or/process will take.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Includes letting them know if there is a wait time; gives time expectation of that wait.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>EXPLANATION:</b>   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Keeps customer informed by explaining all processes and procedures  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Communicates clear expectations of what will be occurring.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Safety double method of ID for patient safety for any procedures  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>THANK + the Promise to</b> the customer:   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Thanks customer for their time and,   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Expresses appreciation to the customer for their cooperation and communication  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Asks if there is anything else he/she can do for the customer before ending the interaction.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • The Promise – offered a personal commitment to provide excellent care   | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>ASSESSES ENVIRONMENT AS APPROPRIATE:</b>   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Returns table, phone, call bell, basket, etc. within patient reach; Pick up trash,  | <input type="checkbox"/>  | <input type="checkbox"/> |
| <b>Engagement Attributes:</b>   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Active listening  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Non multitasking  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Eye contact   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Tone of voice   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Appropriate speed of speech   | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Appropriate use of touch  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Appropriate use of humor/emotion  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Physical positioning – sitting, kneeling, etc.  | <input type="checkbox"/>  | <input type="checkbox"/> |
| • Energy mirrors the needs of the patient   | <input type="checkbox"/>  | <input type="checkbox"/> |

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