



structure.
process.
outcomes.

MAGNET MONDAY

JANUARY 28, 2013

MGH Site Visit:
March 4-7, 2013

Magnet Lunch Forum *12-1pm, every Thurs.* *(lunch provided)*

An opportunity for leadership, Collaborative Governance champions and other staff to learn more about Magnet Recognition and the *Magnet Monday* topic-of-the-week.

Performance Appraisal Review Process

The American Nurses Association Code of Ethics, Provision 5.2 states, *“Competence affects one’s self respect, self-esteem, professional status, and meaningfulness of work. In all nursing roles, evaluation of one’s own performance, coupled with peer review, is a means by which nursing practice can be held to the highest standards. Each nurse is responsible for participating in the development of criteria for evaluation and practice and for using those criteria in peer and self assessment.”*

At MGH, the annual performance appraisal is a multi-faceted process that uses feedback from several perspectives to assess competency and set goals.

The key components of the performance appraisal process are:

- **Self-Reflection:** The performance appraisal process provides the nurse with an opportunity for self-reflection as a way to improve practice. For example, the annual clinical narrative allows the staff nurse to reflect on his/her practice by writing about an event that they feel best exemplifies their current clinical practice.
- **Peer Review:** Nurses in every role at MGH, seek peer feedback during the annual performance appraisal process. This feedback allows for additional insight and collective learning. The peer review tool for each role group is based on the domains of practice within the role group. For example, the staff nurse is asked to seek peer feedback in one of three clinical domains: clinical knowledge and decision making, clinician/patient relationships, and collaboration/teamwork.
- **Manager Review:** During the review process, the nurse’s manager shares his or her assessment of the nurse’s performance and professional development opportunities.

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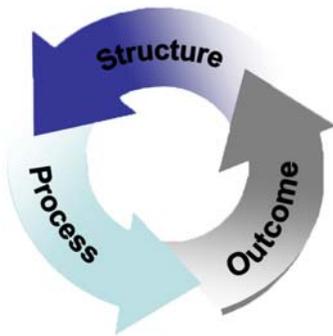
Next week’s topic: “Evidence-Based Practice, Research & Process Improvement”



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Donabedian, 1966; 1990
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- **Mutual Goal Setting:** Together, the manager and the nurse review the performance appraisal including the self-evaluation, manager and peer feedback and develop goals that provide a road map for professional development.
- **Required Training and Competency Assessment:** Annually, staff completes required training, many through the HealthStream Learning System. Competencies specific to a certain patient population, such as chemotherapy administration, may be required for a certain unit or team.

What is peer review and why is it important?

The American Nurses Association defines peer review as “*a process by which professionals from common practice areas systematically assess, monitor, make judgments, and provide feedback to peers by comparing actual practice to established standards.*”

“It was validating to read her peer review. I chose her as my reviewer because she knows my practice intimately...but above all, I chose her because I knew she would be honest about my strengths and weaknesses.”

—an MGH nurse

Peer review is integral to professional growth and accountability. In addition, a meaningful peer review process is valued by staff because it builds professional confidence and can provide meaningful ways to increase their contribution to the team.

One of the key Patient Care Services’ Guiding Principles is, “*Learning is a lifelong process essential to the growth and development of clinicians striving to deliver quality patient care.*” Reflection on clinical practice is a fundamental component of learning that occurs throughout the year and formally during the annual performance appraisal process. Together, self-reflection, peer review, and leadership feedback allow for rich insight into one’s practice and fosters professional development. Ultimately, our patients are better served because of the insight gained during this process.