This document provides important information about the Nursing Performance Evaluation and Nursing Peer Review process for Ambulatory/Specialty Nurses at MGH. The new process (and forms) should be used for upcoming performance evaluations.

**Evaluating practice and stimulating professional growth through feedback and setting goals are important to a nurse’s practice; both for us as individuals as well as for the profession. These activities should be done on an ongoing basis and at a minimum should be documented once a year.**

**The Performance Evaluation Process:** Evaluates Competence
- Manager/Director Assessment
- Self-Assessment (evaluation form and clinical narrative)
- Peer Assessment/Review

**The Annual Goal Setting Process:** Encourages Development
- Manager/Director Assessment
- Self-Assessment (evaluation form and clinical narrative)
- Peer Assessment/Review

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**Performance Evaluation Process**

**Question:** *Why the change, why now?* Nursing practice should be evaluated by nurses. We want to ensure that nurses are evaluated/reviewed by nurses and that the nurse leaders meet the minimum educational requirements with a BSN or MSN. Our objective is to align all Massachusetts General Hospital nurses with a nurse leader who meets the minimum requirement for evaluating/reviewing the performance of nurses. Meeting this goal reinforces nursing professional standards and the organizational commitment to provide high quality patient care.

**Question:** *Who is affected by the changes?* All registered nurses, including advanced practice nurses as well.

**Question:** *To meet this objective what will stay the same?* Current reporting relationships will not change. That is, nurses will continue to report to their existing manager. The existing manager/evaluator is ultimately responsible for the timely competition of nursing performance evaluations.

**Question:** *To meet this objective what will change?* A nurse leader will evaluate/review the performance appraisal of every nurse. Working in collaboration with our human resource colleagues, department managers, staff and leadership, we identified nurses that did not have a nurse leader participate in the performance evaluation. Nurses who do not currently report to a nurse leader will have one assigned. The performance appraisal form will be revised to include a signature line for the newly-identified nurse leader. Here is a link for consistent application of approved performance evaluation documents for nurses in all settings: [http://hr.partners.org/mgh/employee-forms.aspx](http://hr.partners.org/mgh/employee-forms.aspx)
Question: How will I know who my nurse leader will be? In collaboration with your current manager, a nurse leader has been identified so that you know who will be reviewing your performance.

Question: What is the role of the nurse leader? The nurse leader will review the performance evaluation documents to ensure adherence with professional nursing standards of practice. The nurse leader will suggest an action plan if any practice is not aligned with MGH professional nursing standards and co-sign the performance evaluation documents.

Question: Why has a clinical narrative been introduced into the process? Clinical narratives have been an integral part of practice for many areas within the nursing culture at MGH. Narratives allow a nurse to reflect on specific patient interaction or situation and can become a vehicle to help clinicians better understand their clinical decision-making, what they learned from the experience, and perhaps see their practice in a different light.

Question: Is there someone I can contact if I have additional questions? Yes, please contact Julie Goldman RN at JGoldman2@partners.org or 617-724-2295.

Nursing Peer Review

(NOTE: Credentialed APRNs use the OPPE process for Peer Review and do need to implement the process below)

Question: What is the change? A standardized Nursing Peer Review process is being expanded across nursing services this year to meet an important goal established by the American Nurses Association. And that is for nurses at the same rank to provide practice feedback to each other.

This includes a new process and new forms that can be found at http://hr.partners.org/mgh/employee-forms.aspx

Question: What is the process? Historically, Nursing Peer Review has focused on recognizing a colleague’s strengths in practice. In addition to positive feedback it has now been recognized through the literature that we have been missing an important part of the feedback loop. To help our colleagues develop goals for future development it is also important for him/her to receive feedback from nurses at the same professional level to enhance or advance an aspect of his/her nursing practice.

Question: Does this mean that I am providing information during someone’s evaluation that could be negative or saying that they are doing something wrong? That is not the intention of Nursing Peer Review. The annual Nursing Peer Review process instead should be identifying an aspect of a nurse colleague’s practice that could/should be developed further for the benefit of the nurse and for the practice setting. In addition, since we are all accountable for providing high quality, safe patient care it is our responsibility to address any areas of concern in real time and hold each other accountable to our professional standards.

Question: Are there any resources to help us with this process? Please see the Resource list on the next page. In addition, if you have specific questions about implementing or adapting the Nursing Peer Review process in your area please reach out to Patti Shanteler RN at Pshanteler@partners.org or at 617-643-2995 or Liz Allen RN at EMallen@partners.org or 617-726-1030.
A toolkit of valuable resources has been created to assist you in the Nursing Peer Review process:

- Advancing Peer Review at MGH - slide deck
- Giving and Receiving Feedback - slide deck
- Question and Answer for Nursing Peer Review Process
- Step-by-Step Guide to Nursing Peer Review for Staff Nurses
- Step-by-Step Guide to Nursing Peer Review for Nurse Leaders
- Nursing Peer Review: Principles and Practice - Article
- Providing Peer Review in Real Time - short video

To access these resources, go to [http://www.mghpcs.org/eed_portal/EED_profdev.asp](http://www.mghpcs.org/eed_portal/EED_profdev.asp) and click on the Professional Development page.

The Norman Knight Nursing Center for Clinical & Professional Development is offering monthly classes on how to *Give and Receive Feedback*. All MGH nurses are welcome to attend.

To sign up for a 2017 upcoming class, go to [www.mghpcs.org/KnightCenter/](http://www.mghpcs.org/KnightCenter/) and click on Calendar.

Contact Hours are provided for this class.