Accountability, Competence and Autonomy EP11

Choose 3 of the following:

a. Provide one example, with supporting evidence, of the use of periodic formal performance review for the CNO that includes a self-appraisal and peer feedback process, demonstrating a plan for professional development.

b. Provide one example, with supporting evidence, of the use of periodic formal performance review for a AVP/nurse director that includes a self-appraisal and peer feedback process demonstrating a plan for professional development.

c. Provide one example, with supporting evidence, of the use of periodic formal performance review for a nurse manager that includes a self-appraisal and peer feedback process demonstrating a plan for professional development.

d. Provide one example, with supporting evidence, of the use of periodic formal performance review for an advanced practice registered nurse (APRN) that includes a self-appraisal and peer feedback process demonstrating a plan for professional development.

e. Provide one example, with supporting evidence, of the use of periodic formal performance review for a clinical nurse that includes a self-appraisal and peer feedback process demonstrating a plan for professional development.

Example c: Nurse Manager Brigit Piercy, MHA, BSN, NE-BC, RN-BC

Periodic Formal Performance Review

WakeMed’s performance management program is based on the philosophy that periodic performance and competency assessment is critical to employees’ success. All evaluations are completed in the electronic performance management system, which also houses position descriptions and performance standards. The online performance management system sends notifications to management when an employee is due for any type of evaluation, which must be completed by the employee’s evaluation due date. Management is responsible for scheduling performance evaluations in a timely manner and ensuring that they are completed by the due date.

A performance evaluation, competency assessment (if applicable) and education record are completed annually and reviewed with each employee. All employees are evaluated by January 31 for the previous fiscal year. An employee may appeal their evaluation by discussing areas of disagreement directly with their supervisor. If a satisfactory resolution is not reached, the employee may follow the Grievance Policy up to the director level. (Evidence EP11b-1, Performance Assessment and Performance-Based Pay Increases Policy)

Nurse Manager Role

Nurse managers in the Adult Acute Care Division, Raleigh Campus, meet monthly with their director to review key nursing quality metrics and unit budget. Formal periodic performance reviews are conducted between November and January each year.

Self-appraisal and Peer Feedback
Nurse managers complete a self-appraisal as part of the performance review. Peer feedback is also provided, with the nurse manager choosing a peer and their director choosing a peer to complete this and submit it for review by the director before November 15. (Evidence EP11c-2, Piercy Annual Evaluation) (Evidence EP11c-3, Piercy Peer Evaluations) The peer feedback is returned to the nurse for review to reflect on the perceptions of their peers and determine ways to adapt their performance and leadership to positively impact peers’ perceptions. During this process, a peer recognized that 5C Medicine Nurse Manager Brigit Piercy, MHA, BSN, RN-BC had received their feedback well the previous year and that their perception of her had improved. Piercy’s peers also commented on her passion and commitment to her professional development, demonstrated by her teaching new nursing leadership classes and presenting at the ANCC National Magnet Conference in 2018. Based on the peer feedback, Piercy set a goal to improve peers’ perceptions of her taking time to listen to more introverted peers during meetings.

Once the self-appraisal and peer feedback assessments are complete, the Adult Acute Care nursing director completes a performance review. In addition to the annual review, the Adult Acute Care nurse manager works with the director to review the Leadership Potential Diagnostic Tool and identify focused areas for professional development for the year. (Evidence EP11c-4, Leadership Potential Tool)

**Plan for Professional Development**

In March 2018, Adult Acute Care Nursing Director Dianna Knight, MSN, RN, NEA-BC met with Piercy to discuss current performance metrics and plans for professional development. The development plan stated priorities related to Professionalism, Organizational Leadership and Local Leadership. Piercy and Knight worked together on a plan to achieve these goals. Knight identified Piercy for professional development based on performance appraisals, peer feedback and self-appraisals, which were the basis for the goals that Piercy and Knight set together. Piercy created a strong plan for her professional development and involvement in the organization. As her unit performance was strong, Piercy set a goal to mentor nurses outside her unit. As Piercy already held clinical certification in Medical Surgical Nursing from the ANCC, she set a goal to obtain leader certification.

Piercy used the ANCC Success Pays Program to assist in obtaining her Nurse Executive Board Certified Certification. (Evidence EP11c-5, Piercy NE-BC Certification) She also provided leadership support in the organization by serving as a resource for a new nurse manager in the division.