



OO10 – Evidence of the following blank documents for nurses at all levels (staff nurses up to and including the CNO):

- Self-appraisal tools,
- Peer feedback tools and
- Performance review tools.

Validation of completed forms will be at site visit.

Formal Annual Self-Appraisal, Peer Review and Performance Appraisal:

UVA uses an online system called ePerformance to support all performance-evaluation activity.

Self-Appraisal and Peer Review:

Each summer, all registered nurses in all roles, whether staff or leadership, are required to engage in self-appraisal and peer review during the annual employee performance-evaluation cycle (Figure 1). The manager assigns peer-review responsibilities for the formal performance evaluation in ePerformance (Figure 2).

- [Exhibit OO10.a: PNSO Clinician III Peer-Review Form for Performance Appraisal](#) is a tool developed by the PNSO Clinical Career Ladder specifically to support robust **peer review** in conjunction with the performance-appraisal process for Clinician III roles, as our largest group of direct-care nurses who are expected to be emerging leaders among their peers. It allows the reviewer to score each element of the expected Clinician III behaviors, then use the worksheet as a basis for face-to-face feedback with the Clinician III before submitting it in ePerformance for the Nurse Manager's consideration in the performance appraisal.
- [Exhibit OO10.b: The APN Outcomes Template](#) is used by advanced practice nurses in collaboration with their administrators to plan a patient-outcomes improvement project to be led by the APN, and report on its progress annually as part of the **self-appraisal** element of the **performance-evaluation** process.

Performance evaluations:

Performance evaluations are conducted by a primary reviewer (usually the employee's immediate manager), whose feedback is reviewed and annotated by a secondary reviewer (usually the director or administrator) prior to being discussed with the employee. After the discussion, which reviews strengths, opportunities for growth and goals for the upcoming year, the employee has an opportunity to register a written comment on the evaluation form



Evaluations are divided into two categories: staff level and leadership level.

- Staff level includes all clinical nurses. ePerformance uses a single form to record their **self-appraisal, peer feedback** and **performance evaluation** (Exhibit OO10.c: Annual Staff Performance Appraisal Form). Section 1 of this form is tailored to the job functions and responsibilities of each nurse as they are described in their various job descriptions (Exhibit OO10.d: Job Descriptions for Staff Nurse Roles). The remaining sections are consistent across all staff-level forms.
- For Assistant Nurse Managers and above, **self-appraisal** and **peer review** take place in ePerformance, and the Leadership Appraisal form is used for **performance evaluation**. (Exhibit OO10.e: Annual Leadership Performance Appraisal Form) This form is consistent for all nurses in the organization’s leadership category, including:
 - Managers
 - Directors
 - Administrators
 - Associate Chiefs
 - Chief Nursing Officer

OO10 Figure 1. Screenshot, ePerformance Links to Self-Appraisal and Evaluation

The screenshot displays the ePerformance interface for the University of Virginia Health System. On the left is a 'Menu' with options like 'My Favorites', 'UVA Custom Menu', 'Resume Mirror', 'Self Service', 'Performance Management', and 'Set Up HRMS'. The main content area is titled 'Performance Appraisal History' and 'Appraisal Status Summary'. It shows details for a performance appraisal for an employee in Nursing, covering the period 07/01/2012 - 06/30/2013. The appraisal status is 'Completed'. Below this is a table showing the 'Appraisal Progress' with two steps: 'Complete Self-Appraisal' and 'Review Appraisal', both marked as 'Completed' with a green checkmark and a 'View' link.

Step	Status	Due Date	
Complete Self-Appraisal	✓ Completed	08/31/2013	View
Review Appraisal	✓ Completed	08/31/2013	View



OO10 Figure 2. Screenshot, ePerformance Links to Assigned Peer Reviews

The screenshot displays the University of Virginia Health System ePerformance interface. On the left is a navigation menu with options like 'My Favorites', 'UVA Custom Menu', 'Resume Mirror', 'Self Service', 'Time Reporting', 'Payroll and Compensation', 'Benefits', 'Performance Management', 'My Performance Documents', 'Other's Performance Documents', 'Pending Evaluation Requests', 'Current Evaluations', 'Historical Evaluations', and 'Performance Notes'. The main content area is titled 'My Historical Requests for Input' and includes a sub-header 'Historical Evaluations for Others'. Below this is a table with columns for Employee, Document Type, Begin Date, End Date, and Status. One entry is visible: Employee G [redacted], Document Type Performance Appraisal, Begin Date 07/01/2012, End Date 06/30/2013, Status Completed. A link 'View My Current Requests for Input' is also present.

Employee	Document Type	Begin Date	End Date	Status
G [redacted], K [redacted]	Performance Appraisal	07/01/2012	06/30/2013	Completed

The PNSO Clinical Career Ladder:

The PNSO oversees the Clinical Career Ladder (CCL), which is a **peer-review**-based process to broker hiring and advancement of nurses beyond the entry level, in both clinical roles and advanced practice roles. CCL panelists representing a variety of nursing roles and settings jury all nurses' hiring and advancement beyond the Clinician II level through a professional portfolio review and interview process, to uphold our culture of shared nursing-performance standards. An unsuccessful candidate may appeal for a second review if there was a demonstrable breach of process; otherwise, the panel's decision is final and supported by the organization with appropriate adjustments to title, responsibilities and compensation. To ensure the rigor of clinical leadership, the Chief Nursing Officer also reviews all decisions regarding Clinician IV and Advanced Practice Nurse roles prior to the panel's communication to those candidates. (^{XREF}Exhibit OO4.h: PNSO Career Ladder Reference Handbook)

- **Hire:** A pre-hire panel is convened as needed to consider candidates for Advanced Practice Nurse II-III roles. For Clinician III-IV roles, a panel is convened quarterly to review candidates approximately six months post-hire, to validate that the clinician is successfully demonstrating the expected level-appropriate behaviors. For Clinician II hires, a local panel may be convened for validation post-hire.
- **Advancement:** Each March and September, nurses wishing to advance to a higher clinical role at that time have an opportunity to submit a portfolio online for the panel's consideration. An interview process follows. Both successful and



unsuccessful candidates are offered a designated Panel Resource to clarify feedback and provide optional mentorship for further growth.

- **Revalidation:** Clinician IV and Advanced Practice Nurse roles also undergo a similar panel-based revalidation process every two years, to ensure that clinical leaders continue to meet the standards of the role.

Self-appraisal, peer review and performance evaluation are all required portfolio components for each of the panel reviews above. (^{XREF}Exhibit OO4.h, particularly Pages 14-17 and 24-28.)

- **Self-Appraisal:** Portfolios must include a narrative self-evaluation and multiple self-reflective narrative exemplars of situations in which current (for validation/revalidation) or emerging next-level behaviors (for advancement) are shown to be integrated into practice.
 - ^{REPEAT FROM ABOVE}Exhibit OO10.b: The APN Outcomes Template is described above as part of the performance evaluation process. These progress report templates are also expected to be included in APN's Clinical Career Ladder portfolios for advancement or revalidation.
- **Peer Review:** Portfolios must include multiple narrative peer reviews addressing the candidate's next-level behaviors (the number varies depending on the role). Peer reviews by nursing colleagues are expected; interdisciplinary peer review is acceptable in roles where consistently close interprofessional collaboration is expected. Note that the panel has intentionally required *narrative* formats for these peer reviews, as richer sources from which to observe evidence of next-level behaviors; scoring grids such as ^{REPEAT FROM ABOVE}Exhibit OO10.a above are not acceptable in Career Ladder Portfolios.
- **Performance Evaluation:** Portfolios must include the most recent performance evaluation, as well as a Letter of Support endorsing advancement/revalidation from the candidate's Manager and, for Clinician IV and APN roles, Director or Administrator. (For post-hire validation situations, the evaluation reflects performance during the orientation period.) To ensure that Managers provide robust, well-rounded feedback in advancement portfolios for Clinician III and Clinician IV roles, templates are provided for the Manager's Letter of Support with prompts to address the candidate's strengths or growth needs in each of the level-specific behaviors (^{REPEAT FROM ABOVE}Exhibit OO10.f: Manager Letter of Support Template for Clinician III Advancement and ^{REPEAT FROM ABOVE}Exhibit OO10.g: Manager Letter of Support Template for Clinician IV Advancement).



PNSO Encourages Peer Review Anytime:

Peer Review:

- [Exhibit OO10.h: PNSO Operational Guideline on Peer Review and Self-Evaluation](#) outlines the PNSO's fundamental value of the peer-review process and the core opportunities in which peer review is encouraged.
- [Exhibit OO10.i: PNSO Customizable Tool for In-the-Moment Clinical Peer Feedback](#). Every RN is encouraged to seek peer feedback from colleagues and to provide peer feedback in daily clinical settings. At a minimum, this should be happening at each hand-off of care. This exhibit shows one suggested tool, which settings may customize to suit their populations and the best practice expectations to be reinforced. The tool is an informal worksheet for discussion; it does not need to be shared with the manager or stored in the personnel file.

Leadership Development Courses' 360° Feedback Tools:

Further detail on leadership-development programs is provided in ^{XREF}TL6 and ^{XREF}EP15.

- **Self-Appraisal:** All non-managerial staff have the option to request enrollment in the Informal Leadership Development Program; among the examples of self-appraisal tools used in that multi-week course are The Speed of Trust Questionnaire and an Accountability Quotient worksheet adapted from Linda Galindo's *The 85% Solution*.
- **Peer and Manager Feedback:** For managers and other leadership roles, the Lominger International Global Survey Center brokered 360° feedback using the VOICES® tool. Confidential and anonymous feedback is solicited from selected peers, colleagues, and direct reports via an emailed online survey. Feedback from the candidate's manager was not anonymous.