

July 20, 2020

Magnet® Minute #5:

About Peer Feedback and Performance Appraisals

Feedback from the Virtual Magnet® Site Visit “Dress Rehearsal”



What was the purpose of the Magnet Dress Rehearsal?

• To prepare for the virtual 3-day Magnet site visit (8/19-8/21), Judy invited her Magnet Program Director (MPD) peers from the 6 Magnet-designated Northwell Hospitals to come here on Tues 7/14 & Wed 7/15, to help us practice many of the sessions that will take place. We tested every detail: Microsoft Teams, transporting WOWs to various locations/settings, interviews with various groups/councils and interviews with nurses on every clinical unit, all within a very tight timeframe. Ultimate goal was to “feel comfortable with what you do every day to provide the best care for patients and support each other”.

The main goal of the Magnet “dress rehearsal” was for peer feedback. What is peer feedback?

• According to Magnet, **peer feedback** is “an objective process of giving and receiving deliberate input to identify areas of strength and opportunities for improvement for a nurse peer. Professional nurse peers may include registered nurses with similar roles and education, clinical expertise and level of licensure”.

• 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 guiding principles for a professional nurse 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.

• In the Magnet document (EP11), we provided examples of how nurses at all levels engage in periodic **performance reviews** that include a **self-appraisal** and **peer feedback process** to assure competence and continuous **professional development**. During the Magnet site visit, the appraisers will want to validate that Phelps supports nurses’ continuous professional development by checking files of nurses at all levels.

The value of peer feedback for anyone

• Ask your peers, “how did I do?” and “how can I get even better?”. Your peers know how hard you work. Why? Because they have walked in your shoes and they know and appreciate the challenges you encounter every day and how you overcame those “obstacles in the road” to become stronger and better. Their positive comments that “you did a great job” builds your confidence. Feedback from peers helps highlight the strengths you may not see in yourself. This feedback from peers, who are in similar roles and experience can be used to help us grow both personally and professionally.

• We use peer-reviewed journals to implement best practices or identify needs for further research.

I need your feedback! Please complete the attached survey monkey as a 4-week pulse check on where we are. The first 3 people to complete the survey will receive a Black Cow gift certificate.

[Magnet Preparedness Feedback](#)



PLAYBILL

They read our book (Magnet document), now they want to see the movie” (or our Broadway play)

The themes generated from conversations during the first meetings set the stage for the rest of the day. During the actual Magnet site visit, the appraisers will meet with the Phelps Executive team, the Nursing Directors, Nurse Managers, Nurse Educators/Clinical Nurse Specialists and Staff Nurses for breakfasts, lunches and unit visits. We simulated the 3 day visit in a 2 day “dress rehearsal” with MPDs.

Starting & ending on time will be critical to get the WOW to the right place at the right time, sign attendance sheets & ensure all the required sessions occur. Sessions will begin precisely at times like 10:20am or 2:40 pm.

Here are Highlights:

Within the first 5 minutes, the MPDS very quickly assessed that what was written in the document is enculturated at Phelps. From very general questions, a very engaging, interactive Dialogue ensued. “The nurses shared specific stories about their units which “were very refreshing and real when nurses were proud of what they did,”piggybacked” off each other & kept the conversation going”.

The sessions generally began with Nurses identifying themselves by name, title, years of experience. Like “speed dating” the introductions generated further discussion about longevity, and strengths of Phelps. They asked “why did you choose Phelps? Why do you stay? As nurses spoke about “what they were most proud of”, the MPDs were able to build conversations in that session & as themes (e.g. we are “family”, educational and leadership support before, during & post-COVID for staff and patient safety, interdisciplinary collaboration, teamwork, mentoring) arose in subsequent meetings, the document was validated: our structures, processes and outcomes were pervasive throughout Phelps.

Here’s an example of the dialogue with clinical nurses that occurred during many sessions:

By a show of hands, who is certified? Do you get compensated for certification?

How do you stay connected? How often do you communicate with the CNO, Directors, Nurse Managers?

How are you supported (from every level)? and during COVID? Who was re-deployed?

Do you have a means to reward or recognize each other?

Describe some of the work of your unit councils. How are you oriented to your role?

If you had a magic wand, what would you change?

The purpose of the question, “What are some challenges?” was to know that staff feel comfortable identifying a problem, speaking up about it (just culture) and using processes to improve (performance improvement). Think about worst case scenario and how to make it the best scenario.

What is the best way to prepare? Every person should have something to speak about. Think about what you are most proud of: organizationally, on the unit/service and specific outcomes achieved. It’s good to know stories that are current, that are in the document & where/how these processes were applied during COVID. If you are a Manager or Director, be able to describe how you supported nurses to deliver quality care, how you advocated for resources to support patients/families and what your goals are for the future. Ask the nurses who participated in any of the meetings to tell you what they spoke about, so that you can share your story or elaborate on how you participated/supported the initiative. “Practice, Practice, Practice”! The Magnet appraisers love to hear themes that are clearly enculturated throughout Phelps and prove that we are a Magnet organization. **What would being a Magnet® organization mean to you?**