

Significance of Performance Appraisal System in Improving the Efficiency of Nursing Personnel toward Patient Care

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Abstract

The nursing personnel play many roles with health team members for patient care. Performance Appraisal helps to improve the organizational health; viability and growth through optimal utilization of the nursing personnel in the interest of the organization. The ultimate goal of performance appraisal is to ensure safe effective patient care. It is important that nursing personnel achieve and maintain a high quality of performance in patient care. In order to evaluate, the care being given, he must be able to assess the competency of employees their effectiveness in carrying out responsibilities inherent in their positions.

KEYWORDS: Performance Appraisal, significance, efficiency, Patient care.

Introduction:

The nursing personnel coordinate the work of others involved in caring for the patient. The nursing personnel protect the patient from infection and ensure a safe, healthy environment in the hospital. They also teach the patient and family about health-related matters and promote patients' well-being in all situations. Performance Appraisal compels the management to have a policy on promotion, demotion, termination etc. There are individual differences among nursing personnel but all have to work together. In order to keep their morale high, it is necessary to inform them, about their own level of performance in the organization. This can be done by adopting a fair system of Performance Appraisal. Performance Appraisal is, thus an important activity of modern health care management. It is can be used to ensure safe effective patient care.

The nursing personnel care for the patient, carries out procedures ordered by the doctor and in collaboration with the doctor and other team members, assesses the patient and treat their problems. The nursing personnel coordinate the work of others involved in caring for the patient, including the patients' family, who may do a lot of the caring for patient. The nursing personnel also protect the patient, working to prevent infection and ensure a safe, healthy environment in the hospital. Finally, the nursing personnel teach the patient and family about health-related matters and promote patients' well-being in all situations, speaking for them (advocating), if necessary. The hospital nursing personnel play many roles on the health care team. The assessment of an individual's performance, in organization is called Performance Appraisal. It compels the management to have a promotion policy based on the system of performance appraisal. It also gives justice to those employees who are efficient and capable. It also serves the short-term purpose of assessing the capabilities and usefulness of an employee to the organization and in the long-term it determines his potentials for elevation to the higher post and position.

In every health care setting all nursing personnel work to achieve the common aims and objectives of the organization i.e. care of patient. But all nursing personnel do not have same capacities and qualities. The qualities of every individual differ from person to person. All are not equally efficient and able. But all have to work together. In order to keep their morale high, it is necessary to inform them, from time to time, about their own level of performance in the organization. This can be done by adopting a fair system of Performance Appraisal. Performance Appraisal helps to improve the organizational health; viability and growth through optimal utilization of the nursing personnel in the interest of the organization (i.e. care of patient). By informing the shortcomings to the concerned persons, the superior officer can secure better utilization of services either through correction or position-change. Performance Appraisal is, thus an important activity of modern health care management.

The ultimate goal of performance appraisal is to ensure safe effective patient care. It presents that the quality of care provided is largely dependent upon the knowledge, skills abilities of personnel within the nursing care dependent. It is therefore, important that nursing personnel achieve and maintain a high quality of performance in patient care. In order to evaluate, the care being given, he must be able to assess the competency of employees their effectiveness in carrying out responsibilities inherent in their positions.

¹The importance of performance appraisal and staff development for graduate nurses is discussed. It argues that these strategies assist newly graduated nurses to enhance and consolidate knowledge and practice skills. Further, the net benefit for employers is improved quality outcomes, increased job satisfaction by staff and cost-effective usage of resources. The limitations of performance appraisal and staff development, however, occur when management and staff do not understand the principles of performance appraisal and the need for consultation with staff about staff development activity.

²It is compared the nurse and manager assessments of nurse competence in a university hospital setting. Although managers carry out annual reviews, few studies have examined the agreement between the competence assessments made by practicing nurses and their managers. Using a protested 73-item questionnaire, consisting of seven competence categories, it is compared self-assessments and manager assessments of the level of nurse competence on a Visual Analogue Scale of 0-100 and the frequency of using competencies by using statistical analyses. Managers assessed the overall level of competence (70.8 +/- 19.3 vs. 63.9 +/- 13.7) (mean +/- SD) and the level of competence in five competence categories significantly higher than the nurses themselves. A high degree of agreement was found between the assessments for the frequency of using competencies. These results can be used to encourage nurses and to improve the quality of care in different hospital work environments.

³Staff nurses in 14 magnet hospitals identified 8 attributes associated with the original concept of magnetism as essential to their ability to give quality care. The 8 Essentials of Magnetism (EOM) tool was generated from participant observation and interviews with 289 magnet hospital staff nurses. The psychometric properties of the EOM tool were established in a study involving 3602 staff nurses in 16 magnet and 10 nonmagnet hospitals. The authors discuss the EOM tool and its use in diagnosing

elements needed in the environment to produce what staff nurses say is essential for productivity of quality patient care.

⁴Managers constantly are challenged with how to keep employees focused on the organizations vision and mission along with assuring quality in patient care and employee job satisfaction and retention. Majority of respondents (92%) expressed that the performance appraisal is a vehicle that can effectively keep employee focused. Most of the respondents (77%) stated that quality of care given within the organization and efficiency of the organization is reflected by the performance of the employee.

⁵Ensuring patient safety and quality outcome of nursing care is a significant challenge for nurse leaders today. Hence, development and use of a performance appraisal tool was recommended for ensuring safe and quality patient care. The quality of nursing practice requires appropriate skills, knowledge and attitudes. Nursing service is committed to maintain its standards of care that can be achieved by the profession by evaluating its services periodically and taking necessary steps for its improvement.

⁶The performance of a health care professional may be appraised by the appropriate departmental manager, by other professionals in a team or program or by peers, based on prior agreement on expectations. Appraisal approaches vary. They include behavioural approaches such as rating scales, peer rating, ranking or nomination and outcome approaches such as management by objectives and goal setting. Professionals should give and receive timely feedback on a flexible schedule. Feedback can be provided one-on-one, by a group assessing quality of care or through an anonymous survey. Health care organizations depend greatly on a professional work force that is involved in defining its mission and carrying out its strategy. As such organizations become increasingly concerned with their effectiveness they must pay attention to employee and physician performance. The main challenges lies in developing performance appraisal systems are the demand of flexible and appropriate system to the professional staff. This paper has suggested that performance is improved when outcomes or expectations are defined, goals are set and timely feedback is given. These principles also apply to physicians, Nurses and other staff of hospital, particularly as their roles are affected by the restructuring of health care.

⁷The aims of the study were to develop a fair, objective and effective performance appraisal system which can truly reflect the actual work of nurses, encourage nurses to move forward, improve the organization awareness and the sense of ownership of nursing staff and improve their job satisfaction and sense of achievement, so that nursing staff will move towards the organizational goals in a active manner. In the meantime, this can provide a basis for the nursing administrators in personnel promotion, training, human resources allocation, and retention or dismissal. The establishment of the indicators for performance appraisal system of clinical nurses in third-grade general hospitals can help nurses to find out their strengths and weaknesses, to make clear direction for their own efforts, to mobilize the enthusiasm of nurses and to improve the overall quality of nurses. For nursing managers, it can help them to find weaknesses in management; also can get to know the quality and capability of personnel, which can be a reference for decision-making and rational allocation of human resources.

⁸By providing specific, job-related performance requirements, standards of nursing performance can play an important role in assuring the quality of nursing care. Nursing standards, such as those implemented at the Jewish Hospital of Cincinnati, help orient and educate new staff nurses; promote consistent, acceptable nursing care throughout the hospital; enhance communication between nursing staff and nurse managers; and form the basis of equitable, objective performance appraisal--all of which have an impact on the quality of nursing care. In addition, valuable quality assessment data can be gained from performance evaluations based on standards. When combined with information from other quality assurance mechanisms, such as patient care evaluation studies and nursing staff surveys, these data can contribute significantly to comprehensive assessment of nursing performance and lead to overall improvement in the quality of nursing care. To be most effective, however, the standards must be flexible so that they can be adapted to particular jobs and levels of training and experience and so that they can be appropriately modified as changes of job requirements. They will thus remain valuable tools for assuring the quality of nursing care.

⁹In the United States, as national medical organizations focus on quality of care, efforts are necessary to provide clinicians the opportunity for self-assessment and methods for practice improvement. With this goal in mind, a national continuing medical education-certified performance improvement initiative was conceived. The initiative consisted of three stages: First of all, participants self-assessed their performance of predetermined topic measures through a review of patient charts. The topic areas included patient safety and supportive care, evidence-based surveillance, and evidenced-based treatment and were derived from current guidelines and other successful quality-improvement initiatives. Secondly, an actionable plan for practice improvement was developed in at least one of the three topic areas. Third, after a period of self-improvement, participants reassessed their performance of the same topic measures to determine tangible changes in patient care. A total of 540 patient charts were reviewed by 27 clinicians. Notable results showed large gains in areas of supportive care, such as quantitative pain assessments and emotional well-being evaluations, which traditionally have been a minor focus of other quality-improvement initiatives. Participants also showed tangible improvements in the performance of leading measures of quality care. These findings support the need for continued efforts toward performance improvement in both established and emerging areas of colorectal cancer patient care.

Conclusion- The above reviewed literature proves that there is a significance of performance appraisal system in improving the efficiency of nursing personnel toward patient care.

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