

UCSF Medical Center
Performance Evaluation for Advance Practice Providers (APPs)
Nurse Practitioners (NP1, NP2, NP3) and Physician Assistants (PA)

Employee Name:	EID:	Department:	Unit / Practice:
Position Title: Payroll Title: % FTE:	UC Hire Date:	Time in Present Classification Years: Months:	Evaluation Period From: To:
Supervisor's Name:			
Supervisor's Payroll Title:			

Performance Rating		0	1	2	3	4
Professionalism & Behavior	Method of Evaluation:	Does Not Meet Expectations (Unsatisfactory)	Partially Meets Expectations (Improvement Needed)	Meets Expectations (Satisfactory)	Meets & Exceeds Expectations (More than Satisfactory)	Consistently Exceeds Expectations (Superior)
Communication Skill: The APP formulates a plan of care in collaboration with the family, physician, staff nurse and other members as appropriate: <ul style="list-style-type: none"> - Communicates with the patient, their family and/or support system regarding the changing health care needs of the patient. - Effectively communicates with other health care members. - Open & receptive to giving/receiving coaching & feedback; provides clear & direct feedback in an appropriate & professional manner. - Demonstrates effective use of verbal, non-verbal and written communication skills, using strategies that promote problem resolution. 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Communication is unclear or inappropriately delivered. <input type="checkbox"/> Fails to keep others informed. <input type="checkbox"/> Is often misunderstood. <input type="checkbox"/> Does not document.	<input type="checkbox"/> Verbal communication is clear, but documentation is incomplete, inaccurate or delivered with suboptimal professionalism.	<input type="checkbox"/> Communicates clearly to others. <input type="checkbox"/> Documentation is clear, concise, complete and professional.	<input type="checkbox"/> Articulates thoughts clearly and listens well to responses. <input type="checkbox"/> Identifies opportunities for improving channels or systems of communication.	<input type="checkbox"/> Has outstanding communication skills. <input type="checkbox"/> Seeks input of others on the team, listens well and integrates their insights. <input type="checkbox"/> Articulates thoughts clearly. <input type="checkbox"/> Sets an exemplary standard for communication as a member of the healthcare team.

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Engagement across Differences: The APP respectfully interacts with and/or cares for patients and team members from diverse populations (e.g. age, gender identity, race, ethnicity, disability, religion, socioeconomic status, education, sexual orientation) with an awareness of the related differences: <ul style="list-style-type: none"> - Demonstrates respect for differences. - Seeks to collaborate on a plan of care within patients and their family and/or support network's personal and/or cultural values. Populations served: <ul style="list-style-type: none"> <input type="checkbox"/> All age groups <input type="checkbox"/> Neonatal (0-1 year) <input type="checkbox"/> Pediatric (1-12 years) <input type="checkbox"/> Adolescent (13-18 years) <input type="checkbox"/> Adult (19-64 years) <input type="checkbox"/> Geriatric (65+ years) 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Has no knowledge of cultural differences and/or is disrespectful of diversity. <input type="checkbox"/> Behavior has a negative impact on others. <input type="checkbox"/> Is unable to provide service or care that is tailored to the needs of the populations served.	<input type="checkbox"/> Has basic understanding of cultural differences, but not always respectful of these. <input type="checkbox"/> Is unable to integrate knowledge into interactions and/or critical care	<input type="checkbox"/> Attempts to understand individuals' cultural differences. <input type="checkbox"/> Incorporates knowledge into interactions and/or clinical care. <input type="checkbox"/> Provides quality services tailored to the needs of the populations served.	<input type="checkbox"/> Respects individual differences. Demonstrates advanced skill in providing culturally tailored service/care. <input type="checkbox"/> Role-models and leads others by example. <input type="checkbox"/> Is a recognized resource for other staff.	<input type="checkbox"/> Values diversity. Demonstrates expertise in the theory and practice of providing culturally tailored service/care. <input type="checkbox"/> Assesses staff learning needs and participates in staff education. <input type="checkbox"/> Identifies opportunities for improving service/care to diverse populations served..
Work Ethic: The APP is a self-motivated team member with a strong work ethic: <ul style="list-style-type: none"> - Finishes assignments & keeps commitments; supports team members and is willing to help others as needed. - Maintains flexibility in relation to patient assignment, shift assignment, and work schedule. - Is reliable in work habits, attendance, and completing assignments. - Holds self and others accountable for task completion to expected standard. - Recognizes and responds to the needs of the clinical team 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Requires considerable supervision. Unreliable. Fails to meet deadlines. Inflexible in work assignments or schedule.	<input type="checkbox"/> Requires reminding re: job expectations, duties and/or deadlines. Flexible at times regarding assignments and schedule.	<input type="checkbox"/> Reliable and conscientious requires only minimal supervision. Consistently flexible. Seeks out appropriate assistance or consultation.	<input type="checkbox"/> Able to function independently. Motivated to set and adhere to expectations for quality and deadlines of work. Takes the initiative when a need is identified	<input type="checkbox"/> Justifies utmost confidence. Role models a commitment to excellence. Respectfully holds others accountable for their assigned tasks. Recognizes unmet team needs and proactively seeks solutions.

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Respectful Team Engagement: The APP establishes and maintains a collaborative relationship with supervisors, staff, and colleagues: <ul style="list-style-type: none"> - Fosters open, respectful dialogue & encourages contributions of all team members. - Does not initiate or participate in damaging, demeaning & disrespectful conversations or gossip; takes action to redirect those conversations. 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Does not view self as part of a team. Does not work well with others. Often unreceptive or uncooperative. Gossips or openly disrespectful of colleagues.	<input type="checkbox"/> Does not actively contribute to a team effort but will cooperate when asked. Not engaged positively in interaction with colleagues.	<input type="checkbox"/> Is cooperative, receptive, and responsive to the needs of others. Engages colleagues with care and respect. Often helpful to others on the team..	<input type="checkbox"/> Role-models positive work relationships, cooperation, and teamwork. Proactive in fostering positive team dialogue. Consistently offers to help others.	<input type="checkbox"/> Actively promotes a work environment characterized by mutual respect, support and collaboration. Exemplary team engagement and mutual support.
Work & Safety Standards: The APP demonstrates an understanding of UCSF and department standards of work safety and professionalism: <ul style="list-style-type: none"> - Follows guidelines on use of sick leave and other benefit time. - Attends relevant staff meetings. - Complies with and supports work-related policies and procedures. - Adheres to safety standards. - Abides by infection control policies and procedures. - Responds as needed 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Does not adhere to work policies. Does not attend team meetings. Fails to use personal protective equipment, wash hands, etc. Acts in a manner that is reckless toward self and others.	<input type="checkbox"/> Inconsistently adheres to work policies. Inconsistently participates in team meetings. Requires reminders to use personal protective equipment or wash hands.	<input type="checkbox"/> Respects work standards and policies. Consistently attends in team meetings. Is attentive to safety and infection control issues, especially when performing tasks. Observes policies and procedures. Identifies and reports unsafe conditions.	<input type="checkbox"/> Respects standards and work policies. Actively participates in team meetings. Observes all safety and infection control procedures. Actively corrects unsafe conditions.	<input type="checkbox"/> Models respect for work standards. Encourages others' active participate in meetings. Observes all safety and infection control procedures. Actively corrects unsafe conditions. Leads in safety and infection control measures.

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Clinical & Interdisciplinary Practice	Method of Evaluation:	Does Not Meet Expectations (Unsatisfactory)	Partially Meets Expectations (Improvement Needed)	Meets Expectations (Satisfactory)	Meets & Exceeds Expectations (More than Satisfactory)	Consistently Exceeds Expectations (Superior)
Clinical Analysis and Diagnosis: The APP gathers pertinent information systematically from appropriate sources and presents this information in an organized manner: <ul style="list-style-type: none"> - Gathers history, diagnostic test results, and comprehensive physical examination. - Orders routine diagnostic testing according to established protocols and standard of care. - Analyzes collective data and uses critical thinking to make clinical judgments and develop a plan of care. - Differentiates normal and abnormal variations for relevant body systems and accurately interprets diagnostic tests. - Incorporates all assessment findings into a plan to direct patient management. - Develops problem lists with associated differential diagnosis. - Plans and implements appropriate patient education and therapies (pharmacologic and other). 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Does not gather or present complete or pertinent information in an organized manner. Unable to accurately and appropriately order tests according to standard of care. Unable to effectively analyze results and data to make accurate clinical decisions or plans of care. Unable to practice safely.	<input type="checkbox"/> Inconsistently gathers and presents complete and pertinent information. Does not routinely present information in an organized manner. Inconsistent in ordering appropriate tests/studies. Requires reminders or assistance to complete differential and plan appropriate management strategy.	<input type="checkbox"/> Gathers appropriate history and data and performs physical exam. Orders appropriate tests based on standard of care and established protocols. Appropriately analyzes results and data to make clinical judgements and plan of care. Documents accurately and in a timely manner.	<input type="checkbox"/> Gathers all appropriate data, history, results and performs a comprehensive physical exam. Integrates clinical understanding and critical thinking to differentiate normal and abnormal variations, and accurately interprets tests results to diagnose correctly and create effective plan of care. Leads by example.	<input type="checkbox"/> Models superior understanding of history and exam, providing exemplary differential diagnoses, ordering relevant tests and incorporating findings into a plan of patient management. Serves as a clinical leader and resource to others.
Interdisciplinary Practice: The APP engages actively in interdisciplinary conversations to advance patient care and experience: <ul style="list-style-type: none"> - Initiates referrals based on patient/family needs. - Engages with interdisciplinary colleagues to advance patients' care (nurses, social workers, dieticians, pharmacists, therapists, etc). - Functions within scope of practice, seeking appropriate consultation and collaboration within and beyond their clinical team. 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Does not engage in interdisciplinary referrals, consultations, and collaboration. At times practices outside of appropriate scope.	<input type="checkbox"/> Requires reminders to practice within appropriate scope and engage in interdisciplinary referrals, consultations, and collaboration.	<input type="checkbox"/> Engages actively in interdisciplinary referrals, consultations, and collaboration. Practices within scope.	<input type="checkbox"/> Proactively engages in interdisciplinary referrals, consultations and collaboration. Leads by example.	<input type="checkbox"/> Models collaboration and respect in interdisciplinary referrals and consultations. Practices within scope while envisioning and pursuing advancement of scope of practice within appropriate channels.
Maintaining Clinical Credentials and Competency: The APP: <ul style="list-style-type: none"> - Maintains certification and license renewals in a timely manner. - Maintains current knowledge base by reading professional literature and attending educational programs. - Is up-to-date on all annual Learning Center Trainings. - Keeps AHP procedural e-log up to date. 	<input type="checkbox"/> Observation <input type="checkbox"/> Feedback <input type="checkbox"/> Document	<input type="checkbox"/> Does not maintain certification and competencies in a timely manner.	<input type="checkbox"/> Requires prompting and encouragement to maintain certification and competencies.	<input type="checkbox"/> Maintains current licensure and competencies without prompting.	<input type="checkbox"/>	<input type="checkbox"/>

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PROFESSIONAL DEVELOPMENT – This section is required for NP3, is encouraged for SENIOR PA, and optional for all other APPs. <i>For NP1, NP2, Senior PA, and PA: recommend completion of this section when the APP has demonstrated accomplishment of these objectives at the Meets & Exceeds Expectations level or higher.</i>		Does Not Meet Expectations (Unsatisfactory)	Partially Meets Expectations (Improvement Needed)	Meets Expectations (Satisfactory)	Meets & Exceeds Expectations (More than Satisfactory)	Consistently Exceeds Expectations (Superior)
The APP Leader (NP3): <ul style="list-style-type: none"> - Participates in the development, review, and revision of appropriate policies and Standardized Procedures relevant to their clinical environment. - Identifies and participates in clinical/quality/process improvement projects. - Precepts and mentors new APPs and/or APP students. - Functions as a clinical resource to other clinicians. - Participates in-service education and outreach programs. - Is a member of a professional practice organization relevant to his/her area of specialty or practice. - Actively participates in at least one unit based or hospital wide committee. - Has participated in grant writing and/or research projects. - Has presented at regional, national or international meeting on clinical topic relevant to his/her practice. - Has authored, submitted an abstract, and/or published written materials such as book a chapter, educated opinion piece, or journal article. 		<input type="checkbox"/> Does not engage in educational efforts, department initiatives, or professional development opportunities.	<input type="checkbox"/> Requires prompting and encouragement to engage in educational or professional development opportunities for self and others.	<input type="checkbox"/> Engages in educational and professional development opportunities for self and others.	<input type="checkbox"/> Actively seeks out and participates in educational and professional development opportunities for self and others.	<input type="checkbox"/> Actively seeks out and takes a lead role in developing educational and professional growth opportunities for self and others.

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Observed/Reviewed Clinical Practice: (Assessment of the APP's practice by the supervising physician/APP or a clinical peer via direct observation (preferred) of the APP for a minimum of 2 hours or by a review of 5 charts. Please comment on the clinical, professional, and collaborative nature of the APP's practice as observed.)

Supervisor Assessment and Comments: (Summary of the overall rating and supervisor's assessment of employee's contributions. This MUST incorporate and ideally cite feedback from the APP's clinical team (clinical staff, peers, physician colleagues, administrative staff, trainees). Referring to any prior evaluation, include comments on goals met during the appraisal period, relative difficulty of the work, relevance to organizational objectives, and connection to the clinical team.)

☐ **Qualtrix survey was utilized to request multidisciplinary feedback and perspectives regarding this APP.**

Overall Evaluation (check one):

- ☐ **Does not Meet Expectations** (Unsatisfactory)
☐ **Partially Meets** (Improvement Needed)
☐ **Meets Expectations** (Satisfactory)
☐ **Meets and Exceeds Expectations** (More than Satisfactory)
☐ **Consistently Exceeds Expectations** (Superior)

Comments (quoting feedback, as appropriate):

Employee Comments: APPs own assessment of contributions.

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Plan for Next Appraisal: (This section should be a collaboration between supervisor and APP to establish new goals, standards, job responsibilities or priorities.)

- I understand and agree that in the performance of my duties I must secure and hold a patient's medical and/or financial information in confidence.
- I understand that it is my responsibility to follow safe computing guidelines, including:
 - Protect my User ID(s) and password(s) and not share them with anyone
 - Use strong passwords that are not written down and revealed to anyone
 - Use a password-protected screensaver
 - Always log off shared workstations
- I understand that my User ID(s) constitutes my signature and I will be responsible for all entries made under my User ID(s)
- I understand that under provisions of the California CONFIDENTIALITY OF MEDICAL INFORMATION ACT (CIVIL CODE SECTION 56) and/or the Federal HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA) OF 1996, intentional or involuntary violation of confidentiality may result in disciplinary action up to and including dismissal from employment, fines and imprisonment. Violation of Local, State or Federal statutes may carry the additional consequence of prosecution under the law.

 (Employee's initials)

- ☐ I have verified that this employee's access to clinical systems is current and appropriate.
- ☐ I attest that I have completed the annual competency assessment on this employee and can provide a copy of this document upon request.

Signature of Immediate Supervisor	Date	Employee Signature Your signature indicates neither agreement nor disagreement with the evaluation, but it does indicate that you have read the evaluation and it has been discussed with you. _____
Department Head's Signature	Date	