Nursing Peer Review: 
Advancing the Process through Technology
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&
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Robert Wood Johnson University Hospital

Objectives
• Define peer review
• Identify challenges in planning and developing a new peer-review process
• Understand the steps involved in developing a fully automated peer review tool and process
• Discuss post implementation evaluation
Peer Review Defined by the American Nurses Association

“A collegial, systematic, and periodic process by which registered nurses are held accountable for practice and which fosters the refinement of one’s knowledge, skills, and decision-making at all levels and in all areas of practice” (American Nurses Association [ANA], 2004).

Scope and Standards of Practice

• “Registered nurses are bound by a professional code of ethics and regulate themselves as individuals through peer review of practice” (ANA, 2004, p. 11).

• “Self-regulation by the profession of nursing assures quality of performance, which is the heart of the profession’s social contract between the profession of nursing and society” (Nursing’s Social Policy Statement, 2003 as cited in ANA, 2004, p. 11).

2014 Magnet® Application Manual

EP 15

“Nurses at all levels engage in periodic formal performance reviews that include a self-appraisal and peer feedback process for assurance of competence and continuous professional development” (American Nurses Credentialing Center [ANCC], 2013, p. 47).
Celebrating Beacon Award

Evaluation of Peer Review Process


Team Formation

- Direct Care Nurses
  - Critical Care
- Performance Improvement Analyst
- Perioperative Services
  - Professional Advancement System/Clinical Ladder
- Medical/Surgical
  - Bargaining Unit Leadership/CPC Member
- Ambulatory/Outpatient
- Advanced Practice Nurses
- Women’s and Children’s

- Leadership
  - Nursing Director
  - Clinical Nurse Educator
  - MPD
  - HR Department
- Information Systems
Initial Goal

• Mature Current Process

Mature the Process

Team Development

• Literature review
• Selected, read, and discussed peer-reviewed journal articles
• Contacted other Magnet Organizations looking for “Best Practices”
• Identified “opportunities for improvement”
• Brainstorming sessions

Initial Considerations

• Size of Organization
• Reporting Structure
• 1900 Nurses
• Practice Settings
• Roles
• Responsibilities
• Common Themes
• New Performance Appraisal Process
Existing Peer Review

- Two Types of Peer Review
  - Informal
    - Handoff
    - Post Fall Huddles
    - Collaborating with colleagues when developing patient plan of care
  - Formal
    - Root Cause Analysis
    - Professional Advancement System (Clinical Ladder)
      - Support letters
      - Attestation statements
      - Profile reviews
    - Performance Improvement
    - Nursing Grand Rounds

Barriers

- Staff/Bargaining Unit/Leadership Acceptance
- Fear of Reprisal
- Anonymity
  - Paper Forms
  - Handwriting
- Honesty
- Inappropriate feedback
- Time constraints
  - How long
  - How many
  - Content

Goals

- The goals of peer review at all levels of Nursing at RWJUH are to:
  - Promote professional growth
  - Improve outcomes
  - Foster autonomy
  - Provide an opportunity for self-reflection, self evaluation, and goal setting
    - Identification of areas of strength
    - Identification of opportunities for improvement
  - Obtain/give feedback from/to peers
    - Maintain positive relationships with peers and colleagues that support a healthy work environment.
Let’s Go Electronic!!!!

Problem Statement: Limited formalized peer review processes exist within the professional nursing division at RWJUH. The purpose of this committee is to expand, develop, and implement the formalized peer review processes at all levels in the nursing division.

Objectives:

• Develop an electronic nursing peer review tool
• Educate all levels of the professional nursing division on this tool
• Implement formal peer review
• Unit-based practice councils will be formed with the objective to expand the primary peer review tool to incorporate unit-specific safety/quality/technical/clinical components of respective nursing practices.
• Expand program to all professional nurses at all levels within the nursing division
• Metrics:
  - # of staff educated on peer review process
  - Nursing satisfaction scores
  - Voluntary staff turnover
  - # of tools completed
  - Percent of overall participation post house-wide implementation

Project Scope Information:

• Draft of tool by March 31, 2011
• Present draft to senior nursing leadership by April 8, 2011
• Present draft to Collaborative Practice Committee
• Develop education program
• Choose pilot nursing unit
• Implement education program on pilot unit/house-wide
• Initiate Phase I house-wide by January, 2012
• Assess program and integrate feedback into any necessary revisions
• Implement peer review at all levels of the Professional Advancement System
• Implement Phase II in majority of units/services by 3rd quarter 2013

Project Charter for: Nursing Peer Review

Start Date: 3/11
End Date: Phase I & II 12/2013

Executive Sponsor: Steph Conners
Project Owner: Kathy Easter
PI Facilitator: Brandi Handel
PI Mentor: Kelly Young
Team Members:
- Kathy Easter
- Dawn Torajada
- Claudia Pagani
- Judy Danella
- Patti MacGill
- Mary Eshmart
- Mavis Young
- Carla Boyle
- Kate Wade
- Jackie Gladis
- Paula Owan

Start Date: 2/3/11
Planned End Date: Phase I & II 12/2013

New Knowledge Innovations & Technology

• Develop Tool
• Invite I.T. to the table
• Obtain Lists from H.R.
• Determine Reporting Structure
• Build Database
• Demonstrate System
Creating the Database

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Creating Reports

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Creation of Peer Review Tool, Database, Reports, and Process

- I don't like the report
- Who can see the report?
- How are reports generated?
- How many tools should be completed?
- What happens if I don't like the results?

Rules: Demonstrate → Review
Evaluate → Rebuild
Implementation

• Provide education
• Select pilot units
• Evaluate process
• Implement electronic peer review process house-wide

Pilot Units

• MSD, 7Tower, SICU Core, SICU West, Peds 5 and Adolescent Unit
• Education provided by team members
• Pilot initiated on 12/1/2011
• Pilot concluded 12/15/2011
• Evaluations completed
• Process and reports amended based on staff recommendations

Peer Review Tool – Part I

• Culture of Kindness Values
  – Commitment
  – Understanding
  – Learning
  – Trust
  – Unity
  – Respect
  – Empathy
Guidelines for Selecting Peer Reviewers

- Registered Nurse will select 2 peers from own unit/workgroup
- Registered Nurse will select 1 peer from a unit/workgroup or department with whom they interact on a regular basis
- Clinical Director/Leader will select 1 peer from within unit/workgroup

How Do I Choose Who Will Complete a Peer Review?

Examples
- Someone you work with frequently
- Someone in your unit/workgroup who works a different schedule
  - Opposite weekends
  - Opposite shift
  - Per-diems
- Someone outside your unit/workgroup
  - Someone from a unit/workgroup outside of your own:
  - Sending & receiving department

Process & Report Generation

- A maximum of 4 Peer Review Tools will be completed on each RN
  - System locks out after 4 submissions
  - Peer Review System Live on January 9, 2012
  - System Live during first quarter of calendar year during Phase I
  - System Live during 4th quarter of calendar year during Phase II
- Averages computed electronically for each category
- Average overall score computed electronically
- E-mail notification sent to nursing leader that Peer Review Tool has been submitted
- Password protected reports
- Reports shared with direct reports
- Electronic Submission ensures anonymity
Location of Peer Review Tool

- Go to RWJUH Intranet
- Select Peer Review
- Select Cost Center and Unit
- Click “Filter”
- Select Employee
- Complete Peer Review Tool
- Click Submit
Peer Review Tool

- Read the Culture Value Categories and Behaviors
- Select the number that characterizes the peer review candidate’s values and behaviors
  - Rating Scale:
    - 1=Development Needed
    - 2=Strong Values
    - 3=Outstanding
- Space provided for comments
  - Type comments in this section
Questions and Free Text

1. If given the opportunity, would you work with this team member again? Yes/No
2. Please explain:
3. Provide an example of a positive experience while working with reviewee:
4. Provide an example of a challenge when working with reviewee:
5. Additional Comments

Are we mature enough?

Project handed off to UBPC

Part II
Safety and Quality

Part III
Unit/Department-Specific
Go-live October, 2013
### Staff RN Peer Review Questions

**ALL NURSING UNITS**

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<thead>
<tr>
<th>Questions</th>
<th>Rare</th>
<th>Often</th>
<th>Always</th>
<th>N/A</th>
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<tbody>
<tr>
<td>Quality</td>
<td></td>
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<tr>
<td>1. Supports the “No Pass” culture by promptly responding to call bells and alarms (i.e. cardiac monitor, bed exit, pumps)</td>
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<td>2. Performs hand hygiene according to WHO guidelines.</td>
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<td>3. Provides thorough bedside handoff using SBAR communication.</td>
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**UNIT: Surgical Intensive Care Unit West  662000**

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<th>Rare</th>
<th>Often</th>
<th>Always</th>
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<tbody>
<tr>
<td>Competency</td>
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<tr>
<td>1. Provides effective patient education on medications throughout the course of hospitalization and in preparation for discharge.</td>
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<tr>
<td>2. Promptly identifies rapidly changing situations and responds appropriately in an emergency.</td>
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<tr>
<td>3. Demonstrates effective management of patient receiving continuous epidural analgesia and patient controlled epidural analgesia.</td>
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<td>4. Appropriately utilizes unit based protocols to manage patients.</td>
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**UNIT: Mother Baby Unit  64000**

<table>
<thead>
<tr>
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<th>Rare</th>
<th>Often</th>
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<tr>
<td>2. Promptly identifies rapidly changing situations and responds appropriately in an emergency.</td>
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<td>4. Provides effective education that adequately prepares the new family for discharge.</td>
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Outcomes

Pilot Unit Participation Rate   96%
House-wide Participation Rate – 88%
RN Satisfaction Improved!

RWJUH RN Satisfaction
2009 - 2013

Modified T-Scores

Questions??????

Send questions and correspondence to:
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New Brunswick, New Jersey  08903
E-mail – kathy.easter@rwjuh.edu
References
