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Nursing Peer Review: Advancing the Process through Technology

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610 Bed Academic Medical Center
Level I Trauma Center
Flagship Hospital of The Cancer
Institute of New Jersey
Only hospital in NJ to have a
pediatric campus

ANCC Magnet Recognition®
Striving for 5th - 2015

Magnet Prize® Honors
2011

ANCC National Magnet Nurse of the
Year®
2011 - Empirical Outcomes

American Nurses Association Award
for Outstanding Nursing Quality®
2011 & 2012





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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).

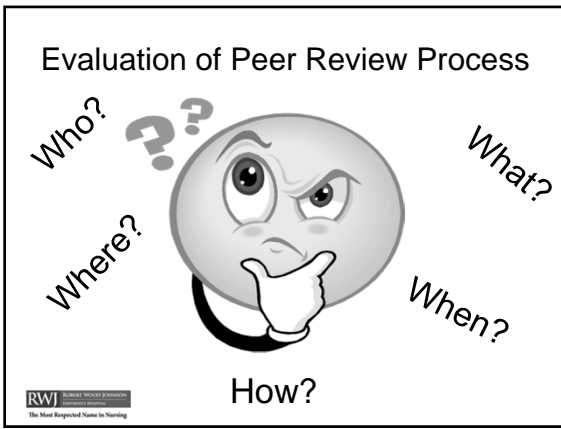


2014 Magnet® Application Manual EP 15

“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).








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



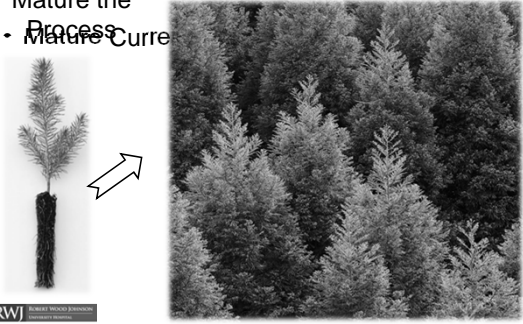
- Leadership
 - Nursing Director
 - Clinical Nurse Educator
 - MPD
 - HR Department
- Information Systems



Initial Goal

Mature the Process

- Mature Curre



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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

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Initial Considerations

- Size of Organization
- Reporting Structure
- 1900 Nurses
- Practice Settings
- Roles
- Responsibilities
- Common Themes
- New Performance Appraisal Process

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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.





Project Charter for: Nursing Peer Review	
<p>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.</p>	<p>Start Date: 2/3/11 Planned End Date: Phase I & II 12/2013</p>
<p>Objectives:</p> <ul style="list-style-type: none"> 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 	<p>Executive Sponsor: Stephanie Conners</p>
<p>Metrics:</p> <ul style="list-style-type: none"> % of staff educated on peer review process nursing satisfaction scores voluntary staff turnover % of tools completed Evaluations completed by pilot nursing unit % of overall participation post house-wide implementation 	<p>Project Owner: Kathy Easter</p>
<p>Project Scope Information:</p> <ul style="list-style-type: none"> Draft of tool by March 31, 2011 Present draft to senior nursing leadership by April 8, 2011 Present 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 Incorporate peer reviews at all levels of the Professional Advancement System Implement Phase II in majority of units/services by 3rd quarter 2013 	<p>PI Facilitator: Brandi Handel PI Mentor: Kelly Young</p>
	<p>Team Members: Kathy Easter Dawn Tortajada Claudia Pagani Judy Danella Christine Conklin Marty Everhart Myrna Young Carla Boyle Kobi Walsh Jackie Gladdis Pauline Chan</p>

New Knowledge Innovations & Technology

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

Implementation

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



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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

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Peer Review Tool – Part I

- Culture of Kindness Values
 - Commitment
 - Understanding
 - Learning
 - Trust
 - Unity
 - Respect
 - Empathy



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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-diem
- Someone outside your unit/workgroup
 - Someone from a unit/workgroup outside of your own:
 - Sending & receiving department



Process & Report Generation

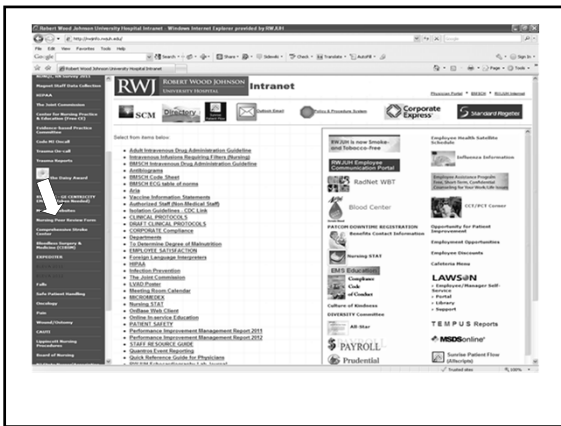
- A maximum of 4 Peer Review Tools will be completed on each RN
 - System locks out after 4 submissions
 - Peer Review System Live on January 9, 2012
 - System Live during first quarter of calendar year during Phase I
 - System Live during 4th quarter of calendar year during Phase II
- Averages computed 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

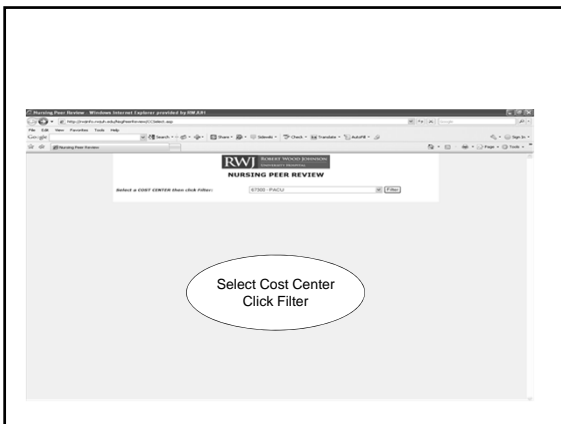


Location of Peer Review Tool

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







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



Nursing Peer Review Page 1 of 1

NURSING PEER REVIEW

CANDIDATE FOR REVIEW:
DATE: 12/10/12

CHECK ONE:
 SENIOR NURSING LEADERSHIP CLINICAL DIRECTOR
 CLINICAL SUPERVISOR CHARGE HEAD NURSE STAFF NURSE

SCALE: 1: Development Needed 2: Strong 3: Outstanding

Ang Score	Ang Score	Ang Score	Ang Score	Ang Score	Ang Score	Ang of	Number of Reviewer
Comments	Understanding	Learning	Trust	Ability	Present	Total Score	
3	3	3	2.75	3	3	3	3.0
							4

If given the opportunity, would you work with this team member again? Yes / No.

Please explain:

Absolutely: Yes No
 He is a person who I can always count on to get a project done. Yes No
 He is wonderful to work with, she is very organized and reliable. Yes No
 I enjoy working with: She is smart, efficient and caring. She is an asset to HRG Yes No

Provide an examples of a positive experience while working with reviewee
 In working in the _____ team, _____ was diligent in keeping the group focus on the task at hand. She is grateful when dealing with people in difficult situations and empowers them to take their lead.
 Every aspect of the work on _____ has been great. _____ was always able to keep the momentum of the committee going.
 organized, super diligent

Provide an examples of challenges when working with reviewee
 sometimes takes on a bit too much and her plate is very full. She needs to delegate some of her projects to other team members.

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



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Staff RN Peer Review Questions

ALL NURSING UNITS

Questions	Rare 1	Often 2	Always 3	N/A
Quality				
1. Supports the "No Pass" culture by promptly responding to call bells and alarms (i.e. cardiac monitor, bed exit, pumps)				
2. Performs hand hygiene according to WHO guidelines.				
3. Provides thorough bedside handoff using SBAR communication.				

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UNIT: Surgical Intensive Care Unit West 662000

Questions	Rare 1	Often 2	Always 3	N/A
Competency				
1. Provides effective patient education on medications throughout the course of hospitalization and in preparation for discharge.				
2. Promptly identifies rapidly changing situations and responds appropriately in an emergency.				
3. Demonstrates effective management of patient receiving continuous epidural analgesia and patient controlled epidural analgesia.				
4. Appropriately utilizes unit based protocols to manage patients.				

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**UNIT: Mother Baby Unit
64000**

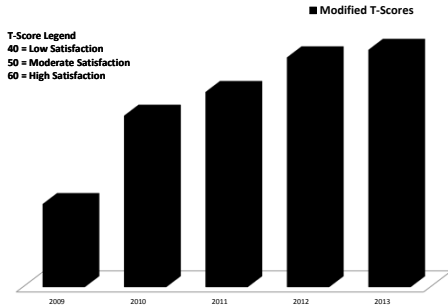
Questions	Rare 1	Often 2	Always 3	N/A
Competency	1	2	3	
1. Provides effective patient education on medications throughout the course of hospitalization and in preparation for discharge.				
2. Promptly identifies rapidly changing situations and responds appropriately in an emergency.				
3. Manages an infant with respiratory distress using Neonatal Resuscitation guidelines.				
4. Provides effective education that adequately prepares the new family for discharge.				

Outcomes

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



RWJUH RN Satisfaction
2009 - 2013



Questions??????

Send questions and correspondence to:
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