Organizational Nurse Leaders: A Unique Cohort for Face-to-Face Peer Review

Beverly S. Karas-Irwin, DNP, RN, NP-C, HNB-BC, NEA-BC
The Valley Hospital, Ridgewood, New Jersey

Introduction

"There is only one corner of the universe you can be certain of improving, and that is your own self." — Aldous Huxley

The benefits of peer review are well documented. Although widely adopted for clinical review, it has not been heavily or effectively practiced by nurse leaders. Since 1994, there has only been one published article describing a nurse leader peer review process and resultant outcomes. The benefits of peer review are well documented. Although widely adopted for clinical review, it has not been heavily or effectively practiced by nurse leaders. Since 1994, there has only been one published article describing a nurse leader peer review process and resultant outcomes.

Methods

A pilo project was conducted in a 451-bed, non-profit, acute care, Magnet designated hospital. Nurse leaders were enrolled in a structured program developed to enhance modern-day peer review principles for the pilo project and select a peer review tool.

The redesign of the structure and process began with a decision to move annual peer feedback to a peer review, admitting three per phase. The pilot project would have a pre- and a post-time period. There were two distinct groups: Nurse Executives (NE) and Nurse Managers (NM). NE’s were identified as Assistant Vice Presidents, Directors, and Managers. NM’s were identified as Nurse Managers. NE’s and NM’s, they were combined together as NE based on similar core competencies. The peer review tool used was the Nurse Executive Competency Tool (NE tool) and Nurse Manager Competency Tool (NM tool). The tool was developed by the American Organization of Nurse Executives (AONE) and American Association of Critical Care Nurses (AACN). The tool includes five subscales: communication, relationships, political, business skills, and leadership. It was modified for the NE tool to remove the political subscale and add an additional subscale: respect and sensitivity. The NM tool was adapted from the AACN/Nurse Managers (NM) tool. The tool was created by combining the core competencies of Nurse Managers (NM) and Nurse Executives (NE). The tool was modified for the NM tool, which was adapted from the NE tool.

The pilot project occurred over four months. Each nurse leader was evaluated twice (pre and post). A pre-pilot meeting was held for the entire organization. A post-pilot meeting was held for the entire organization.

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Conclusions

Nurse leaders were evaluated by specialty-specific, core competency tools developed by professional nursing organizations. The majority of NE and NM core competencies improved from the pre- to post-time period. There was more variability in the NM tool pre- to post-time period. All of the NE achieved their selected professional goals and the majority of the NM achieved their selected professional goals from the pre- to post-time period. The NE tool was particularly useful in providing continuous improvement tools for the NM tool.

Implications for Nurse Leaders

• Revise the organizational nurse leader peer review process to incorporate modern-day peer review principles. Include the CNO in the NE group since the NE tool was more varied.
• Assign peer review teams and ensure in-divison/service line and outside of division/service line.
• The peer review teams are recommended to stay together for two years to develop relationships.
• Continue with face-to-face meetings for the peer review teams.
• Continue with in-divison/service line and outside of division/service line.
• Nurse leaders are prone to change, role, or have the organization incorporate nurse leader developmental stages into the peer review process.

Current State

• A face-to-face peer review process has been expanded to all leaders who oversee areas where nursing is practiced.
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Objectives

1. Create a nurse leader peer review process meeting contemporary peer review principles.
2. Measure the effectiveness of peer review on nurse leader competencies and professional development activities.

References


Results: Nurse Managers

Nurse Managers (80% of responses received)

100% of Nurse Executives achieved their set professional goals by the end of the pilot.

52% of Nurse Managers achieved their set professional goals by the end of the pilot.

Nurse Managers: The Setting

Nurse Manager: The Art

Nurse Manager: The Science