Learning Objectives

1. Identify different forms of peer review
2. Discuss the steps to review organizational peer review
3. Describe how peer review advances the nursing profession
Outline

Step 1: Gap analysis
Step 2: Collaborative partnerships
Step 3: Education
Step 4: Design and implement pilots
Step 5: Establish measurement strategies and outcome metrics

Review of all forms of Peer Review

Step 1: Gap Analysis – Part 1

Peer Review in place
1. Formal Committee – Direct Care
2. Staff level with performance Evaluation
3. Nursing Credential Review Board (Direct Care)
4. Nursing Credential Review Board (APRN)
5. Leader 360
6. Performance Evaluations

Other – Audit process (direct care)

Step 1: Gap Analysis - Part 2

Is Peer Review present at all levels... yes, but

Direct Care
Advanced Practice
   NP
   CNS
Educators
Leaders
CNO
Step 2: Collaborative Partnerships

Stakeholders
- Human Resources
- Professional Development Council
- Clinical Practice Specialist Council (CNS)
- Nursing Credential Review Board (Direct Care)
- Nursing Research Council
- Nursing Leaders

Step 3: Education

Review of Literature
Professional Standards

Dimensions of Peer Review

Quality and Safety
Role Actualization
Practice Advancement
Peer Review Principles Based on ANA Guidelines

A peer is someone of the same rank
Peer review is practice focused
Feedback is timely, routine and a continuous expectation

Principles of Peer Review

• Peer review fosters a continuous learning culture of patient safety and best practice
• Feedback is not anonymous
• Feedback incorporates the developmental stage of the nurse

Clinical Manager Success Profile - CHCO Draft

<table>
<thead>
<tr>
<th>COACHING</th>
<th>Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or mission.</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAINING COMMITMENT</td>
<td>Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one's own behavior to accommodate tasks, situations, and individuals involved.</td>
</tr>
<tr>
<td>LEADING THROUGH VISION &amp; VALUES</td>
<td>Keeping the organization’s vision and values at the forefront of staff decision making and action.</td>
</tr>
<tr>
<td>FACILITATING CHANGE</td>
<td>Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.</td>
</tr>
<tr>
<td>DRIVING FOR RESULTS</td>
<td>Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goals; tenaciously working to meet or exceed goals while deriving satisfaction from that achievement and continuous improvement.</td>
</tr>
<tr>
<td>BUILDING TRUST</td>
<td>Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.</td>
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</tbody>
</table>
Clinical Manager Success Profile—CHCO Draft

<table>
<thead>
<tr>
<th>Building a Successful Team</th>
<th>Using appropriate methods and a flexible interpersonal style to help build a cohesive team; facilitating the completion of team goals.</th>
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</thead>
<tbody>
<tr>
<td>Customer Focus</td>
<td>Ensuring that the customer perspective is a driving force behind business decisions and activities; crafting and implementing service practices that meet customers’ and own organization’s needs.</td>
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<tr>
<td>Continuous Improvement</td>
<td>Originate action to improve existing conditions and processes; identifying improvement opportunities, generating ideas, and implementing solutions.</td>
</tr>
<tr>
<td>Aligning Performance for Success</td>
<td>Focusing and guiding others in accomplishing work objectives.</td>
</tr>
<tr>
<td>Selecting Talent</td>
<td>Evaluating and selecting internal and external talent to ensure the best match between the individual and the work requirements.</td>
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Snapshot of APRNs Peer Review

Current
- Credentialing
- Performance Evaluation
- Clinical Ladder

Future State - Ideas
- Credentialing
- Performance Evaluation
- Clinical Ladder
- Case Review
- Formal Peer Review on-going

Step 4: Design and Implement Pilots

CNS
Educators
Managers/Directors
Step 4: Design and Implement Pilots

Clinical Nurse Specialists

What: Job Description, Professional Standards

How: Measurement Methodology
   Likert scale – 1 to 4
   • 1 below standards
   • Not observed
   Narrative

When: 2x year

Who: Delivery

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Step 4: Design and Implement Pilots

Educators

What: Job Description, Professional Organization & Professional Standards

How: Measurement Methodology
   Narrative
   • Strengths
   • Areas for improvement

When: 3x year

Who: Delivery

---

Step 4: Design and Implement Pilots

Leaders

What: Job Description, AONE Competencies & Professional Standards

How: Measurement Methodology
   Likert Scale
   • Expert: Exceptional; beyond the level of most leaders
   • Proficient: Expected skill level for an experienced leader
   • Competent: Adequate, minimal standard for a leader
   • Growth area: Improving, needs further development
   • Unsatisfactory: Substandard; need immediate improvement
   • Areas for improvement

When: 2x year

Who: Delivery
Step 4: Design and Implement Pilots

<table>
<thead>
<tr>
<th>Transformational Leadership</th>
<th>Coaches</th>
<th>Professors</th>
<th>Competitors</th>
<th>Drivers</th>
<th>Specialists</th>
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</thead>
<tbody>
<tr>
<td>Goal: Create a culture of continuous improvement</td>
<td>☑️</td>
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<tr>
<td>Value: Patient outcomes</td>
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<td>☑️</td>
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<tr>
<td>Value: Professional development</td>
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<tr>
<td>Value: Cost savings</td>
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</tbody>
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Step 5: Establish Measurement Strategies and Outcome Metrics

- Patient Outcomes
- Professional Development
- Advancement
- Performance

Top Ten Forms of Peer Review

1. Nursing Practice Peer Review Committee (NPPR)
2. *Handoffs, bedside reports, chart audits
3. Incident debriefing
4. Nursing Credentialing Review Board (NCRB)
5. NCRB - Advanced Practice Registered Nurse

* Items are new or revised
Top Ten Forms of Peer Review

6. *CNS peer review
7. *Educators – Professional Development peer review
8. Leader – 360 peer review
9. *Nurse leader peer review
10. *Nurse Scientists – abstract, presentation, writing
11. Performance Evaluation - All levels

Division of Nursing
Bylaws

Nursing Practice Peer Review Committee (NPPR)

Handoffs, Bedside Reports, Chart Audits
## Incident Debriefing

- **TARGET ZERO**
  - ELIMINATING PREVENTABLE HARM

## NCRB Application Peer Review

**NCRB APRN Peer Review**

<table>
<thead>
<tr>
<th>Name of Applicant</th>
<th>APRN or APRN?</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
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</table>

1. Understanding the agency's procedures and protocols is a prerequisite for all new staff. This understanding is necessary to ensure safe and effective patient care.

2. Upon completion of the educational requirements, all new staff will receive an orientation that includes department-specific policies and procedures.

3. Upon successful completion of the preceptorship, all new staff will be eligible for full-time employment.

4. The agency's mission and values are incorporated into all aspects of the educational and orientation process.

5. The preceptorship provides an opportunity for new staff to observe and learn from experienced staff members.

6. The agency's competencies are developed through a combination of theoretical instruction and practical experience.

7. The agency's policies and procedures are reviewed and updated regularly to ensure compliance with regulatory requirements.

8. The agency's environmental scans and patient feedback mechanisms are designed to identify areas for improvement.

9. The agency's staff planning and development strategies are designed to support the agency's mission and values.

10. The agency's performance evaluation system is designed to recognize and reward staff for their contributions to patient care and the agency's mission.

11. The agency's staff development strategies are designed to support the agency's mission and values.

12. The agency's communication strategies are designed to support the agency's mission and values.

13. The agency's staff retention strategies are designed to support the agency's mission and values.

14. The agency's staff education strategies are designed to support the agency's mission and values.

15. The agency's staff development strategies are designed to support the agency's mission and values.

16. The agency's staff training strategies are designed to support the agency's mission and values.

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29. The agency's staff performance strategies are designed to support the agency's mission and values.

30. The agency's staff evaluation strategies are designed to support the agency's mission and values.
Performance Evaluation Peer Review

What's Next?

• Hardwire new peer reviews
• Evaluate direct care peer review
• Assess outcomes
• Integrate into formal performance evaluations
• Electronic format

References


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