Advancing Nursing Peer Review at MGH
To improve Quality, Safety & Nurse Autonomy

2017
Purpose and Goals of Course

Purpose:
- To introduce an important change to the current Nursing Peer Review (NPR) process

Goal:
- To provide nurses with information to positively impact *annual goal setting*
The American Nurses Association defines Nursing Peer Review (NPR) As:

“The process by which practicing registered nurses systematically assess, monitor, and make judgments about the quality of nursing care provided by peers as measured against professional standards of practice.”

(ANA Peer Review Guidelines, 1988, p.3)
What Does it Mean?

- Nursing Peer Review implies that the nursing care delivered by a group of nurses or an individual nurse is evaluated by individuals of the same rank or standing according to established standards of practice.

- Ultimately we are responsible to each other and to our patients to achieve and sustain a high level of care and continue to advance this level of care together in the areas of:
  - Quality and Safety
  - Role Actualization
  - Practice Development

Refer to required reading for additional information
Nursing Peer Review Today and Tomorrow

- We have been participating in Nursing Peer Review for a long time at MGH. It has historically been geared towards recognizing a peer’s strengths in practice.

- Our new process adds the second and third important goals of peer review: to assist our colleagues in role actualization and practice development.
How Do We Do That?

By providing feedback on two (2) aspects of an individual’s nursing practice

- Recognizing a **strength** in practice
- Identifying a **opportunity** to improve, enhance or advance in practice
Types of Peer Review

“Ongoing”
- Occurs in real time
- Uses verbal feedback
- Focuses on an aspect of a peer’s practice that can be addressed at the moment

“Retrospective”
- Review of a peer’s practice over time
- Uses verbal and written feedback
- Provides a peer the opportunity to reflect on practice
- Assists with developing goals
How was our new process developed?

- Staff Nurses/Nurse Leaders helped create a new NPR process
- Staff Nurses/Nurse Leaders piloted new process, provided feedback & made revisions
- New NPR Process as of April 2017
  - New process is based on 6 NPR principles
  - New tool developed to prompt both positive & practice improvement feedback
  - Nurses expected to deliver feedback directly to each other in a supportive way
  - Information received from peer is used to develop annual goals
  - NPR is a continuous process however only need to document once per year
  - Education includes support for delivering & receiving feedback
Magnet® NPR Standards:

EP 15: “Nurses at all levels engage in **periodic performance reviews** that include a **self-appraisal and peer feedback process** for assurance of competence and continuous professional development.”

(ANCC 2014)

- **Performance Appraisal Process: Evaluates Competence**
  - Manager Assessment
  - Self-Assessment

- **Annual Goals Process: Encourages Development**
  - Manager Assessment
  - Self-Assessment
  - Peer Assessment (Peer Review)
Six NPR Guiding Principles – ANA Based

1. A peer is someone of the same rank

2. Peer review is practice focused

3. Feedback is timely, routine & continuous

4. Peer review fosters learning culture of patient safety & best practice

5. Feedback is not anonymous

6. Feedback incorporates developmental stage of nurse

(Haag-Heitman & George, 2011, p. 92)
NPR Staff Nurse Tool-NEW

1. Select Nurse Peer to Complete NPR
2. Focus NPR on a Theme
3. Summarize One Practice Strength
4. Summarize One Practice Opportunity
5. Peer Meets with Nurse Peer
6. Submit NPR Tool to Manager
1. Select a Theme

2. Identify the Theme as either a strength or opportunity
Write a brief description of a practice strength. Use an example(s) if applicable.

As a member of the Collaborative Governance Diversity Committee Jane has gained extensive knowledge about cultural diversity. She has put that knowledge to good use for many of our diverse patient populations. She has become a valuable resource to us and is always willing to assist us in understanding cultural practices that may impact the care we provide our patients. The whole unit benefits from her knowledge and expertise in this area.
Write a brief description of an opportunity to strengthen or enhance a peer’s practice. Use language that provides your colleague with ideas for personal or professional growth. This opportunity should reflect the conversation that has taken place between the two of you. Use example if applicable.

Additional examples:
- **Identify educational opportunities to enhance assessment skills on**…..
- **Seek out opportunities to care for patients with**…. 
- **Use your advanced skills in pain management to mentor novice nurses on the unit**
Some thoughts about Practice Improvement Feedback

Staff Nurses that were part of pilot reflected:

- Feedback is important and should be ongoing
- Providing feedback on practice improvement opportunities can be difficult but will get easier over time
- Focus of practice improvement should remain positive and provide helpful information to set goals only - separate from Nurse Director assessment of competence and meeting job requirements
There are resources available to assist you in the revised process:

- Your Nursing Director and CNS/NPS
- Peer Review “Toolkit” on Professional Development EED portal page
  - Articles
  - Link to Vidscrip on conducting “real time” nursing peer review
  - Guidelines for
    - Completing practice improvement narrative
    - Nursing Peer Review process steps
    - Clinical Recognition Program criteria
- Monthly Nursing Peer Review classes from Norman Knight Center

