



Purpose

The primary purpose of peer review is to help ensure the quality of nursing care through safe deliverance of standards of care and evidence-based practices. Through the Professional Practice Model tenet “Relationship Based Care”, NPGO members hold a professional responsibility to care for self and colleagues by evaluating and continuously improving their individual and collective clinical practice. In part, this is accomplished by encouraging and supporting professional development of ourselves and colleagues through regular self-appraisal and peer review activities, taking developmental level into consideration.

The ANA Nursing Scope and Standards of Practice states “Registered Nurses shall engage in self-reflection and self-evaluation of nursing practice on a regular basis, identifying areas of strength as well as areas in which professional growth would be beneficial.” It also states that Registered Nurses “seek feedback regarding one’s own practice from healthcare consumers, peers, colleagues, supervisors, and others” and “provide peers and others with constructive feedback regarding their practice or role performance.” (ANA Scope and Standards of Practice, 4th Edition, Standard 16). Additionally, the ANA Code of Ethics calls nurses to preserve integrity and safety, to maintain competence of self and others, and continue personal and professional growth.

The following shall be conducted as part of the formal performance appraisal process by each UVA Health RN:

- Written self-evaluation
- Written peer review and face to face discussion between reviewer(s) and recipient(s) should occur at least two times each performance appraisal cycle.
- Annual professional development goal setting

Principles

Peer review should be completed by two different colleagues within the practice setting. Nurses in practice settings with small numbers of true peers may opt to receive two peer reviews from a single peer or may seek Interprofessional peer review.

- Peer reviews should include specific examples demonstrating behaviors consistent with Clinical Career Ladder level or job responsibilities for non-clinical career ladder positions, and should address strengths and areas for growth / further development.
- Allow adequate time for the face to face discussion- minimally thirty minutes for clinicians and one hour for nurse leaders.
- Face to face discussion of peer review should occur in a location protected from interruption.
- Individuals who feel uncomfortable, concerned, or lack confidence with peer review should seek coaching from managers or mentors prior to writing and discussing peer review.
- Peer review is requested and documented within Workday using the “Get Feedback on Self” function.

Processes

PERFORMANCE APPRAISAL: NON LEADERSHIP (TEAM MEMBER) NURSING POSITIONS:

UVA Nursing’s Professional Practice Model provides the framework for peer review for all RN positions. The categories describe aspects of our nursing professional practice environment at UVA Health, including our care delivery system, values and goals that define the professional nursing identity, as well as the professional elements and relationships that define the complex role of UVA Nurses.



Two peer reviews are included in the performance appraisal. In practice settings with adequate numbers of peers, one review should be self-selected and one non-self-selected by the local Professional Governance committee or manager selected. In settings with small numbers of peers, the selection may be self or non-self-selected.

Non-self-selected peer review:

- It is recommended that non-self-selected peer reviews pairs are created by the Local Professional Governance Committee. In this process, the committee members create peer review pairs using the considerations below, and provide the list to the manager to enter the request into Workday.
 - The alternate process is for the non-self-selected peer review pairs to be selected by the Manager.
- When assigning non-self-selected peer review pairs, consider the following:
 - Years of experience
 - Clinical Career Ladder level, RN job title (e.g. Charge Nurse, RN Care Coordinator, etc.) or like tenure/experience
 - Department roles (e.g. preceptor, champion, etc.)
 - How frequently the pair work together (example: similar shifts)
- Select “*NPGO Peer Review Locked Template*” from the Questions section.
- Validate that “**Share with Others**” is selected for *Feedback Sharing* section to ensure it is visible to the peer and manager for inclusion in annual performance appraisal.

Self-selected peer review:

- Once a peer is identified, pairs send each other peer review request using the “Get Feedback on Self” function in Workday or manager sends requests.
- Select “*NPGO Peer Review- Team Member Self-Selected Locked Template*” from the Questions section.
- Validate that “**Share with Others**” is selected for *Feedback Sharing* section to ensure it is visible to the peer and manager for inclusion in annual performance appraisal.

Requesting Peer Reviews by Contracted Registered Nurses

Contracted RNs, including but not limited to external Travel RNs, internal Travel RNs and International RNs, may be asked to participate in a peer review if approved by the manager *and* have been contracted with UVA Health University Medical Center continuously for a minimum of 6 months, or for a previous extended period of time. Support and guidance will be necessary for the contracted RN to be familiar with and follow the peer review best practices, behaviors or job description, and documentation in Workday.

Engaging in Peer Review:

- Schedule at least 30 minutes for face-to-face peer review discussion.
- Prepare for the peer review discussion by reviewing the form and makes notes *about yourself*. If needed, seek mentorship or coaching prior to the discussion.
- During the discussion, each peer will discuss these three elements for each section about themselves:
 - Specific examples of how each section is demonstrated.
 - Strengths (may mirror the identified examples).
 - Areas for growth/further development.
- Following the discussion, complete the peer review and click “Submit” and “Done” to make the review available to the peer and manager. This should be completed within one week following the discussion.

PERFORMANCE APPRAISAL: NURSING LEADERSHIP POSITIONS (ASSISTANT NURSE MANAGER AND ABOVE)

- Self-Select peer
- Schedule two 1-hour peer review sessions between October and April during the performance cycle.
- Pairs send each other peer review requests using the “Get Feedback on self” function in Workday or manager sends requests.
- Validate that “**Share with Others**” is selected for *Feedback Sharing* section to ensure it is visible to the peer and manager for inclusion in annual performance appraisal.

- Select “***NPGO Peer Review- Nurse Leader Self-Selected Locked Template***” from the Questions section.
- Prepare for the peer review discussion; peer review pairs will exchange/review:
 - Flex budget for labor and supplies, volume adjusted variance report YTD, Employee Engagement Summary PDF, peer’s dashboard data for outcomes/turnover.

- During the discussion, each peer will discuss these elements regarding themselves for each section:
 - What is working well / has been effective for each.
 - What elements have room for improvement / growth / further development.

- Following the discussion, complete the peer review, adding additional reflections based on discussion and click “Submit” and “Done” to make the review available to the peer and manager. This should be completed within one week following the discussion.

NPGO CLINICAL CAREER LADDER RELATED PEER REVIEW

Self-evaluation and peer review for Clinical Career Ladder advancement and re-validation are completed according to standards published in the [Clinical Career Ladder Handbook](#).

IN-THE-MOMENT PEER REVIEW

Every RN is encouraged to seek peer feedback from colleagues, and to provide peer feedback in daily clinical settings. If an RN does not feel comfortable providing in-the-moment peer review, they have a professional obligation to identify a mentor or to seek educational opportunities to strengthen this skill.

OVERSIGHT

The NPGO Professional Development Committee, through the NPGO Cabinet, oversees the Peer Review Process and works in collaboration with UVA’s Human Resources to support the process. Any changes made to the process or timeline are to be made through the NPGO PDC and be communicated through the NPGO Cabinet. Changes to the Clinical Career Ladder related Peer Review are made through the NPGO CCL Chairs and NPGO Cabinet Executive Committee.

RESOURCES:¹

- Giving and Receiving Feedback classes available through the HR Learning and Organizational Development office, register in Workday. This course will cover how to deliver effective positive and constructive feedback in addition to receiving feedback well.
- Preceptor Essentials and Preceptor Booster classes available through Nursing Education Services, register on Workday. Both offer instruction on providing in-the-moment feedback and creating a culture of peer review.
- Peer Review resources on NPGO website: find “peer review” in the A to Z Index
- Articles:
 - American Nurses Association, (2015). *Code of Ethics with Interpretive Statements*; Silver Spring, MD. nursingbooks.org
 - American Nurses Association, (2010). *Nursing: Scopes and Standards of Practice (2nd ed.)*. Silver Spring, MD: nursingbooks.org.
 - American Nurses Association, (2021). *Nursing: Scopes and Standards of Practice (4th ed.)*. Silver Spring, MD: nursingbooks.org.
 - American Nurses Association (1988). *Peer Review Guidelines*, [ANA Publ.](#) 1988 Jan;(NP-73):i-iv, 1-14
 - Branowicki, P. et al. (2011) “Exemplary Professional Practice Through Nurse Peer Review.” *Journal of Pediatric Nursing*, 2011 Apr;26(2):128-36. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/21419972>
 - Diaz, L. (2008) “Nursing Peer Review: Developing a Framework for Patient Safety.” *The Journal of Nursing Administration*, 2008 Nov;38(11):475-9. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/18997552>
 - Haag-Heitman, B. and George, V. (Sept. 2011) “Nursing Peer Review: Principles and Practice.” *American Nurse Today*, 2011 Sept;6(9):48-53. Retrieved from <http://www.americannursetoday.com/article.aspx?id=8244&fid=8172>
 - Jennifer M. Dupee, MBA, BSN, RN; Neysa P. Ernst, BSN, RN; and E. Kelly Caslin, BSN, RN; Does Multisource Feedback Influence Performance Appraisal Satisfaction?; *Nursing Management*; August 2014; p 10-20.
 - Peer Feedback: Learning from College of Registered Nurses British Columbia; May 2006; p1-4.
 - Pfeiffer, J. et al. (2012) “Assessing RN-to-RN Peer Review on Clinical Units.” *Journal of Nursing Management*, 2012 Apr;20(3):390-400. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/22519617>
 - Wood, D. (2009) *Peer Review Offers Opportunities to Improve Nursing Care*. Retrieved from http://www.nursezone.com/nursing-news-events/more-features/Peer-Review-Offers-Opportunities-to-Improve-Nursing-Care_29908.aspx [AMN Healthcare, Inc.]

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