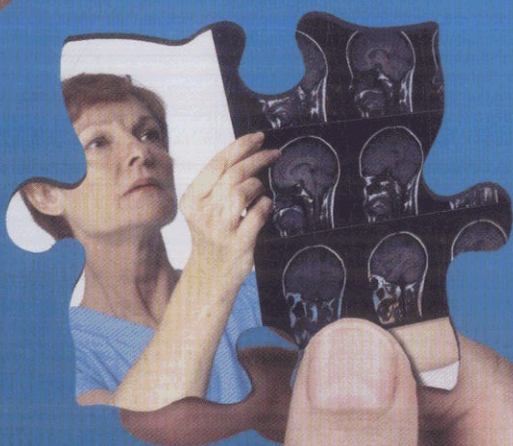


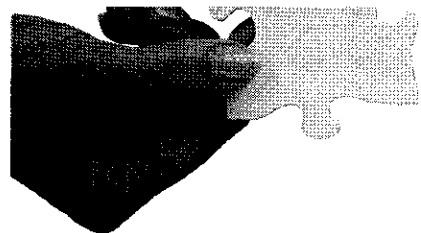
# Nursing Peer Review

A PRACTICAL APPROACH TO PROMOTING  
PROFESSIONAL NURSING ACCOUNTABILITY



Laura Cook Harrington, RN, MHA, CPHQ, CHCQM  
Marla Smith, MHSA





<b>List of figures</b> .....	<b>ix</b>
<b>How to use <i>Nursing Peer Review</i></b> .....	<b>xi</b>
<b>About the authors</b> .....	<b>xiii</b>
<b>Introduction</b> .....	<b>xvii</b>
<b>Chapter 1: Defining incident-based peer review</b> .....	<b>1</b>
Rise of peer review .....	1
External sources may impose high standards.....	2
How facilities use peer review.....	2
Reviewing complaints about nurses.....	3
Categories of performance review.....	3
Peer review process and identifying peers .....	4
Understanding the meaning of peer review .....	5
Root-cause analysis .....	6
Performance improvement .....	7
<b>Chapter 2: Benefits, rationale, and setting clear expectations</b> .....	<b>9</b>
Why conduct peer review?.....	9
Early crusader .....	10
Achieving outstanding results .....	11

Nursing performance improvement: The right framework for effective peer review....	11
Appoint excellent nurses.....	12
Set and communicate expectations .....	13
Measure performance against expectations.....	17
Provide periodic feedback.....	17
Manage poor performance .....	18
Take corrective action.....	18
Applying the pyramid to nursing culture .....	19

**Chapter 3: Immunity, confidentiality, and protecting information  
from discovery..... 21**

Peer review protection laws .....	21
Immunity.....	22
The Health Care Quality and Improvement Act of 1986 .....	22
State immunity laws .....	23
Protection from discovery.....	23
Confidentiality guidelines .....	24
Security of information.....	25

**Chapter 4: Step 1: Design a formal committee to support the peer  
review process.....27**

Beginning a program .....	27
Functions of peer review.....	27
Identify a formal structure that works for you.....	28
Shared governance structure.....	28
Other nursing structures.....	31
Defining committee roles and responsibilities .....	33
Committee members.....	36
Impartiality .....	37
Conflict of interest.....	37

Set and communicate nursing expectations.....	38
Protecting confidential information .....	39

**Chapter 5: Step 2: Establish the nursing peer review process .....43**

Peer review policy.....	43
Drafting a peer review policy .....	44
Peer review process and timelines .....	49
Case identification .....	55
Case screening and assignment of nurse reviewer .....	55
Nurse review .....	58
Additional review needed .....	59
Completed case review .....	59
Reviews rated ‘care appropriate’.....	60
Reviews rated ‘questionable’ or ‘care inappropriate’ .....	60
Communicating findings to nurses.....	61
Tracking review findings.....	61

**Chapter 6: Step 3: Educate nurse and nonnurse stakeholders .....63**

Misperceptions and miscommunication.....	63
Targeting the audience.....	64
Designate a day for training.....	65
Involving nonnurse stakeholders.....	66
Eliminating fear and obtaining buy-in .....	67
Conducting a formal presentation .....	68
Committee members’ education.....	87

**Chapter 7: Step 4: Implement the nursing peer review process ..... 89**

Time to begin .....	89
Pick a start date to implement the program .....	89

Conducting chart review.....	90
Achieving cohesiveness .....	90
Scoring the first case .....	91
Initial quality analyst screening.....	94
Nurse reviewer .....	96
Drafting the first agenda .....	102
Holding the first meeting .....	104
Discussing the case .....	107
Final determination .....	108
Care appropriate .....	108
Exemplary care.....	109
Further information.....	110
Determination letter .....	111

**Chapter 8: Step 5: Track and trend your data ..... 113**

Peer review as a performance improvement tool.....	113
Measuring performance and understanding indicator types.....	113
Donabedian indicators.....	114
Structure indicators .....	115
Process indicators .....	115
Outcome indicators .....	116
Selecting process and outcome indicators .....	117
Identifying nursing indicators .....	117
Activity indicators .....	118
Review indicators .....	118
Measurement of review indicators .....	119
Rule indicators .....	120
Measurement of rule indicators .....	121
Rate indicators .....	121
Measurement of rate indicators .....	122
Benchmarking and using performance-based data .....	122

**Chapter 9: Peer review and the ANCC Magnet Recognition Program® .....125**

Peer review and nursing excellence ..... 125

Origins of the ANCC Magnet Recognition Program® ..... 125

    Forces of Magnetism relating to peer review..... 126

Formal peer review at Saint Joseph’s Hospital ..... 128

    Refining the process..... 129

    Conducting review ..... 130

    Trends noted from case reviews ..... 131

Sample case study ..... 132

    Problem solving by peers ..... 134

**Appendix .....137**

Case study 1: Abdominal pain ..... 137

Case study 2: Chest pain..... 141

Case study 3: Patient-controlled analgesia (PCA)..... 146

Case study 4: Insulin drip regulation ..... 151

**Nursing education instructional guide .....157**

Continuing education exam..... 161

Continuing education evaluation ..... 166