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# Feedback to Move Forward: Innovating to Enhance Practice

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Session: M701

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EDUCATE. INNOVATE. *Celebrate* 

The presenters for this presentation have  
no Relevant Financial Relationship  
Disclosures related to this topic.

# UF Health Shands

- Based in Gainesville, Florida
- Teaching hospital and five specialty hospitals
- 1,095 Licensed Beds
- ANCC Magnet® Designated since 2003
- Nationally ranked in 6 Adult Specialties and 5 Children's Specialties (2021-2022)



# UF Health Shands Children's Hospital

- 208 Licensed Beds
- **#1 in Florida**
- Nationally Ranked in 5 Specialties

## Neonatal ICU

- 72 Licensed Beds
- Level 4
- 150 RNs





# Goal for Today

Share how RN-to-RN feedback evolved to become:

- More Meaningful
- More Efficient
- More Actionable

# Feedback



Helpful information that is  
given to someone to say  
what can be done to improve  
a practice





# A Little History

Once a year at performance evaluation time

Open-ended general questions

Poor engagement

Inefficient

# Making It Meaningful

- Focus on observable behaviors
- Situational awareness
- Energy focused on patient and team
- Reflecting on what matters to staff



# Making It Meaningful

- Comparing staff to each other
- Continuing positive influence
- Improving nursing practice

# Performance Review

## Common Review Date:

- Same Time for Clinical RN Evaluations

## Modification to Peer Feedback Tool

- To focus on observable clinical practice
- To give an assessment of the clinical knowledge base
- To critique critical thinking in changing situations
- To give examples of evidence-based practices

Experienced Care  
Expert Caring  
SHARDS NURSING

UF Health Shands Nursing  
RN to RN Peer Feedback Tool

SHARDS NURSING

Employee: \_\_\_\_\_ Date: \_\_\_\_\_ Peer Reviewer: \_\_\_\_\_

UF Health Shands Nursing is focused on improving the quality, safety, and service experience of our patients. Your feedback into the performance evaluation of this RN will be used to recognize excellence and to help set goals where there are opportunities to improve practice.

**Directions:** Select the appropriate professional development level which most closely reflects your feedback.

1 = does not demonstrate according to standards, even with direction  
2 = inconsistently demonstrates according to standards and/or requires direction  
3 = consistently demonstrates competence according to standards  
4 = consistently demonstrates competence according to standards and is an effective resource to others  
5 = demonstrates proficiency, is an effective resource to others, and holds others accountable to standards

To what extent does this nurse demonstrate the application of the following concepts:	Professional Development Levels				
	1	2	3	4	5
<b>CLINICAL KNOWLEDGE:</b> <ul style="list-style-type: none"> <li>Understands/implements principles of EBP, including bundle elements</li> <li>Has knowledge of pathophysiology of patient conditions/ individualizes Plan of Care</li> <li>Has knowledge of pharmacological implications of medications</li> <li>Complies with legal/regulatory issues relevant to practice</li> <li>Understands quality improvement methodology/supports quality improvement efforts on the unit</li> </ul>					
<b>TECHNICAL SKILLS:</b> <ul style="list-style-type: none"> <li>Performs and documents patient assessments accurately and thoroughly</li> <li>Performs clinical procedures appropriately</li> <li>Uses clinical technology/equipment appropriately</li> <li>Administers medications safely</li> </ul>					
<b>CRITICAL THINKING:</b> <ul style="list-style-type: none"> <li>Recognizes patient status changes early and knows when to ask for help</li> <li>Anticipates risk of patient injury and acts to minimize risks</li> <li>Interprets assessment data to drive patient care</li> <li>Uses nursing process (assessment, planning, implementation, evaluation) as a basis for decision making</li> <li>Recognizes unsafe practices by self and others and intervenes appropriately</li> </ul>					
<b>COMMUNICATION SKILLS:</b> <ul style="list-style-type: none"> <li>Communicates and collaborates effectively with inter-professional teams</li> <li>Explains information and educates in a way that patients/ families can understand</li> <li>Resolves conflict using crucial conversation skills</li> <li>Advocates for patients/families</li> <li>Appropriately follows up using the chain of command as needed</li> </ul>					
<b>PROFESSIONALISM:</b> <ul style="list-style-type: none"> <li>Projects professional nursing image in terms of appearance, attitude, and behavior</li> <li>Consistently demonstrates teamwork and the ability to work independently</li> <li>Able to accept constructive criticism and accountability for actions</li> <li>Consistently demonstrates high standards in customer service</li> <li>Commits to learning to keep current on changing nursing practice</li> </ul>					
<b>MANAGEMENT OF RESPONSIBILITIES:</b> <ul style="list-style-type: none"> <li>Keeps track of multiple responsibilities and prioritizes actions</li> <li>Plans team roles at start of shift and delegates care appropriately</li> <li>Completes tasks within expected timeframes or communicates lapses in care appropriately</li> <li>Takes initiative to mobilize resources in unanticipated events</li> <li>Conducts a thorough bedside handoff</li> </ul>					
<b>PATIENT AND FAMILY-CENTERED CARE:</b> <ul style="list-style-type: none"> <li>Listens to and honors patient/family perspectives and choices with dignity and respect</li> <li>Respects a healing environment around the patient/family</li> <li>Incorporates patient/family values, beliefs and cultural backgrounds into the planning and delivery of care</li> <li>Ensures that patients/families receive timely, complete and accurate information</li> <li>Encourages and supports patients/families to participate in care delivery and decision-making at the level they choose</li> </ul>					
Example of how this nurse's practice <u>consistently influences</u> the work environment and quality, safety, and service experience of our patients:					
Example of how this nurse's practice <u>could improve</u> to positively impact the work environment and quality, safety, and service experience of our patients:					

\*\*\*Peer feedback is to be reflected in the RN's annual professional development goals.

10/01/2023g

# Peer Feedback Administration NICU Iterations

- Paper
- Online Surveys

## Pilot Innovation and Enhancements

- Automated Reports
- Dashboards
- Real-time Data

# Improving Functionality

- Accessibility
- Individualization
- Meaningfulness
- Efficiency



# Improving Functionality

## Accessibility

### – Making It Streamlined

- Move away from paper to electronic survey format
- Easy access on mobile devices if possible
- Automated electronic reports easily moved to evaluation forms

# Improving Functionality

## Individualization

- Customized hyperlinks
- Photos
- Name and Credentials
- Time on unit
- Modified Benner's Stages



**DEMO Unit RN to RN Peer Input**

This survey is for:

**Albert Alligator, BSN, RN, CBAE**



# Improving Functionality

## Meaningfulness

- Relatable Department Standards Matrix
- Thoughtful Open-ended Questions
  - Appreciation
  - Influence
  - Improvement

# Department Standards Matrix

Clinical  
Knowledge

Technical Skills

Management of  
Responsibilities

Patient &  
Family-  
Centered Care

Critical  
Thinking

Communication  
Skills

Professionalism

1

• Does not perform,  
even with  
direction



2

• Inconsistently  
performs  
according to  
standards and/or  
requires direction



3

• Consistently  
performs,  
completely and  
independently



4

• Consistently  
performs and is an  
effective resources  
to others



5

• Proficient in  
performance and  
holds others  
accountable to  
standards



# Improving Functionality

## Meaningfulness

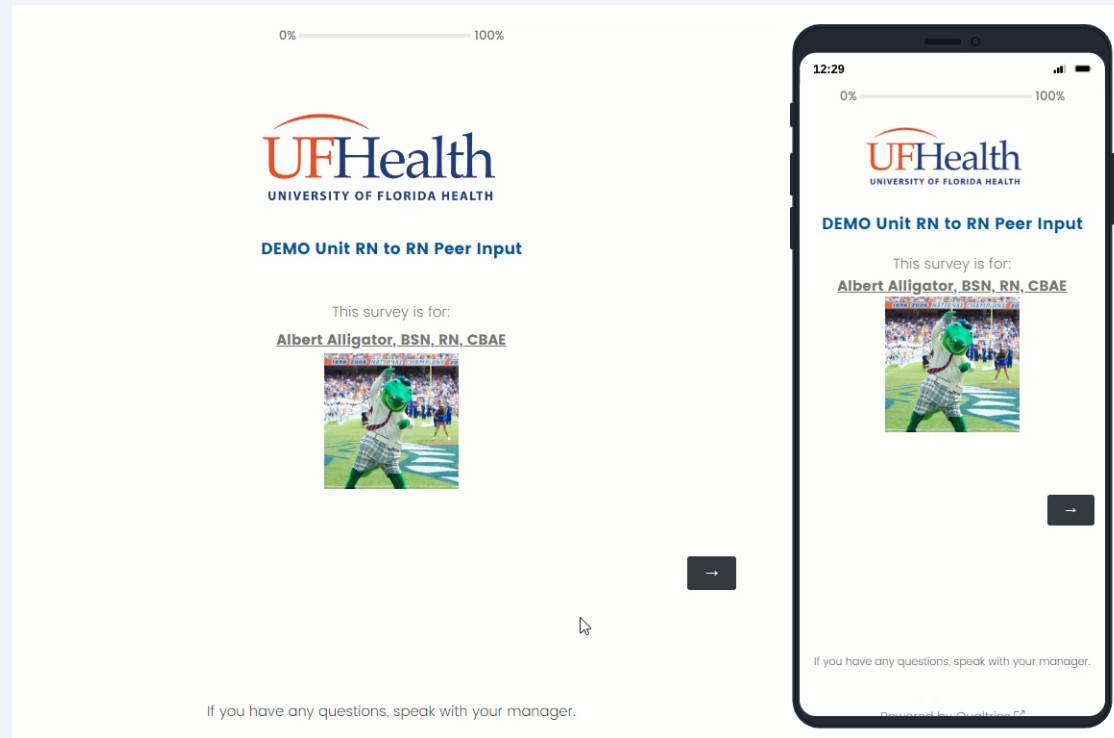
- Focus on individual
- Department clinical role measure
- Shift emotions and focus to find balance
- Notice the positive
- Appreciation open-ended question

# Improving Functionality

## Meaningfulness

- Modified Benner's
  - Based on Time on Unit
  - Novice to Advanced Beginner (<3 years)
  - Competent to Proficient to Expert (3 - 5 years)
  - Expert (>5 years)

# Pilot Functionality



# Staff Perspectives





# Improving Functionality

## Efficiency

- Automated Monthly Reports to Staff
  - Public Unit Reports
- Unit Dashboards for Managers
  - Department Dashboard

## Monthly Staff Report

- Recognition
- Benner's Stages
- Department Standards Matrix
- Resource Role Likert Score
- Open-ended Questions

UF Health | NICU Peer Input

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### 2021 RN to RN Feedback

Experience based on	average time by unit hire date.
Years	61.86

Albert the Alligator, DNP, APRN, CBA

Your peers have used our unit values (Child First, Family-Centered, Clinical Excellence, & Teamwork) along with the appropriate modified Benner's Stage to provide you feedback. Along with this report, you will receive the unit report. Use this information for positive growth.

#### Modified Benner's Stages

##### **NICU Novice to Advanced Beginner**

##### Orientation and Certification Preparation Phases

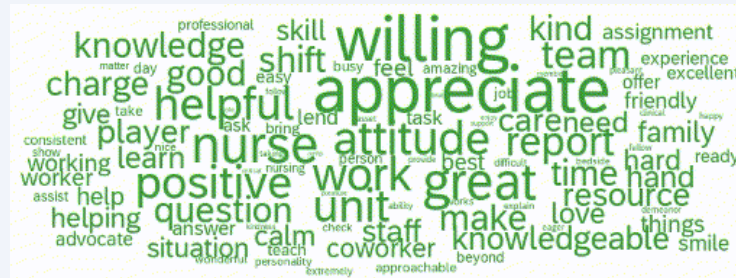
Nurses at this level have some experience in the situations in which they are expected to perform. They have growing confidence but need support to demonstrate safe practice consistently. They

# Improving Functionality

## Monthly Reports to Staff

### – Public Unit Report

- Department Standards Matrix Averages
- Role Averages
- Open-ended Question Word Clouds



# Improving Functionality

## Unit Dashboard

- Live View
- Unit Level Data
- Monitor Free-Text Responses

### Unit's Average Department Matrix Scores

#### CLINICAL KNOWLEDGE



#### TECHNICAL SKILLS



#### CRITICAL THINKING



### Demo Manager's Peer Input Results

America/New\_York EDT (GMT-0400)

[Download as PDF](#)

Search Questions

Demo Unit Peer Input Scores

Demo Unit Free Text Responses

Demo Unit Input Counts

Word Clouds

### Demo Unit Peer Input Scores

#### Total Peer Input Responses



#### Total Responses by Month



# Improving Functionality

## Making It Actionable

### – Coaching

- Low Score Notifications
- Retake Links
- Tips and Examples
- Manager 1:1 with Reviewer or Peer
- Coaching Spreads!

# Staff Perspectives



# Moving Forward

- Manager Perspective
  - Helps to understand how staff see their peers
  - Identifies opportunities to recognize, coach, and develop
  - Provides real-time information about how staff are doing

# Moving Forward

- Clinical RN Perspective
  - Broadens understanding of individual strengths and practice opportunities
  - Clarifies standards and performance
  - Enriches a culture of feedback
  - Solidifies informed development goals based on meaningful feedback



# Staff Perspectives



# Feeding Back to Move Forward

How does Feeding-Back help us to move forward?

- Low engagement from paper form
- Pilot responses: 5,400 (Feb '21 – Oct '21)
  - ~600 Clinical RNs

Is it worth the work?

## Feedback to Move Forward: Innovating to Enhance Practice

### Contact

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