

**Reston Hospital Center
Job Description and Peer Review Guide***

Registered Nurse
(Direct Care Providers)
Clinician I, II, III, and IV

Competency: Advocacy/moral agency

Working on another's behalf and representing the concerns of patients, families, and/or nursing staff and serving as a moral agent in identifying and resolving ethical and clinical concerns within or outside the clinical setting.

Standards

Clinician I:

Completes yearly ethics training class. Complies with the values and guidelines in the HCA Code of Conduct and the ANA Code of Ethics. Seeks guidance in resolving ethical conflicts/issues when they arise. Makes ethical/moral decisions based on policies and standards. Adheres to confidentiality policies.

Clinician II:

Empowers patients and families to address concerns to appropriate hospital personnel. Identifies and seeks resolution of specific ethical conflicts through advocacy, professional collaboration, reporting or appropriate referrals to the hospital Ethics Committee. Acts as an advocate for the needs and rights of assigned patients. Reports any observed unethical behaviors to unit director, nursing supervisor or hospital ethics officer.

Clinician III:

Serves as an advocate for the patient/family while putting his/her personal views aside. Promotes adherence to confidentiality policies. Acts as a role model in articulating nursing values and maintaining the integrity of the profession.

Clinician IV:

Serves as a clinical resource in helping others find resolutions for complex ethical problems. Applies accepted ethical standards when developing nursing standards or making decisions about unit management. Monitors trends in clinical practice and proactively addresses potential ethical concerns for anticipated changes in practice.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

Peer Feedback: Both questions must be answered and any rating other than "meets standard" must be addressed with specific examples.

Please recognize areas of expertise and valuable contributions this person has made to the unit and/or hospital. Give specific examples.

Please describe any opportunities for improvement you have observed (if any) and recommend strategies and directions for future development. Give specific examples.

Competency: Caring practices

A constellation of nursing activities that creates a compassionate, supportive, and therapeutic environment with patients and staff. The aim is to promote comfort, heal, and prevent unnecessary suffering.

Standards

Clinician I:

Orients patients and their families to the health care environment. Adjusts environmental factors (e.g. temperature, lighting, noise level) for patient preference and comfort. Interacts with patients, visitors, and staff in a kind, caring, polite manner to create an inclusive welcoming environment. Provides ongoing assessments of patient comfort and intervenes when necessary to promote comfort and address patient concerns. Maintains a safe physical environment. Addresses concerns expressed by families coping with issues grief and dying.

Clinician II:

Anticipates patient and family needs and takes measures to assure comfort. Responds to subtle patient and family changes, and re-assesses patients to evaluate effectiveness of interventions. Anticipates potential hazards in the environment and takes action to avoid them. Anticipates needs of families coping with sensitive issues and takes measures to support them through the process.

Clinician III:

Acts as a clinical resource for less experienced nurses in developing strategies to promote comfort and healing in patients with complex problems. Resolves patients' complaints and searches for ways to prevent them in the future.

Clinician IV:

Excels in customer service skills and is a role model for others. Takes a leadership role at the unit level in finding ways to prevent dissatisfaction before problems occur. Evaluates and develops nursing standards with patient comfort in mind.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

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Please recognize areas of expertise and valuable contributions this person has made to the unit and/or hospital. Give specific examples.

Please describe any opportunities for improvement you have observed (if any) and recommend strategies and directions for future development. Give specific examples.

Competency: Clinical inquiry

The ongoing process of questioning and evaluating practice, providing informed practice, and creating practice changes through research utilization and experiential knowledge.

Standards

Clinician I:

Assists with collection of process improvement data. Identifies own learning needs and plans for personal professional development. Annually completes 20 contact hours of education related to clinical practice. Completes Healthstream educational programs. Demonstrates unit-based competencies as defined by unit policy. Maintains current certifications as required by unit policy (CPR, ACLS, etc.)

Clinician II:

Participates in unit quality initiatives and collects process improvement data according to unit policies. Stays current on research related to practice and makes recommendations when indicated for changes in practice standards. Annually completes 20 contact hours of education related to clinical practice. Assists nursing investigators with projects when asked.

Clinician III:

Initiates a FOCUS-PDCA project in relation to a unit or hospital issue. Takes a leadership role in collecting and reviewing data collected in the unit for quality initiatives and recommends practice or policy changes to improve quality. Annually completes 30 contact hours of education related to clinical practice. Reviews/revises nursing standards in relation to current research.

Clinician IV:

Develops nursing standards based on current research. Initiates and implements a formal research protocol (IRB approved) on topics related to clinical practice or nursing administration. Takes a leadership role in supporting nursing research and evidence based practice. Implements formal and informal educational initiatives to disseminate research-based knowledge to clinicians. Annually completes 40 contact hours of education related to clinical practice.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

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Please describe any opportunities for improvement you have observed (if any) and recommend strategies and directions for future development. Give specific examples.

Competency: Clinical judgment

Clinical reasoning that includes clinical decision making, critical thinking, and a global grasp of the situation, as well as nursing skills required through a process of integrating formal and experiential knowledge.

Standards

Clinician I:

Applies the nursing process including assessment, diagnosis, outcomes identification, planning, implementation, and evaluation. Performs nursing care safely and correctly according to hospital standards and the patient's plan of care, including the administration of medications and treatments. Requests guidance appropriately from more experienced nurses when confronted with abnormal assessment findings, patient problems, advanced therapies, or changes in patient volume or acuity. Documents interventions and patient responses.

Clinician II:

Establishes priorities for care. Develops comprehensive patient care plans considering both physiologic and psychosocial needs. Assesses patients for complex interactions between systems. Responds appropriately to abnormal findings in assessments. Identifies and responds rapidly to acute or serious changes in patients' conditions. Evaluates effectiveness of care in assigned patients and adapts the care plan accordingly.

Clinician III:

Acts as a clinical resource in performance of procedures and technical skills relative to the area of clinical practice. Systematically collects and monitors data on selected populations for the purpose of evaluating the effectiveness of nursing standards. Recommends changes in nursing standards to improve quality of care.

Clinician IV:

Promotes and models active problem solving for selected patient population. Acts as a role model and clinical resource for less experienced nurses. Provides expert consultation in area of expertise for patients in other units. Develops patient care standards and objectively evaluates their effectiveness.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

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Please describe any opportunities for improvement you have observed (if any) and recommend strategies and directions for future development. Give specific examples.

Competency: Collaboration

Working with others, including physicians, families, and other health care providers in a way that promotes and encourages each person's contributions toward achieving optimal, realistic patient goals. Collaboration involves intradisciplinary and interdisciplinary work with colleagues.

Standards

Clinician I:

Delivers an accurate and complete hand-off report. Keeps healthcare team informed about changes in the patient's condition. Participates in discussions and planning of patient care or practice issues. Willingly accepts guidance from more experienced nurses in providing patient care. Belongs to a shared governance committee and attends meetings.

Clinician II:

Collaborates with the patient and family when developing the plan of care. Uses interdepartmental resources such as case manager or patient advocate. Respects and celebrates achievements of other members of the health care team. Coordinates patient care to facilitate the work of other members of the health care team. Delegates tasks to other health care workers appropriately. Participates actively in shared governance.

Clinician III:

Takes a leadership role in unit committees and keeps staff informed about committee activities. Initiates team meetings to solve complex patient problems. Encourages and facilitates the contributions of others in team meetings. Participates in inter-departmental projects.

Clinician IV:

Participates in hospital committees and reports committee activities to unit staff. Works with other disciplines to develop interdisciplinary standards. Works with other disciplines or departments in the development of standards or policies. Takes a leadership role in interdepartmental projects.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

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Competency: Facilitator of learning

The ability to help patients, nursing staff, physicians, and other health disciplines learn both formally and informally.

Standards

Clinician I:

Helps patients and families to know what to expect by providing explanations about current and planned therapies. Answers questions about care. Uses available general educational resources such as printed materials or the patient channel, to provide information for patients and families.

Clinician II:

Assesses unique learning needs of patients and families as well as their readiness to learn and incorporates this into the plan of care. Seeks feedback and adapts teaching strategies as needed. Willingly assists with the orientation of new staff. Acts as a role model and preceptor for students and new staff.

Clinician III:

Evaluates effectiveness of teaching through observation of patient behavior. Shares resources for new knowledge with other staff members (e.g. handouts or information from conferences or articles). Modifies and/or develops and implements unit based educational programs. Involved in competency education.

Clinician IV:

Takes a leadership role in evaluating and assuring essential competencies in unit staff. Develops criteria for unit competencies in relation to changes in practice.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

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Please recognize areas of expertise and valuable contributions this person has made to the unit and/or hospital. Give specific examples.

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Competency: Response to Diversity

The sensitivity to recognize, appreciate, and incorporate differences into the provision of care. Differences may include, but are not limited to, individuality, cultural differences, spiritual beliefs, gender, race, ethnicity, disability, family configuration, lifestyle, socioeconomic status, age, values, and alternative medicine involving patient' families and members of the health care team.

Standards

Clinician I:

Identifies own cultural assumptions related to ethnicity, spiritual beliefs, disability, age, family configuration, lifestyle, socioeconomic status and values about health care, and avoids imposing these values on others. Uses language services, and other resources to facilitate the care of patients who have language barriers or are living with disabilities. Provides care that is appropriate for the age, developmental level, and culture of the patient/family.

Clinician II:

Plans nursing care to accommodate individual differences including cultural differences, spiritual beliefs, gender, race, ethnicity, disability, family configuration, lifestyle, socioeconomic status, age, values, and opinions about health care. Recognizes and values diversity in fellow employees.

Clinician III:

Considers diversity in staff, including values and belief systems, generational differences, and level of expertise when managing the unit and making patient care assignments. Allows flexibility in implementation of unit policies when appropriate to meet cultural needs of patients.

Clinician IV:

Responds to, anticipates, and integrates patient diversity into standards of care. Consults or is a resource regarding issues of cultural diversity in a specific patient population. Takes a leadership role in promoting cultural sensitivity in relation to patients, families and staff.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

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Competency: Systems thinking

A body of knowledge and tools that allows the nurse to manage whatever environmental and system resources exist for the patient, family, and staff within or across health care and non-healthcare systems.

Standards

Clinician I:

Reports to work on time and usually completes patient care assignments within allocated time period. Is familiar with the systems operation of the department. Makes efforts to conserve resources and avoids waste. Attends staff meetings. Complies with hospital policies. Participates in employee surveys. Demonstrates behaviors that promote a *Healthy Work Environment*.

Clinician II:

Facilitates continuity of care as patients move through the health care system. Makes assignments using synergy model and departmental guidelines. Participates in unit shared governance and explores process improvement ideas. Actively contributes to discharge planning. Reacts positively to organizational change. Supports unit goals. Participates actively in initiatives to assure hospital achievement of regulatory requirements (e.g. safety goals, core measures). Manages staffing in relation to changes in patient acuity and census while being mindful of Plus Productivity goals.

Clinician III:

Assumes a leadership role in unit committees. Supports the implementation of organizational changes. Manages daily unit activities to respond to unexpected demands within and outside of the department. Assists with the implementation of projects to achieve unit goals. Works with other departments to seek solutions to interdepartmental issues.

Clinician IV:

Is actively engaged in activities to promote health care in the community through political, community, or professional organizations. Participates actively on hospital committees. Works to develop standards and strategies to promote high quality patient care. Takes a leadership role in projects designed to achieve unit goals.

Rating: ☐ Does Not Meet Standard ☐ Meets Standard ☐ Exceeds Standard

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Please describe any opportunities for improvement you have observed (if any) and recommend strategies and directions for future development. Give specific examples.

Performance Evaluation Conference Summary

Employee name _____ Date of Conference _____

	Yes	No
Mandatory education and credentialing completed on time? (if no, explain below)		
Peer review evaluation and feedback discussed? (if no, explain below)		
Are there any director initiated changes to peer review ratings? (if yes, explain below)		
Comments:		

Performance evaluation feedback from director/manager:	
Employee comments, goals, and plans:	
Employee signature/date:	Manager signature/date:

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*Instrument competency definitions are paraphrased from the definitions published as part of the synergy model.