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## **PEER REVIEW:**

### **ORGANISATIONAL LEARNING FOR NURSES**

A thesis presented in partial fulfilment of the requirements for the degree of Master of Arts in  
Nursing at Massey University

**Brigid Halmai Te Kahui McRae**  
**1998**

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## Abstract

Organisational learning as it relates to the development of a peer review system within a clinical area of nursing practice is the focus of this study. Sixteen Public Health Nurses, with the manager of their service, and three key managers from the employing Crown Health Enterprise in provincial New Zealand, took part with the researcher in this praxis-oriented participatory action research process. A framework of the learning organisation was created to direct the research inquiry and evaluate data in relation to the developing peer review system.

Through the use of critically reflexive discussions in an ongoing spiral of planning, implementing, observing, and assessing, this study illuminates the growth of the learning organisation and the building of a peer review system, within a cost-conscious healthcare service delivery environment. The account of the research process includes factors facilitative of, and critical to, the learning organisation. Use of many direct quotes from participants creates a context against which to visualise problems and constraints faced by the research group, and offers the reader a decision trail with which to resolve issues of credibility.

Use of the peer process, it is suggested, will generate vital information about organisational performance, which will enable nurses to assume legitimate control of clinical nursing workplaces. Conclusions derived from this study suggest that peer review and the learning organisation are important tools for both assuring the quality of clinical nursing performance and securing organisational goals.

## Acknowledgements

My thanks to the Public Health Nurses of the research group, and in particular to their manager, Christine, whose farsightedness, and concerns for an accurate appraisal of nurses' work initiated the peer review process. Thanks also to the outstandingly well-informed Nurse Advisor, as well as to the Chief Executive Officer and the Human Resource manager of the Crown Health Enterprise which employs these nurses. It was an illuminating and rewarding experience to work with you all.

Thank you for supervision and sound advice to Val, Jo, Cheryl and, most particularly, thanks to Phil for your energy, enthusiasm and excellent ideas. Thank you to my son, Christian, for encouragement and humour, and for taking time from a much more exciting life to proof-read and offer very much appreciated IT assistance.

The creation of this thesis is an undertaking that has crowded our lives for so long, and I owe a huge debt of time to my daughters. Thank you Stella and Halmai, for your love, understanding and patience. Thank you for seeing how important it has been to me, and all the things you did to help. I promise that I will repay your very important contributions to my endeavours. Remind me about it, whenever...

To my precious friend and mentor, Dorothy, there has never been anyone who has done for me what you have done; for your love and support and helping hands in so many different ways, on so many different occasions, thank you.

To my dear friends, especially Angie, Frank and Tony, thank you. I could not have done it without you.



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