

**Purpose:**

*Implementing Shared Governance at VA Memphis by facilitating the principles of unit partnership, equity, accountability and ownership.*

# Steps to Create a Healthy Work Environment Using Shared Governance

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**Implementation and Methodology :**  
*Shared Governance Using the Six Sigma 5S Methodology*

**Sorting:**

Acute Care nurse managers:

- developed Shared Governance By-laws,
- gained hospital and Union approval for Shared Governance Pilot on 4E

**Straightening:**

Pilot Staff chosen with the following attributes:

- informal leaders
- influential with peers
- knowledgeable about nursing issues
- engaged
- willing to speak out

**Shining:**

Pilot staff met weekly to:

- allow team development
- bring in experts for education about Shared Governance
- develop team 'buy in'
- develop patient centered projects
- share outcome data with administration

**Standardizing:**

- Leadership brought in Quality experts to brainstorm the Pilot staff's first project using a Fish Bone diagram.
- Pilot staff contacted other stakeholders (environmental services & infection control).
- Pilot staff gathered information from their peers and stakeholders
- Pilot staff reviewed each project with their peers before implementing

**Sustaining:**

Pilot staff:

- collected and measured data to assure patient outcomes were met
- garnered peer input to assure process met staff, as well as patient needs
- recognized for teamwork

Quality experts recognized the importance of this groundbreaking work with a VA Memphis STAR Team Award (recognizing outstanding teamwork)

**Background**

*VA Memphis had opportunities to improve patient satisfaction, staff satisfaction and retention.*

**Patient Satisfaction Outcomes**

**90% reduction in patient complaints regarding the environment on 4E**

- 90% reduction in hostile work environment complaints to the Union
- Due to Shared Governance data, decreased patient to nurse ratio on Pilot unit
- 80% decrease of workload for EMS on 4E

**Staff Satisfaction Outcomes**

**Shared Governance Charter submitted to the VA Memphis for approval in 2016. Charter indicates Hospital Committee status for Shared Governance. rolled out to five other areas at VA Memphis for implementation in 2016. Leadership role created for Shared Governance due to successful Union collaboration, charter, and implementation of 4E Projects positively impacting patient care and nursing satisfaction.**

**SUMMARY**

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