

## Background

The Index of Professional Nursing Governance (IPNG) is an RN-focused tool that measures nurses' perceptions of the governance structure of healthcare personnel in their facility. Professional governance is a continuum ranging from traditional governance dominated by managers and administrators to staff-led governance where nurses are allocated increasing control and influence over their professional practice.

This study examines where Suburban Hospital | Johns Hopkins Medicine lies along the shared-governance spectrum and its relationship to nurse-sensitive indicators (NSIs), patient satisfaction, and RN satisfaction.

## Methods

This multicenter study was conducted at 20 hospitals in four countries. Of 492 RNs at Suburban Hospital invited to participate, results are presented for 226 RNs from 15 units (14 adult and 1 psychiatric inpatient units).

The survey consisted of demographics, RN satisfaction questions, and 50 IPNG questions.

Overall (total) IPNG scores and 6 subscale scores are reported:

1. Personnel (who controls personnel and related structures),
2. Information (who has access to information relevant to governance structures),
3. Resources (who influences resources that support professional practice),
4. Participation (who creates and participates in committee structures related to governance activities),
5. Practice (who controls professional practice), and
6. Goals (who sets goals and negotiates the resolution of conflict at various organizational levels).

## IPNG Survey Results

The overall (total) IPNG score and 6 subscale scores are summarized below for the 226 RNs from the 15 study units.

	Governance Type* Traditional=Red Shared=Green
	IPNG Average Scale Score (SD)
<b>Overall IPNG Score</b> [Scale range: trad=50-100; shared=101-200; self=201-250]	<b>106.3 (24.47)</b>
<b>6 Subscale IPNG Scores</b>	
<b>1. Personnel</b> [trad=12-24; shared=25-48; self=49-60]	<b>16.8 (7.05)</b>
<b>2. Information</b> [trad=9-18; shared=19-36; self=37-45]	<b>20.0 (5.63)</b>
<b>3. Resources</b> [trad=9-18; shared=19-36; self=37-45]	<b>24.5 (6.27)</b>
<b>4. Participation</b> [trad=8-16; shared=17-32; self=33-40]	<b>17.7 (5.12)</b>
<b>5. Practice</b> [trad=7-14; shared=15-28; self=29-35]	<b>15.8 (4.43)</b>
<b>6. Goals</b> [trad=5-9; shared=10-20; self=21-25]	<b>11.6 (3.44)</b>

\*Traditional governance (lowest) = management/administration only

Shared governance = combination of staff and management/administration

Self-governance (highest) = staff only [Note: there were no self-governance scores]

## References

1. Hess, R.G. (2017). *The measurement of professional governance: Scoring guidelines and benchmarks*. Hobe Sound, FL: Forum for Shared Governance.
2. Speroni, K.G., Wisner, K., Stafford, A., Haines, F., AL-Ruzzieh, M.A., Walters, C., & Budhathoki, C. (2021). Effect of shared governance on nurse-sensitive indicator and satisfaction outcomes: An international comparison. *Journal of Nursing Administration*, 51(5): 287-296.
3. Speroni, K.G., Wisner, K., Ober, M., Haines, F., Walters, C., & Budhathoki, C. (2021). Effect of shared governance on nurse-sensitive indicator and satisfaction outcomes by Magnet recognition status. *Journal of Nursing Administration*, 51(7/8): 379-388.

## Outcomes

All 15 units scored **shared governance** based on overall IPNG score, as well as on 5 of 6 subscales (except Personnel).

NSI, patient satisfaction, and RN satisfaction data are summarized below.

Outcomes	Mean (SD)
<b>NSI: # of Quarters above unit benchmark</b>	
Falls with injury	<b>2.6 (1.24)</b>
Hospital-acquired pressure injury stages $\geq 2$	<b>2.9 (1.07)</b>
Central line-associated blood stream infection	<b>3.6 (0.79)</b>
Catheter-associated urinary tract infection	<b>3.0 (0.63)</b>
<b>Pt. Satisfaction: # of quarters above benchmark</b>	
Courtesy and respect	<b>2.9 (0.94)</b>
Careful listening	<b>2.7 (1.53)</b>
Patient education	<b>3.5 (0.76)</b>
Responsiveness	<b>3.0 (1.00)</b>
Care coordination	<b>3.1 (1.07)</b>
Pain	<b>3.0 (0.89)</b>
Patient engagement	<b>3.0 (1.41)</b>
Safety	<b>2.7 (1.53)</b>
<b>RN Satisfaction: % units reporting above benchmark</b>	(%)
Autonomy	<b>73.3%</b>
RN-to-RN teamwork	<b>66.7%</b>
Leadership and responsiveness	<b>100%</b>
Professional development	<b>73.3%</b>

## Conclusions

For the 15 study units at Suburban Hospital, a shared-governance structure correlated with outcomes above benchmark in all domains—NSIs, patient satisfaction, and RN satisfaction.

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