Rapid Implementation for Shared Governance

Shared Governance
Having direct care nurses involved in raising relevant clinical and operational issues and creating systematic approaches, such as evidence-based practice, to resolve concerns closest to the point of care.

Background
Shared governance has been shown as one way for organizations to have staff involved in decisions affecting the bedside (Brull, 2015; Hess, 2011; Porter O’Grady, 2007). However, organizations struggle developing a successful structure and process due to knowledge deficit, time and resources. Utilizing various methods of implementation and dissemination processes helped one organization implement SG in short amount of time. The purpose of this poster is to share these best practices and implementation and dissemination processes helped one organization implement SG.

Step 1:
Rapid Implementation Strategies
- Establish design team to create or revise council structure and bylaws.
- Incorporate shared governance into the nursing strategic plan or strategic goals.
- Provide a comprehensive shared governance education program for leadership and staff. (Utilize educational interventions)
- Ask for staff feedback regularly and adjust structures and processes timely to meet the needs of the staff and the organization.
- Ensure staff attendance at council meetings by implementing strategies to promote participation (e.g., mark on the schedule when meetings are happening and those who need to attend, so the entire unit is aware).
- Nurture, support, and educate council chairs and co-chairs (e.g., meeting basics, conflict resolution, team building).
- Strengthen and formalize unit-based groups.
- Use leaders to remove obstacles and in the beginning create quick, easy wins.
- Formally celebrate accomplishments.
- Publicly acknowledge and recognize clinical nurses serving as chairs and co-chairs.
- Provide time and resources (e.g., computer, printer) for council members to complete work.
- Utilize council meetings to make decisions and/or recommendations, instead of leadership fixing problems themselves outside of shared governance structures.
- Routinely publish updates on shared governance in print and electronically.
- Add shared governance participation to nurse manager and RN staff job descriptions.
- Include participation in shared governance councils, especially in the roles of chair and co-chair, in clinical advancement program.

Step 2:
Educate, Educate, Educate
Shared Governance Retreat: Staff read SG articles and utilized roundtable discussions as a way to share the importance.
- Nurses Week: Representatives from an established shared governance hospital shared their journey during a continuing education program.
- Conference calls: Leaders with noted shared governance shared best practices including veteran for managers, to discuss Es Manager’s Guide for Setting Up Unit Councils.
- External Consultant Company: Taught leaders and chairs the importance of empowering the workforce.

Internal Presentations and Self-Learning Packets:
- Shared Governance for Managers
- Shared Governance 101
- Shared Governance 102
- Shared Governance, Self-Learning Packet
- Shared Governance, Self-Assessment for Leaders
- Rapid Design Sessions with CNO

Published resources purchased to utilize at meetings, journal clubs and one to one discussions:
- Tim Porter-O’Grady’s Shared Governance, Implementation Manual (free download)
- ANCC Shared Governance Workbook

Outcomes
Subscale Mean Scores from Baseline to End of Year 2 for Shared Governance

Step 3:
Evaluate for Outcomes
Annual measurement with the Index of Professional Nursing Governance 3.0 System

Periodic measurement with the Council Health survey

Ten Years Later
- Councils meet once a month for 2 hours and ad hoc as needed.
- Chairs meet with Advisors prior to and after Council meetings.
- Shared Governance continues to be a strategic initiative with specific goals focused on improving patient care and/or the practice environment.
- Units provided autonomy to develop a structure that would work for their staff (some have individual councils and others have one SG unit council).
- Published an article and have shared best practices with organizations across the nation.
- Achieved accreditation in shared governance by the Forum for Shared Governance.

References:

For permission to use the Index of Professional Nursing Governance or the Council survey, email info@sharedgovernance.org.