THE FUTURE OF SHARED GOVERNANCE MODEL

University Medical Center of El Paso
December 17, 2015
The Department of Nursing at University Medical Center of El Paso is committed to:

- Exceptional
- Compassionate
- Evidence–based nursing care across the age continuum.

As patient advocates, we are dedicated to ensuring that each patient in our C.A.R.E. is treated with respect and dignity. We lead by providing hope, strength, encouragement and healing to each individual we touch.
University Medical Center of El Paso promotes an atmosphere where the profession of nursing is:
- Recognized
- Respected for its leadership

In the provision of evidence-based patient care, shared governance, the development of research and the ability to enhance the health of the community with culturally appropriate care.
SHARED GOVERNANCE

Is the shared decision-making based on the principles of:

- Partnership
- Equity
- Accountability
- Ownership at the point of Service
WHAT DOES IT DO

- Provides Direction for Professional Practice
- Empowers Nurses to Participate:
  - Unit Level
  - Organizational Level
- Improves Patient Outcomes
- Improves Nurse Satisfaction
- Improves Patient Satisfaction
LONG-TERM RESULTS

- Ongoing Questioning of Status Quo
- Opportunities to Learn and Develop
- Suggests Improvements
  - Evidence Based Practices
  - Process Improvements
- Develops Interdepartmental Networks
- Establishes a Voice for all Nurses
- Culture of Safety
- Builds Autonomy
- High Reliable Organization
WHY CHANGE ???

- Improve Communication
- Integrate Unit Councils into Shared Governance Structure
- Give Nursing a Stronger Voice
- Create a Coalition between
  - Nursing Leadership
  - Staff Nurses
- Promote Nursing and Organizational Vision
- Support Organizational Values C.A.R.E
  - Community – Exceptional Customer Service
  - Accountability – In Actions and Results
- Excellence – Is our only Standard
STRUCTURE OF NLC

- CNO
- Directors
- Managers / Assistant Managers
- Chairs of Functional Councils
- Representatives for
  - PI Coordinators
  - Nursing Support Services
  - Respiratory Therapy
  - VAC (as needed)
FUNCTIONAL NURSING COUNCILS

- Clinical Practice
- Professional Development
- Research & Evidence Based Practices
- Recognition & Retention
- Customer Service
CLINICAL PRACTICE COUNCIL

- Staffing Models
- Acuity Tools
- Variances
- Pressure Ulcers
- CAUTI’s
- Surgical Site Infections
- Council To determine Other Areas
PROFESSIONAL DEVELOPMENT

- Internal Seminars
- National Certification Courses
- Clinical Practice Ladder
- Career Ladder – RN IV
- Professional Development Class vs. Nurse in Charge
- Council To Determine Additional Items
RESEARCH & EBP

- Best Practices for CAUTI’s
- Best Practices for SSI’s
- Internal Research for Stroke Accreditation
- Literature Reviews
- Continuation of Nurse Resident Projects
- Research for Other Councils
- As Determined by the Council
RECOGNITION & RETENTION

- Daisy Award
- Nurses Week
- End of Year Retreat
- Routine Recognition for the Units
- NT’s Pinning Recognition
- Fundraisers
- Staff Satisfaction A3
CUSTOMER SERVICE

- HCAPS
- A3 for Patient Satisfaction
- Internal Customers vs. External
- Best Practices
- Yearly Projects
AUTHORITY OF COUNCILS

- **Level 1** – Simply gather data about problem or issue
- **Level 2** – Gather relevant data and make recommendations
- **Level 3** – Gathering data, formulate recommendations, present/pause and act
- **Level 4** – Authority to act, inform others after action has been taken
PROJECTED MODEL

- Improved Patient Outcomes
  - Unit Based Practice Councils
  - Nurse Executive Council
  - Director's Huddle

- Nursing Leadership Council (NLC)

- Customer Satisfaction

- Clinical Practice

- Recognition & Retention

- Professional Development

- Research EBP
WHAT IS NEEDED?

- Support of Nursing Leadership
- Support of Staff Nurses
- Commitment by all to Shared Governance Model
- Commitment of Attendance for all
- Willingness to give up some Control
- Collaborative Effort
- Open to Change
- Shared Governance Education
- Incorporation Lean Processes
MEETING TIMES / MEMBERSHIP

- Remain on Last Thursday of Each Month
- Membership Voluntary – Nominated
- Commitment Of 75% of meetings
- NLC
  - 0830 to 1000
- Functional Councils
  - 1000 to 1200
REFERENCES

- (January 2004), Caramanica, L., PhD, RN; Shared Governance: Hartford Hospital’s Experience; The Online Journal of Issues in Nursing, www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals


- (N.D), Mascolo, K. DNP, RN, NE-BC, Shared Governance: Blow it Up, Redesign, and Evaluate; AKRON General Hospital System

- (2003), Edmonstone, J.; Shared Governance Making it Work.

- (Sept. 2007), Swihart, D. PhD, Shared Governance; A Practical Approach to Reshaping Professional Nursing Practice.