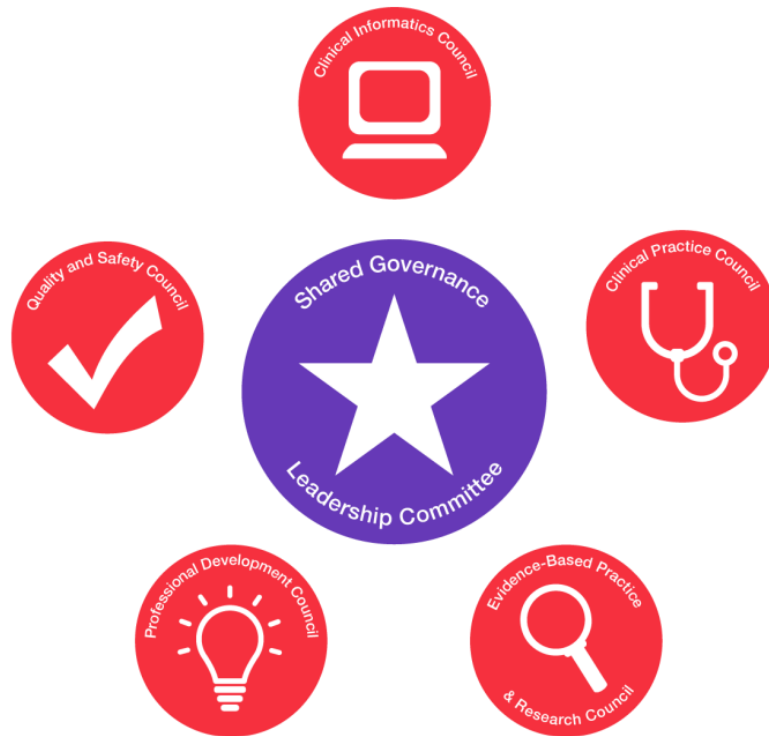# Shared Governance

"*The unit, department, and service line councils are the groundwork upon which our core Shared Governance councils are built, collaboratively serving as the foundation for decision-making at Children's Health. Members of these teams partner as both clinical and professional subject matter experts to set new standards for patient safety, nursing quality, retention and empowerment. Through this work, we will continue to pursue innovative ways to improve professional nursing practice and lead healthcare into an exciting new future.*"

With Gratitude,

Tammy Webb MSN, PhD(c), RN, NE-BC, Executive Vice President and Chief Nursing Officer

What is Shared Governance?

Shared governance is a **structure and process** for partnership, equity, accountability, and ownership. It puts the responsibility, authority, and accountability for practice-related **decisions into the hands of the individuals** who will operationalize the decision. These are the four principles of shared governance.

 ➢ **Partnership**: We all have a role, let's collaborate to fulfill our mission

 ➢ **Equity**: no person is more important than the next, safe place to share ideas

 ➢ **Accountability**: invest in the decision- and take ownership

 ➢ **Ownership**: an organizations success is bound to how well individual staff members perform

All involved in shared governance must have clarity that there are structures, processes, and outcomes that leadership will continue to have responsibility for, such as regulatory requirements, immediate safety concerns, performance management, and operations decisions such as hiring, salary, staffing, etc.

Tim Porter-O'Grady, the grandfather of nursing shared governance, defines shared governance as "a structural model through which nurses can express and manage their practice with a higher level of professional autonomy." (2003).

 ➢ Late 1970s- early 1980s: found its way into healthcare due to staff dissatisfaction

 ➢ When originally introduced, shared governance waxed and waned in its popularity.

 ➢ Today, it has become the preferred leadership model for transformational leaders throughout healthcare.

 ➢ At Children's Health we work to improve our structure each year and encourage staff to participate and have a voice

Mission and Purpose of Shared Governance at Children's Health

Provide the structure for every person to have a voice

Support for true collaboration and skilled communication in ongoing development of a healthy work environment

Foster empowerment and innovation, within a culture of clinical inquiry, that is focused on high-quality care delivery and patient safety

Clinical Informatics Council (CIC) seeks to improve documentation

Responsibilities

- Critically evaluate proposed changes and opportunities for improvement to the electronic health record (EHR) and related clinical systems
- Provide oversight for clinical system design, build, testing and continuity of patient-facing interfaces and documentation
- Promote integration of evidence-based practice into the EHR
- Investigate, discuss and recommend emerging technologies consistent with the strategic plan and priorities of Children's Health
- Support and improve the ISHAPED tool

Clinical Practice Council (CPC) supports clinical practice

Responsibilities

- Identification and analysis of opportunities for improvement in clinical standards and practices
- Promotion of evidence-based practice and quality patient and family outcomes
- Facilitates a family-centered care culture through implementation of appropriate care delivery models and philosophies
- Quarterly reports from the following groups
    - HEAL Committee
    - Medication Safety Committee

Evidence-Based Practice and Research Council (EBPRC) promotes EBP and Research

Responsibilities

- Promotes the use of research and evidence-based practice in clinical practice by:
    - Supporting research and evidence-based activities
    - Supporting, educating, and mentoring staff
    - Reviewing data and documents for purposes of evidence-based improvements
- Reviews nursing research and EBP projects and offer recommendations and guidance
- Facilitate annual workshops

Professional Development Council (PDC) supports professional growth

Responsibilities

- Promotion and facilitation of professional practice, growth and development of all staff
- Oversight of the Clinical Nurse Achievement Program
- Quarterly reporting from the following groups
    - Preceptor Council
    - Resiliency Committee
    - Team Leader Council

Quality and Safety Council (QSC) improves the quality of care and patient safety

Responsibilities

- To promote and support the organization's efforts to improve the quality of care, assure the safety of our patients, and to achieve and sustain a Just Culture.
- Seeks opportunities to share lessons learned with all staff

The Quality and Safety Council reports to the Quality and Patient Safety Committee (QPSC)