

The Impact of Shared Governance in Supporting Nursing Practice & Nurse Empowerment

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Abstract Statement:

Shared governance is **important to nursing practice in empowering the nurse** at the bedside to **improve patient care, patient safety, increase nurse engagement, improve nurse retention, and improve patient and nurse satisfaction**. It is important to assess the effectiveness of shared governance and its deliverables to continue improving the processes that make it effective and viable. This study presents the findings at one hospital after one year of implementation.

Objectives

- Importance of shared governance (SG) in empowering bedside nurses
- Describe the importance of measuring to evaluate the effectiveness of the SG model
- Discuss implications for sustainment

Disclosure:

I, Cheryl Griffith, have no conflict of interest to report and have not received any sponsorship or commercial support with the presentation that will be giving today.

Aim:

- To determine the effectiveness of shared governance
- Provide recommendations and guidelines for improvement
- Create an effective and sustainable process

Background:

What do we know about Shared Governance?

- Organizational structures & processes to facilitate members
 - Direct
 - Control
 - Regulate

} Goal oriented efforts
- “cornerstone of professional practice” in the pursuit of Magnet® designation (Swihart, 2006)
- “management process that empowers members to have a voice in decision-making” (Swihart, 2006)

Words associated with Shared Governance

Collaborative
Transformational
Employee
Shorter lengths of stay
Satisfaction
Empowerment
Teamwork
Patient satisfaction
STAKEHOLDERSHIP
Equity
Ownership
Staff engagement
Trust
Staff retention

Shared Governance Journey

Shared governance is a journey...



not a destination.

Study Results

The screenshot shows the IBM SPSS Statistics Data Editor interface. The main window displays a dataset with 21 rows and 6 columns. The columns are labeled 'patid', 'gender', 'active', 'obesity', 'diabetes', and 'bp'. The 'Analyze' menu is open, and the 'Linear...' option is selected. The status bar at the bottom indicates 'IBM SPSS Statistics Processor is ready'.

patid	gender	active	obesity	diabetes	bp
1	9735702127	29			
2	4852351830	79			
3	3434994256	79			
4	6053971728	82			
5	9370757269	29			
6	3537185320	29			
7	0275365329	82			
8	3906583332	79			
9	4785366661	82			
10	9589919145	82			
11	4598012219	79			
12	3629441662	79			
13	5307816588	79			
14	5357069859	82			
15	5132742071	29			
16	2660586207	29			
17	5408312498	79			
18	9069087682	29			
19	8173197592	79			
20	8808732689	82			
21	5666440246	82			

Survey questionnaire: SG Member data

Shift	Frequency	Percent (%)
7a-3p	11	40.7
7a-7p	10	37.0
7p-7a	4	14.8
rotate shifts	2	7.4

Work Hours	Frequency	Percent (%)
Full-time	23	85.2
Part-time	4	14.8

Certification	Frequency	Percent (%)
NO	13	48.1
YES	14	51.9

	Age	Years Worked in Organization	Years in Nursing
Mean	42.6154	6.0769	18.3704
Median	43.5000	6.5000	18.0000
Mode	27.00 ^a	8.00	4.00
Range	27-61 years	1-17 years	4-41 years

Committee History	Frequency	Percent (%)
NO	3	11.1
YES	24	88.9

Survey questionnaire: Themed responses

No.	Question	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		#	%	#	%	#	%	#	%	#	%
1	I understand how shared governance works.	11	40.7	12	44.4	2	6.9	2	6.9	0	0
2	I understand my council's core purpose & objectives	12	44.4	11	40.7	4	13.8	0	0	0	0
3	My council's process is effective.	4	14.8	14	51.9	7	25.9	2	7.4	0	0
4	Overall, the current Shared Governance structure is effective.	3	11.1	12	44.4	9	33.3	3	11.1	0	0
5	Shared Governance is supported by management.	9	33.3	11	40.7	5	18.5	2	7.4	0	0
6	Shared Governance improves patient safety.	6	22.2	17	63.0	4	14.8	0	0	0	0
7	Shared Governance helps me develop my leadership skills.	9	33.3	10	37.0	7	25.9	0	0	1	3.7
8	Shared Governance improves patient care.	8	29.6	14	51.9	5	18.5	0	0	0	0
9	Shared governance empowers nurses.	12	44.4	8	29.6	4	14.8	2	7.4	1	3.7

Answers to open-ended questions:

Nurse perceptions regarding the effect of SG on COMMUNICATION:

- “The call-out meeting where information is shared is helpful so duplication of work is minimized”
- “...all councils report out so everyone hears what they did”

Answers to open-ended questions:

More nurse perceptions regarding the effect of SG on PATIENT SAFETY:

- “More aware of quality measures & outcomes and how they are applicable to nursing practice”
- “Each RN is more accountable on their unit and feels more obligated to follow through with protocols and best practice”
- “Patient safety standards and processes have improved dramatically and have spotlighted patient safety risk for all nurses.”

Answers to open-ended questions:

More nurse perceptions regarding the effect of SG on NURSE EMPOWERMENT:

- “Staff nurses (even part-time) are able to interact with education and management leaders, understanding the ‘big picture’ how staff nursing impact patient satisfaction”
- “Gives nursing an outlet to voice concerns or areas of improvement. Managers have enough to do so this gives the staff nurse an easier way to impact bedside care”
- “RNs support etc. are finding their voice. They are starting to see the power behind their ability to implement change. They feel like what they do matter and feel empowered.”

Answers to open-ended questions:

Areas for improvement to make SG more effective:

- Improved communication
- More leadership support
- Increase number of nurse participation

Answers to open-ended questions:

Question on how management has impacted SG participation:

- “It is an expectation” was the predominant response.

Question define/describe impact of SG—2 themes:

- Impacting change toward improvement
- Having a voice/input

Limitations:

- Small sample size
- Limited time to collect data
- No gender or racial demographics
- 1 hospital facility

Discussions & Implications for practice:

- Nurse empowerment experienced 1 year post implementation
- Continued improvement in communication for greater synergy
- Disseminating the value of SG by stakeholders has greater impact
- Nurse leaders need to create and support structures and processes that makes SG operate to its fullest potential

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Questions?

