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

STAKEHOLDERSHIP

Transformational
Employee satisfaction
Shorter lengths of stay
Equity

Collaborative
Empowerment
Teamwork
Patient satisfaction
Ownership
Trust
Staff engagement
Staff retention
Shared Governance Journey

Shared governance is a journey... not a destination.
Study Results

[Image of IBM SPSS Statistics Data Editor window showing regression analysis and variable data]
### Survey questionnaire: SG Member data

#### Age, Years Worked in Organization, Years in Nursing

<table>
<thead>
<tr>
<th>Age</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
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<td>42.6154</td>
<td>43.5000</td>
<td>27.00</td>
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<table>
<thead>
<tr>
<th>Years Worked in Organization</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
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</thead>
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<td>6.0769</td>
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<table>
<thead>
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<th>Years in Nursing</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
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<tr>
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<td>18.0000</td>
<td>4.00</td>
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#### Shift Frequency Percent (%)

<table>
<thead>
<tr>
<th>Shift</th>
<th>Frequency</th>
<th>Percent (%)</th>
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</thead>
<tbody>
<tr>
<td>7a-3p</td>
<td>11</td>
<td>40.7</td>
</tr>
<tr>
<td>7a-7p</td>
<td>10</td>
<td>37.0</td>
</tr>
<tr>
<td>7p-7a</td>
<td>4</td>
<td>14.8</td>
</tr>
<tr>
<td>rotate shifts</td>
<td>2</td>
<td>7.4</td>
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</table>

#### Work Hours Frequency Percent (%)

<table>
<thead>
<tr>
<th>Work Hours</th>
<th>Frequency</th>
<th>Percent (%)</th>
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<tbody>
<tr>
<td>Full-time</td>
<td>23</td>
<td>85.2</td>
</tr>
<tr>
<td>Part-time</td>
<td>4</td>
<td>14.8</td>
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</tbody>
</table>

#### Certification Frequency Percent (%)

<table>
<thead>
<tr>
<th>Certification</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO</td>
<td>13</td>
<td>48.1</td>
</tr>
<tr>
<td>YES</td>
<td>14</td>
<td>51.9</td>
</tr>
</tbody>
</table>

#### Committee History Frequency Percent (%)

<table>
<thead>
<tr>
<th>Committee History</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
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<td>3</td>
<td>11.1</td>
</tr>
<tr>
<td>YES</td>
<td>24</td>
<td>88.9</td>
</tr>
</tbody>
</table>
## Survey questionnaire: Themed responses

<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I understand how shared governance works.</td>
<td>11 (40.7%)</td>
<td>12 (44.4%)</td>
<td>2 (6.9%)</td>
<td>2 (6.9%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>2</td>
<td>I understand my council’s core purpose &amp; objectives</td>
<td>12 (44.4%)</td>
<td>11 (40.7%)</td>
<td>4 (13.8%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>3</td>
<td>My council’s process is effective.</td>
<td>4 (14.8%)</td>
<td>14 (51.9%)</td>
<td>7 (25.9%)</td>
<td>2 (7.4%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>4</td>
<td>Overall, the current Shared Governance structure is effective.</td>
<td>3 (11.1%)</td>
<td>12 (44.4%)</td>
<td>9 (33.3%)</td>
<td>3 (11.1%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>5</td>
<td>Shared Governance is supported by management.</td>
<td>9 (33.3%)</td>
<td>11 (40.7%)</td>
<td>5 (18.5%)</td>
<td>2 (7.4%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>6</td>
<td>Shared Governance improves patient safety.</td>
<td>6 (22.2%)</td>
<td>17 (63.0%)</td>
<td>4 (14.8%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>7</td>
<td>Shared Governance helps me develop my leadership skills.</td>
<td>9 (33.3%)</td>
<td>10 (37.0%)</td>
<td>7 (25.9%)</td>
<td>0 (0%)</td>
<td>1 (3.7%)</td>
</tr>
<tr>
<td>8</td>
<td>Shared Governance improves patient care.</td>
<td>8 (29.6%)</td>
<td>14 (51.9%)</td>
<td>5 (18.5%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>9</td>
<td>Shared governance empowers nurses.</td>
<td>12 (44.4%)</td>
<td>8 (29.6%)</td>
<td>4 (14.8%)</td>
<td>2 (7.4%)</td>
<td>1 (3.7%)</td>
</tr>
</tbody>
</table>
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 minimalized”
- “...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
References:


References:

References:


- Moore, S. C. and Wells, N. J. (2010). Staff nurses lead the way for improvement to shared governance structure. The Journal of Nursing Administration, 40(11), 477-482. DOI: 10.1097/NNA.0b013e3181f88b7a


References:

Questions?