

Empowering Nurses by Implementing Shared Governance

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BACKGROUND

- Shared governance is a framework for shared decision-making that improves nursing practice and accountability.
- Shared governance empowers frontline nurses by giving them a voice.
- A Mountain West academic medical center adopted the councilor model of shared governance.
- An oncology same-day surgery (SDS)/ postanesthesia care unit (PACU) with 35 beds, serving approximately 62 patients daily, was tasked with implementing a new department process for shared governance.

PROBLEM

The problem is a lack of nurse autonomy.

- Only 62% of nurses in the organization were satisfied with control over their practice.
- 54% of nurses in the organization felt excluded from decision-making.
- Perianesthesia nurses in the organization were dissatisfied with accountability.

PURPOSE

The purpose of this quality improvement project is to empower nurses by implementing a shared governance structure to improve nurse autonomy in an SDS/PACU department.

SDS/PACU TEAM BOARD



TEAM COUNCIL PROJECTS

- ✓ Standardized a preoperative HCG testing protocol across the system.
- ✓ New process to premedicate patients for bladder spasms.
- ✓ Improved staff access to complete education by updating computer speakers.
- ✓ Improved patient transfers with ready-to-move phone calls.
- ✓ New process for keeping Spanish-speaking families updated.
- ✓ Collaborated with pharmacy about stocking concerns.
- ✓ New process for discharging hysterectomy patients.
- ✓ Created a task list for nurse assistants.
- ✓ Involve family in the process of obtaining discharge meds.
- ✓ Improved the timing of restroom cleaning.
- ✓ Purchased a vein finder.
- ✓ Installed enclosed bathroom cabinets for urine samples.

METHODS

Followed the organization's Magnet Program guidance:

- Team council formed with all staff as members.
- Team chair selected and trained.
- The team chair assigned a mentor.
- Team board created to post problems, ideas, needs, and suggestions.

TEAM HUDDLE PROCESS

- ❖ Hold weekly team council meetings (huddles) on late start days.
- ❖ Use the Plan-Do-Study-Act cycle.
- ❖ Discuss and prioritize new problems.
- ❖ Assign team members to lead projects.
- ❖ Review the status of each ongoing and resolved project/problem.

RESULTS

- A total of 14 problems have been resolved with 24 ongoing projects.
- Shared governance has resulted in nurse-led improvements in unit operations.

CONCLUSIONS

- The project has yielded positive results, with several completed and ongoing projects.
- Perianesthesia nurses' participation in shared governance strengthens the team, leveraging their expertise, which has likely enhanced processes and improved patient outcomes.
- The next step is to evaluate the RN satisfaction survey results.

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