



Shared Decision Making Structure Empowers Nurses to Guide Standardization Across a Changing Health System

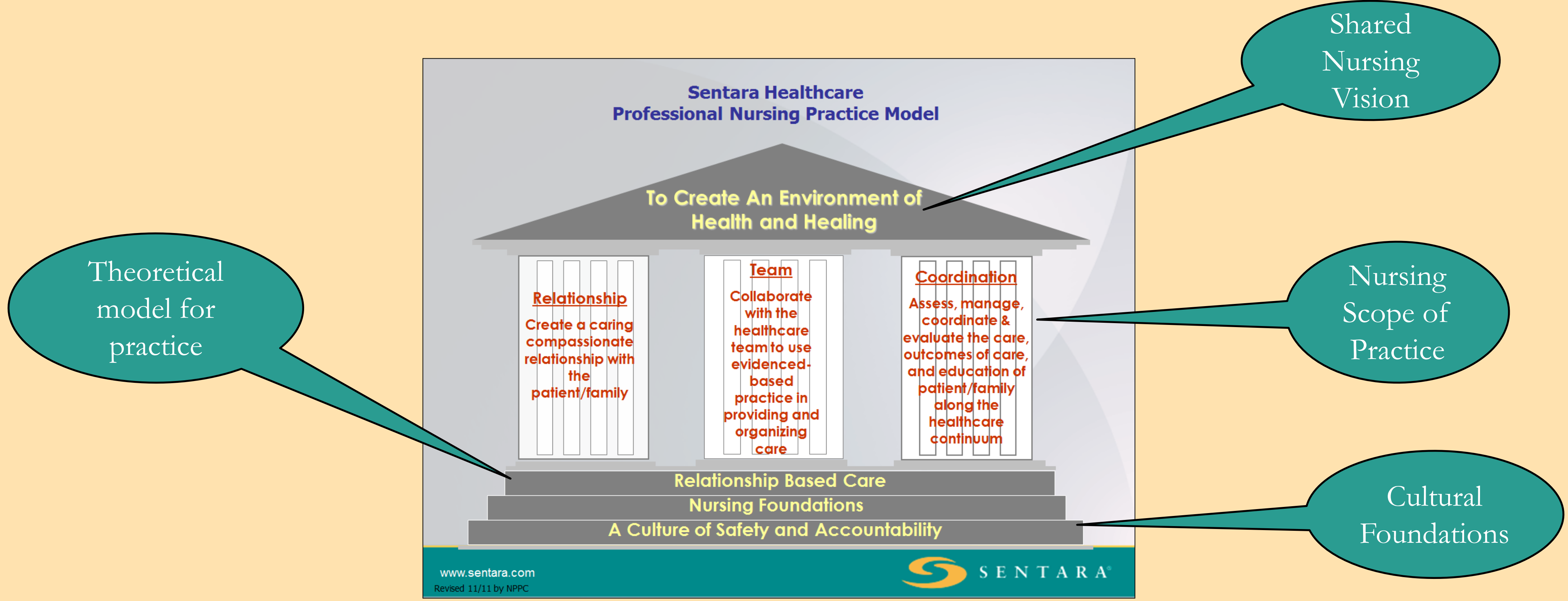
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sentara nurse



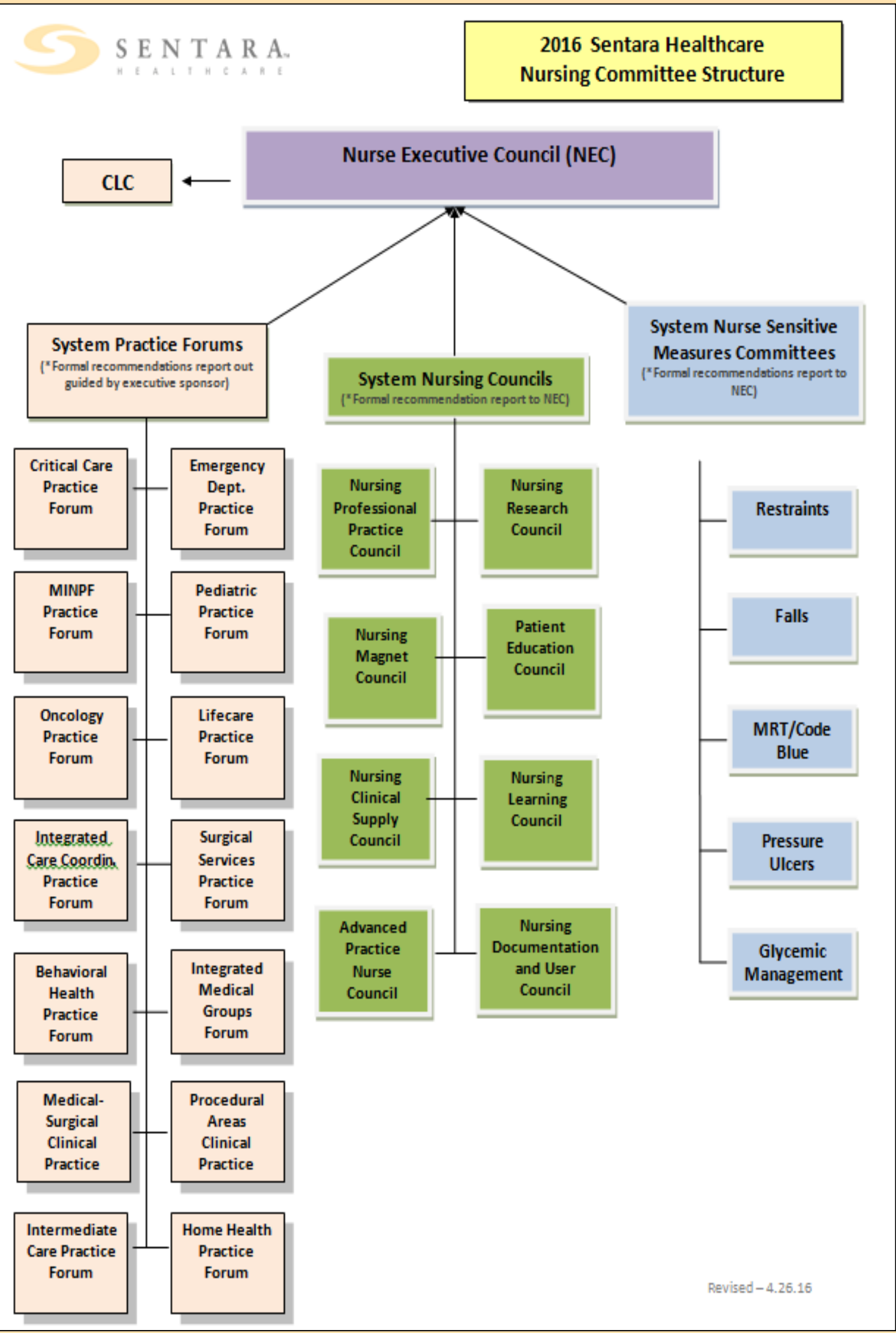
Overview

This evidence-based practice for system shared governance will highlight the Professional Nursing Practice Model (PPM) of a 17 division 6 Magnet® designated hospital system. The PPM serves as a blueprint aimed at clinical standardization for the delivery of high quality, safe nursing care depicting the nursing vision, scope of practice, cultural foundation and guiding theory. The PPM provides a framework for shared governance which supports shared decision-making across and within the system. **An interdependent and interrelated structure** of clinical practice forums, councils, and committees for nurse-sensitive measures are comprised of nurse representatives. Members collaborate to establish best practice evidence and consensus based standardization around nursing clinical practice and processes. Staff empowerment and deliberate enabling of functional and operational aspects of practice are essential to achieving positive outcomes. Across the system, **nurse satisfaction outperforms** national benchmark comparison on involvement in decision making. **Specific actions and enablers** include a formal orientation and onboarding of chairs, standard templates for charters and meeting functionality, rationale for executive sponsors, guidelines for voting, a ranking hierarchy for grading evidence-based practice, and clearly defined reporting pathways. **Improvement from pre to post confidence measures** of staff chair perception on use of tools and resources after training is demonstrated.



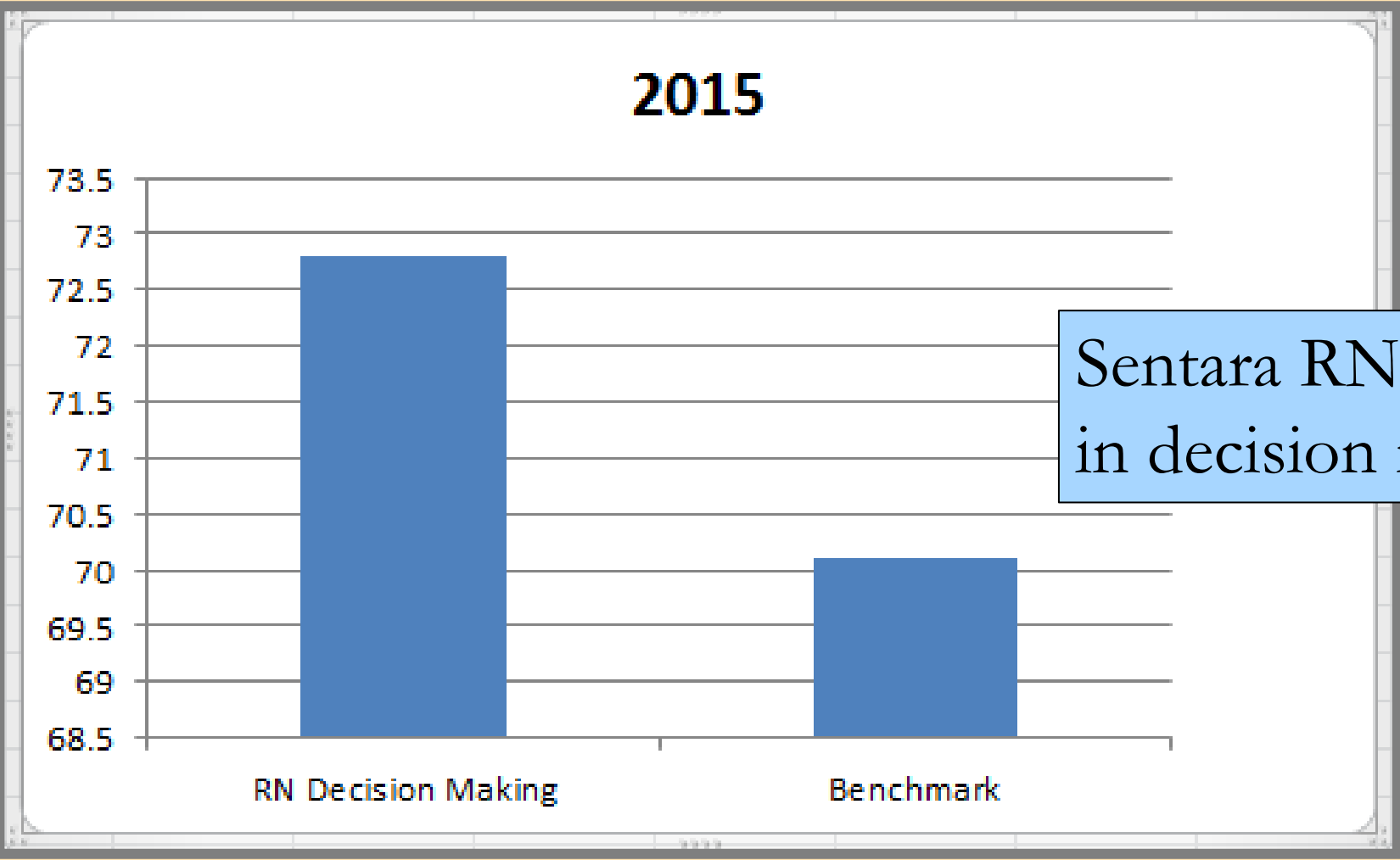
Professional Practice Model

The Sentara Professional Practice Model (PPM) depicts the delivery of high quality, safe nursing care across all areas in which nursing is practiced in the system. This schematic, chosen by clinical nurses, illustrates Sentara Nursing's commitment to create an environment of health and healing and is underpinned by a culture of safety and accountability and relationship-based care. Shared decision-making describes how nurses communicate, collaborate, practice, and develop professionally throughout the hospitals and system, the core constructs of a PPM. As new hospitals have joined Sentara, they adopt and personalize the PPM to their culture. Within Sentara Healthcare, shared decision making is defined as a working model of participatory decision making in which nurses make decisions about clinical practice standards, quality improvement, research, and professional development. The structure of nursing forums, councils, and committees allow all nursing staff members to be involved and/or be heard through representation.



Nurse Satisfaction with Decision Making

The 2015 nurse satisfaction survey demonstrated system outperformance (72.8) on involvement in decision making against the vendor mean (70.1). N = 5,676 respondents representing 17 divisions participated.



Sentara RN response to question, “I am involved in decision making in my department.”

Actions and Enablers

- Toolkit with templates and guidelines

The collage includes several documents from Sentara Nurse:

- Nursing Practice Forum or Council Charter Template**: A template for creating a charter for a nursing practice forum or council, including sections for Purpose, Key Deliverables, Strategic Goal Alignment, Membership Composition, Working Leadership, Meeting Dates, Reporting Relationships, Logistics, Evidence-based standards, and Making/Doing.
- Shared Nursing Forum and Council Decision Making Guidelines**: Guidelines for decision-making processes, including a purpose statement, a decision-making process, and a decision-making timeline.
- Agenda Template**: A template for creating a meeting agenda, including sections for Meeting Date and Time, Meeting Name, Meeting Location, Agenda Item Topic, and Responsibility/Party on Item.
- Chair and Chair Elect Roles and Responsibilities**: A document outlining the roles and responsibilities of the chair and chair elect of a nursing practice forum or council.

- Experiential onboarding workshop to improve leadership skill confidence

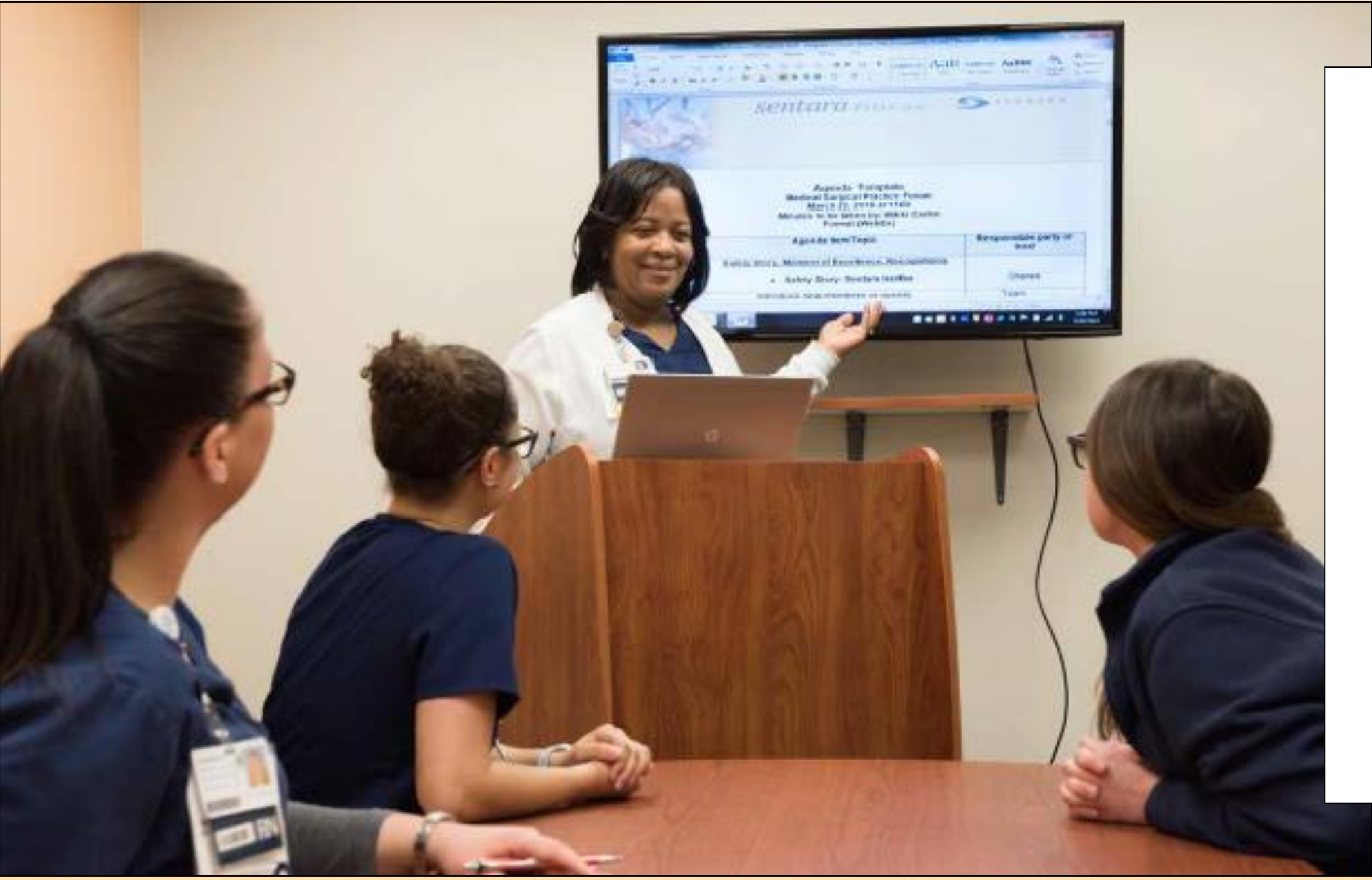
System Forum and Council Workshop November 5, 2015				
29 attendees representing 70% of the identified 2016 Chair and Chair Elects of the System Nursing Forum, Councils, and Nurse Sensitive Ad Hoc Committees				
80% completion rate of requested evaluation feedback forms				
Responses to following statements captured at beginning and end of session using following scale: 1=strongly disagree 2=disagree 3=undecided 4=agree somewhat 5=agree strongly				
Confidence in using the following tools and leadership skills:				
Tools and leadership skills	Mean start of session	Mean end of session	Net change	
Understanding of Nursing Professional Practice Model	3.9	4.5	+6	
Application of the Shared Governance Guidelines	3.5	4.4	+9	
Managing Outlook	4.1	4.5	+4	
Navigating Word/Excel	3.7	4.3	+6	
Using SharePoint	3.6	4.2	+6	
Crafting an agenda	4.4	4.6	+2	
Handling distractions	3.9	4.6	+7	
Managing a vote by consensus	4.1	4.8	+7	
Managing a vote by roll call	4.0	4.9	+9	
Drafting minutes	4.0	4.9	+9	
Presenting a policy or procedure for recommendation	3.7	4.8	+11	
Public Speaking	4.0	4.7	+7	



A workshop was held for all 2016 System shared governance chairs to prepare them to successfully lead. Objectives addressed included:

1. Gain knowledge and comfort in leading a system forum or council
2. Confirm awareness of resources and tools for team facilitation
3. Apply and validate use of nursing toolkit
4. Support structure to achieve system strategic goals.

- Executive Sponsors mentor and facilitate



- Executive Sponsor Roles and Responsibilities**
1. Report quality, financial and satisfaction metrics and outcomes pertinent to the team.
 2. Develop a strong partnership with the council chair.
 3. Help to set the agenda in partnership with the chair.
 4. Contribute management knowledge to decision making.
 5. Use expertise to balance staff and patient needs with realities of business.
 6. Invite and support interdisciplinary members in the work of the council.
 7. Support council members in being able to regularly attend the meetings.
 8. Strive to be a good listener.
 9. Ensure use of evidence based findings to support recommendations.
 10. Discuss practice issues with peers.
 11. Formal liaison to Nurse Executive Council.
 12. Celebrate successes.

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References

Available upon request