Development and Implementation of a Nursing Shared Governance Toolkit

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Background
Nursing Shared Governance (NSG) is a well-established structure for collaboration between clinical nurses and nurse leaders to improve nurse satisfaction, patient experience, and clinical outcomes. COVID-19 presented challenges to sustainment of site and unit-level NSG councils. Interruption in NSG structure led to decreased nursing engagement in professional practice and directly impacted the ability for the hospital to progress on the journey the ANCC Magnet® recognition.

Objectives
- Develop and implement Area Nursing Shared Governance (ANSGC) toolkit with standardized meeting agendas inclusive of components required for ANCC Magnet® recognition.
- Define and implement communication strategies for bi-directional communication across all areas of nursing at the site and unit level.

Methods
Sample and Setting: Site and Area Nursing Shared Governance Chairpersons at a Midwest acute care hospital.

Intervention:
- Communicate the vision: Developed a SharePoint site and newsletter to share site NSG work with the organization’s nursing body.
- Enable action and remove obstacles: Enhanced agenda templates to include components of nursing excellence pertinent to ANSGCs.
- Generate short-term wins: Goal-driven agenda items provided opportunities to link current work with enhanced knowledge of Magnet components.

Methods of Evaluation:
- Pre- and post-surveys to determine time to plan agendas, confidence with communication strategies, and ability to incorporate topics relevant to nursing excellence.
- Reflective discussion during single ANSGC meeting.

Survey
- Statistically significant improvement on implementing Magnet components within agendas.
- Trend toward improvement in effective communication, though not statistically significant.
- No change in the ability to raise up accomplishments and concerns to the site level.

Results: Planning Time
- ANSGC Chair
- Time to Independently Develop Agenda

Results: Survey
- Communicates effectively
- Accomplishments and concerns
- Implement Magnet® components

Figure 1. Area Nursing Shared Governance Council Chairs increased the amount of time spent on purposeful agenda planning.

Figure 2. There was a slight shift toward increased time spent collaborating on ANSGC agenda topics.

Results: Reflection
- What went well during today’s meeting?
- How was today’s meeting different from previous ANSGC meetings?
- If you could change one thing about this meeting, what would it be?

Participant comments related to agenda structure and organization:
- Organized content
- Flexibility to incorporate historically important unit-based topics
- Encouraged participation
- Re-cap of meeting and development of key takeaways as a group

Participant comments related to inclusion of Magnet topics:
- Agenda topics provided education on Magnet
- Better understanding of how Magnet connects to work of ANSGC
- Ideas for additional council work in support of journey to nursing excellence

Conclusion
- Implementation of a comprehensive toolkit with standardized agendas and Magnet components increases the ability for Area Nursing Shared Governance Councils to independent understand and apply components of nursing excellence.

Implications for Practice
- Ongoing support of toolkit utilization across all ANSGCs while acknowledging that each council will mature at different rates.
- ANSGC chairs modify and revise the toolkit in collaboration with their Magnet leader for council effectiveness.
- Continue to study the impact of planning time; increase nurse manager awareness of purposeful planning strategies to meet shared goals.

Acknowledgements
Thank you to Murad Taani, PhD, MPH, RN for statistical analysis and project support, and to Carol Klingbeil, DNP, RN, APNP, CPNP-PC, CNE, and Matthew Fenhaus, MSN, RN, CCRN-K for project support.

Special thanks to the AWAMC SNSGC and the 6th floor ANSGC for participation, feedback, and ongoing work on this project.