

# **Building a Governance Structure that Links Professional Practice, Quality of Worklife, and Patient Safety**

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# Establishing a Framework...

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The team utilized the following RNAO's Best Practice Guidelines outlined in the "Healthy Work Environments Quick Reference Guide For Nurse Managers" \* (March 2010), including:

1. Collaborative Practice Among Nursing Team;
2. Developing and Sustaining Nursing Leadership, and
3. Workplace Health, Safety and Well-Being of the Nurse

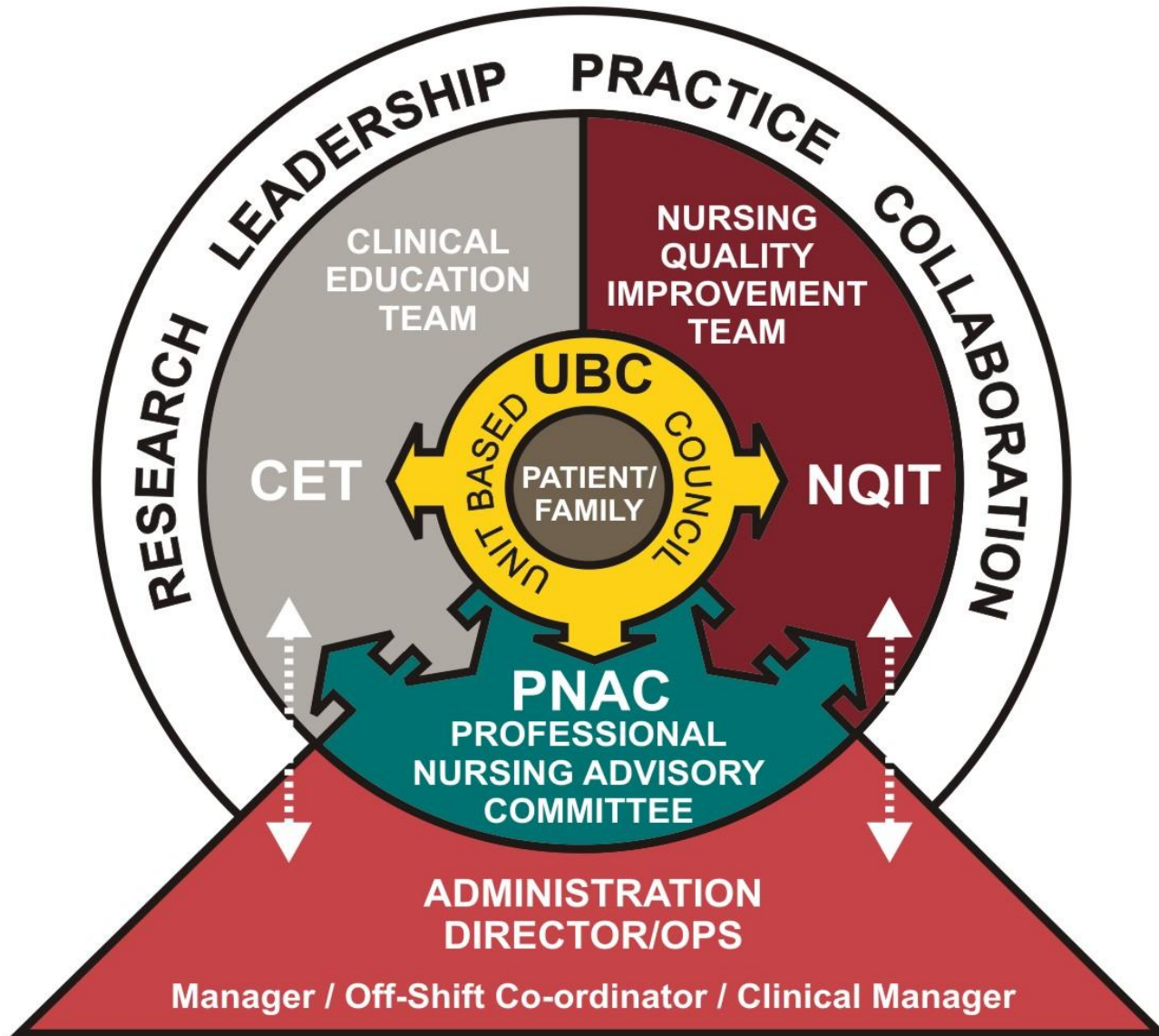
\* [www.RNAO.org/hwebpg](http://www.RNAO.org/hwebpg)

# Goals of Shared Governance

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- Empower staff
  - ✓ defined process for voicing concerns
- Decentralize decision-making
  - ✓ structured process which removes obstacles that prevent resolution or improvement
- Improve patient safety and quality
  - ✓ Staff and administration work together to identify issues common across the corporation

# PROFESSIONAL PRACTICE STRUCTURE MODEL

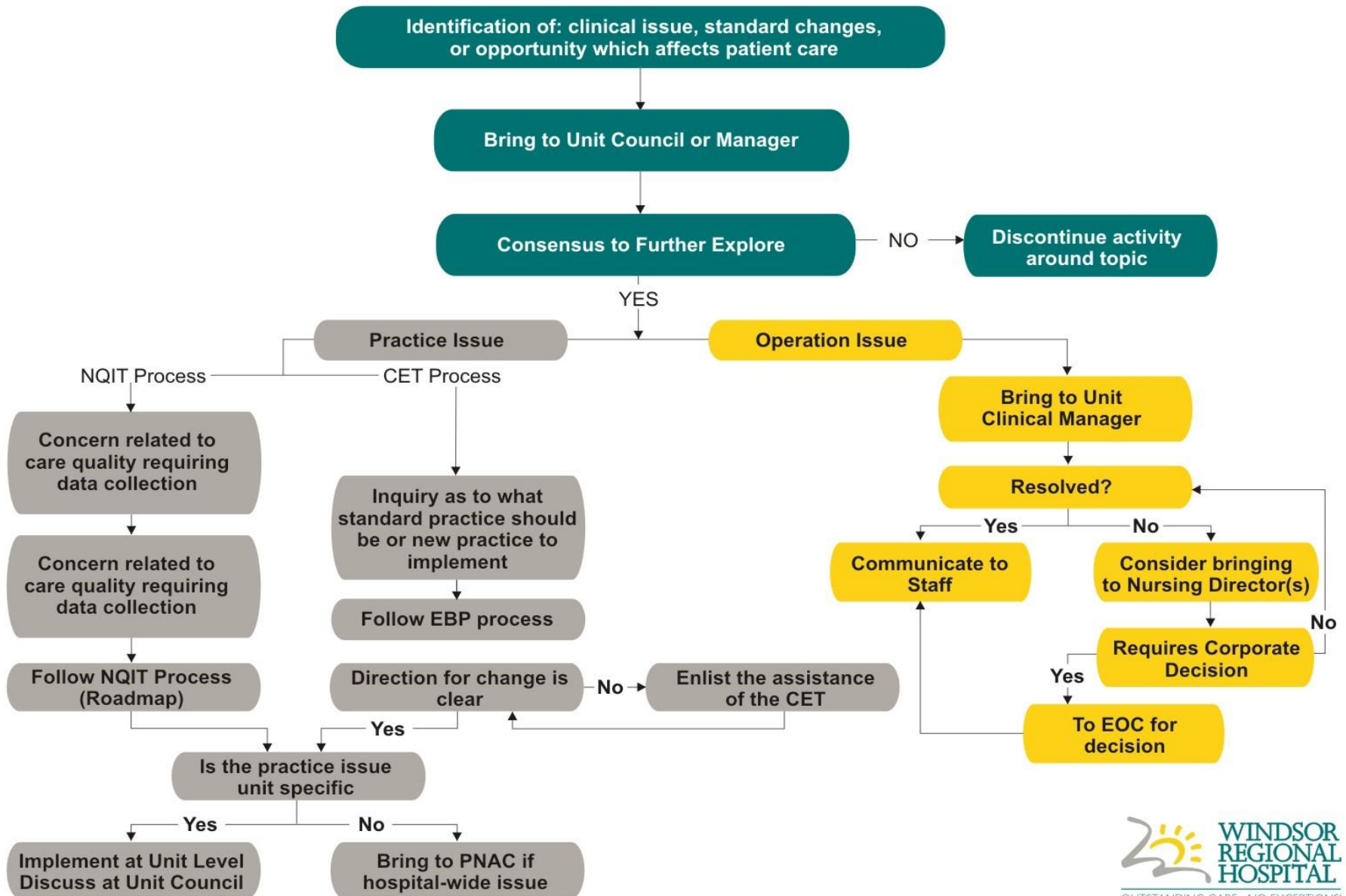


# Unit Councils

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- Chaired by front-line nursing staff and supported by Clinical Practice and Operational Managers
- Provides a forum for open discussion and an opportunity for members to participate and work on quality of care initiatives that support patient-centered strategic goals
- Professional practice issues forwarded to the Clinical Education and Nursing Quality Improvement Subcommittees
- Operational issues/concerns forwarded to the Program Managers for action and resolution

# PRACTICE DECISION TREE



# Clinical Education Team (CET)

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- Monitor and evaluate clinical orientation programs
- Conduct unit-based skills competency, training and continuing education processes
- Serve as a liaison to other departments/committees, and network with other systems (internal and external) to provide educational opportunities for the staff and other departments, as appropriate
- Composed of Clinical Educators, Unit Staff, and Nurse Practitioner

# Nursing Quality Improvement Team (Unit Based)

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- Establish, review, and oversee unit-based nursing practice quality initiatives
- Respond to indicators that reflect the appropriateness and effectiveness of nursing practice and patient care for their patient population
- Provide direction and support for all nursing quality improvement projects within WRH and communicate success to external partners
- Composed of Clinical Practice, Nurse Practitioner, Staff Nurses, Director, and Program Managers

# Professional Nursing Advisory Committee (PNAC)

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- Chaired by the Chief Nursing Executive
- Composed of staff nurses, 1 Nursing Director, 2 Clinical Practice, 1 Program Manager, 1 Nurse Practitioner, CNE, and ONA President
- Provides a forum for staff nurses to participate in shared decision making around corporate nursing practice, education and quality initiatives
- This committee oversees the Nursing Quality Improvement (NQI) Team, Clinical Education Team (CET) and Unit Councils

# Next Steps..

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- Well-established Unit Councils mentor Unit Councils in beginning stages
- Time and resource allocation
- Monitoring successes and lessons learned
- Setting and monitoring annual goals
  - Corporate
  - Program-Specific
  - Unit-Specific

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