

PROFESSIONAL GOVERNANCE THAT DELIVERS VALUE

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A 3D rendered image with a dark blue background. A hand in a maroon suit sleeve holds a glowing yellow lightbulb. Below the hand, a pile of unlit white lightbulbs sits on a surface. To the right, a blue box is partially open, with a white lightbulb inside. The text "CREATING VALUE" is written in white, bold, sans-serif capital letters on the left side of the image.

CREATING VALUE

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VALUE OF NURSING = PROFESSION

Knowledge
Worker

Vulnerable
Population

Societal
Impact

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Nursing is the protection, promotion, and optimization of health and abilities, prevention of illness and injury, alleviation of suffering through the diagnosis and treatment of human response, and advocacy in the care of individuals, families, communities, and populations.

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- Professionals assess/judge/decide/act
- Based on professional evidence (evidence-driven, outcome-oriented)
- Decision-making *is* professional work
- Value from knowledge + decision making

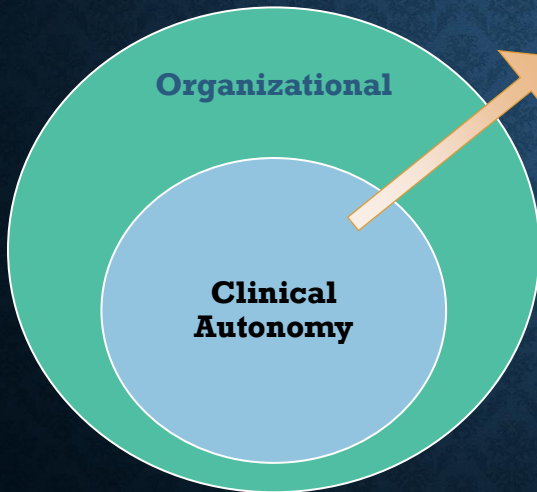
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TYPES OF NURSING DECISIONS



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CLINICAL & ORGANIZATIONAL AUTONOMY



Autonomy

Knowledge-based practice authority of a nurse as care for their patient population

Discretion to act independently within the existing rules

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CLINICAL AUTONOMY & CONTROL OVER PRACTICE



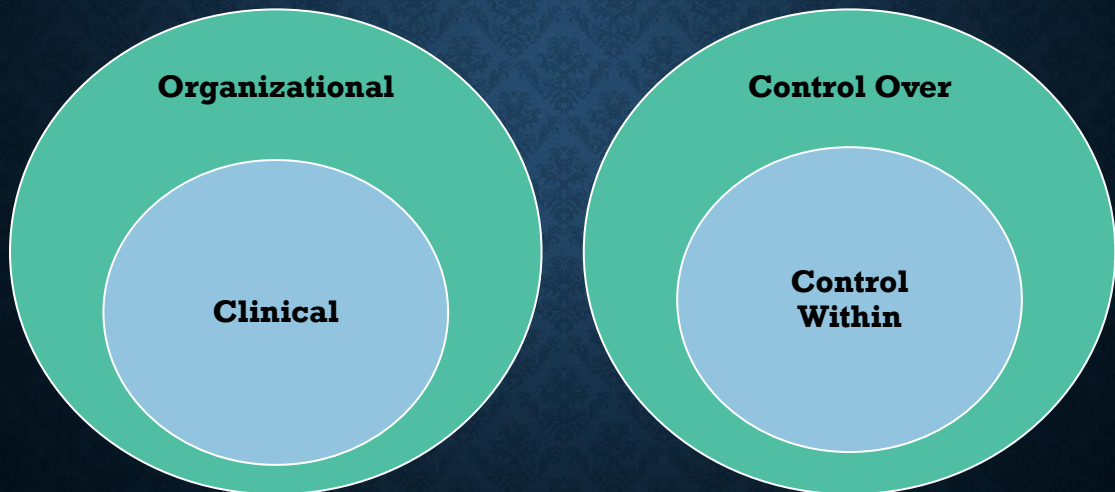
Control Over Nursing Practice

Knowledge-based practice authority of a nurse to *design and evolve* care for their patient population

Discretion to set standards of practice (create the rules)

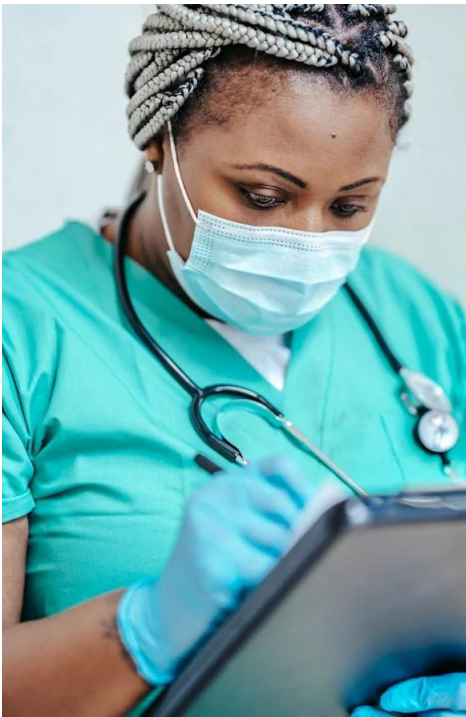
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TYPES OF NURSING DECISIONS



Burger JM (1992) Desire for Control: Personality, Social, and Clinical Perspectives

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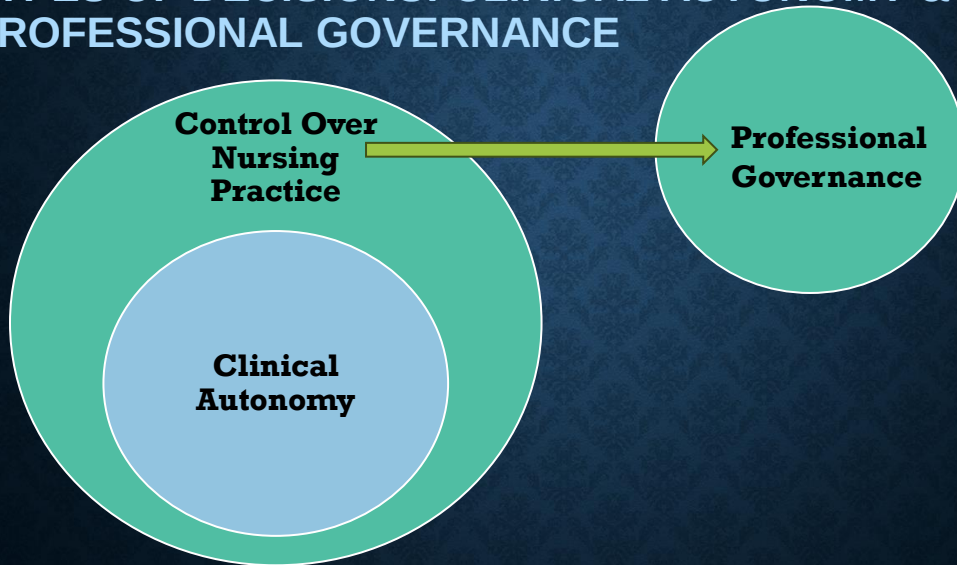
CONTROL OVER PRACTICE

Magnet Hospitals (1983) "This single idea may be the major imperative"

- ✓ Ability to make or prevent change
- ✓ Influencing decisions and being in relative control over their own practice
- ✓ Rights and responsibilities related to decisions that affect nursing care

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TYPES OF DECISIONS: CLINICAL AUTONOMY & PROFESSIONAL GOVERNANCE



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Structure

Decision Making
Authority

Outcome

(Value)

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PHASES OF DECISION-MAKING

Providing Input

2. alternatives
3. Selection of alternative/final choice

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"I thought I'd introduce a little democracy to this department. Bring me your suggestions and I'll vote on them."

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SAMPLES FROM HOSPITAL WEBSITES

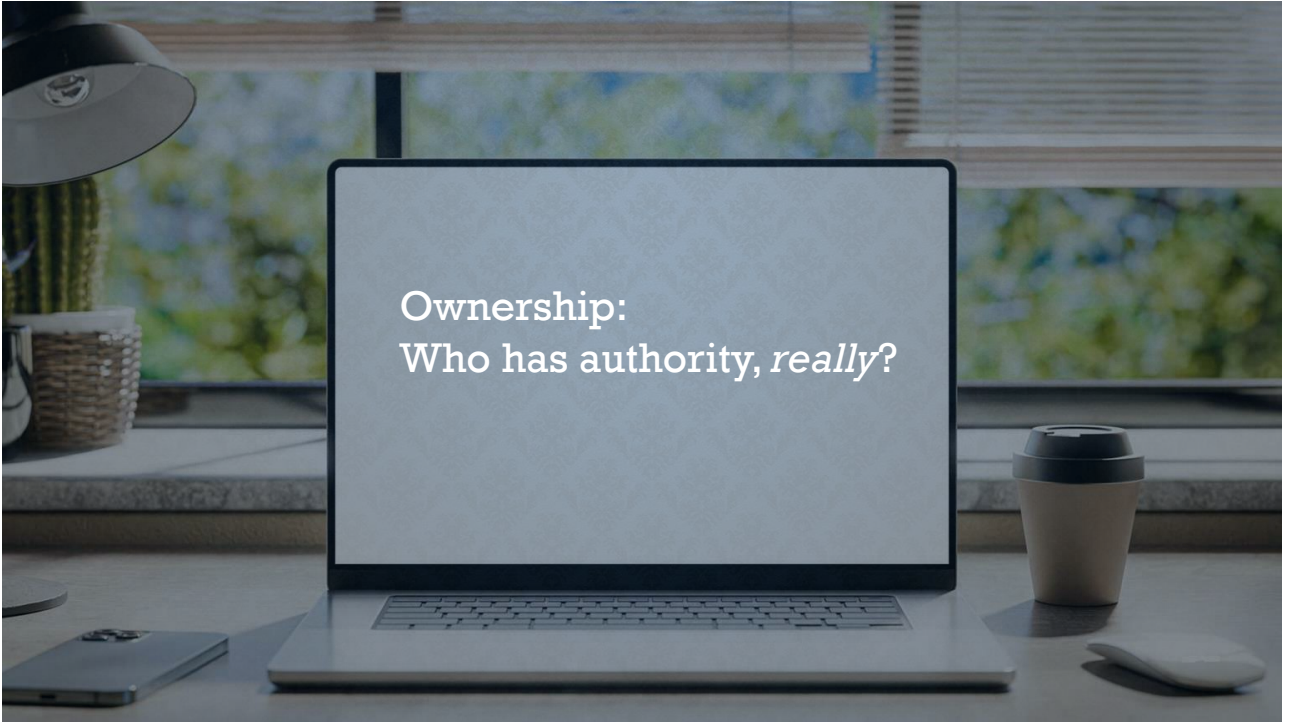
- Professional governance is a collaborative governance structure that gives professionals, such as nurse a voice regarding issues that affect their practice
- Professional governance is a professional model that empowers direct-care nurses to contribute collaboratively as decision makers regarding the nursing practice setting
- Thorough a variety of unit-based and hospital-wide nursing and interprofessional teams nurse can partner with one another and the leadership team to help make decisions.

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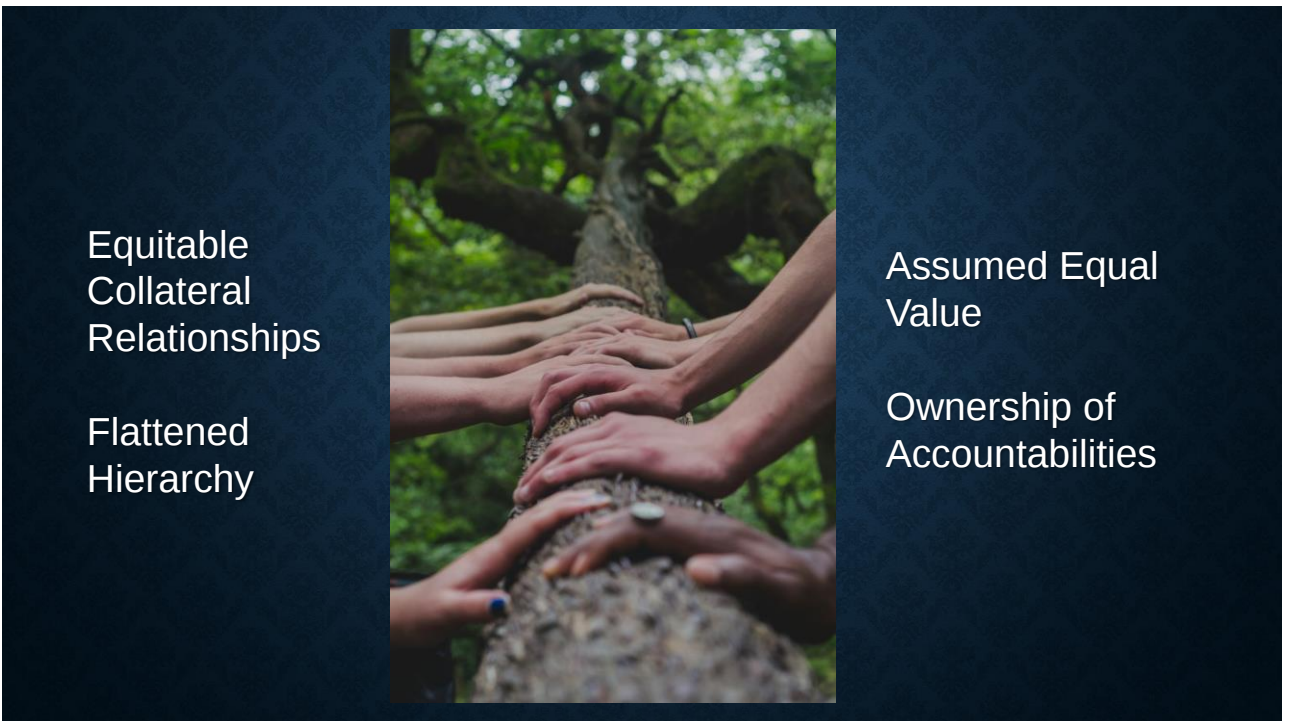
SAMPLES FROM HOSPITAL WEBSITES

- The goal of professional governance is to is to position clinical nurses to drive decisions that impact their practice and their work environments in partnership with nurse leaders and patient advisors.
- Professional Governance empowers nurses to elicit change by working alongside operational leaders to make critical decisions related to nursing practice.

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ACCOUNTABILITIES

Clinical Nurse	Nurse Manager
Knowledge	Resources (human, fiscal, material)
Competence	System coordination
Practice	Support, mentoring, development
Evidence/ Improvement	

INPUT

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NOT SHARED



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SAMPLES FROM HOSPITAL WEBSITES

- Food drives
- Car wash fundraiser
- Shop-n-Swap hospital supplies
- Stairwell beautification project
- Patient supply room standardization
- EBP nurse sleep project
- Compassion cart
- Validated tool to assess pain in patients w dementia
- Improve kangaroo care w simulation
- Improve NG competence and confidence w specific orientation

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ORGANIZATIONAL LEADERS



- Information
- Resources
- Support
- Education & Training

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PROFESSIONAL GOVERNANCE THAT DELIVERS VALUE



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To Do List:

- ✓ Ensure clinical nurses are in control of professional governance
- ✓ Ensure clinical nurses are addressing/making decisions about meaningful topics on competence, practice, knowledge, and quality
- ✓ Distinguish between when nurses are making decisions about their practice versus when management is requesting input
- ✓ Communicate/celebrate the outcomes/value offered by your professional governance

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