

Replicating Unit-Based Council Success Throughout a Large Organization



Sherry Parkhurst, MS, BSN, RN-BC



Background

Unit-based councils (UBCs) experience a change in effectiveness when there is change of members and structure.

Purposes

- Evaluate, invigorate, and advance the evolution of council functionality to meet strategic objectives.
- Evaluate skill and preparation of UBC leadership, meeting frequency, meeting organization, member participation, goal development and achievement, communication loops, plus overall effectiveness.
- Replicate UBC success throughout a large, metropolitan hospital.
- Improve empirical outcomes by increasing engagement in shared governance decision-making process.

Methods

Implement a structured observation process and self-assessment survey using benchmark measurements to improve UBC effectiveness and staff engagement. Benchmark measurements from structured observations and self-assessment surveys provide baseline data for 35 UBCs.

Structured observation process focus is on interprofessional development, momentum, and structures, including attendance tracking, use of agenda template to align topics with strategic pillars, variety of topics and topic owners, and feedback loop closure.

Yes	No	N/A	UBC:	Date observed:
			Attendance tracking -80% charter requirement	
			Meeting :consistent date/time :minimum 10 times per year	
			Membership :unit only :interprofessional	
			Agenda, use of	
			variety of topic owners (unit staff participation)	
			old business looping	
			<input type="checkbox"/> teambuilding <input type="checkbox"/> budgets/supply use <input type="checkbox"/> EBP decision making	
			<input type="checkbox"/> clinical excellence <input type="checkbox"/> VBP core measures <input type="checkbox"/> patient satisfaction	
			<input type="checkbox"/> outcome measures <input type="checkbox"/> successes acknowledged	
			Clear objective(s) for meeting	
			Given meeting objectives, key stakeholders present/represented?	
			Minutes, generated	
			<input type="checkbox"/> clear objective(s) <input type="checkbox"/> clear action plan	
			<input type="checkbox"/> CRAF format (conclusion, recommendation, action, follow-up)	
			Appreciative Inquiry: communication transition bridges	
			<input type="checkbox"/> discussion <input type="checkbox"/> dialogue <input type="checkbox"/> debate	
			Management: transformational presence/participation	
			Debrief-Chair, Vice Chair, Mgmt. Rep: (see notes on back of index card)	
			Q1. What went well at this meeting?	
			Q2. What could be improved on for the next meeting?	
			Q3. What can the manager or educator do to help?	
			Evidence UBC using website independent of educator?	

Process includes observing for transformative presence of management, goals being addressed, and communication styles bridging from discussion to dialogue versus debate. Immediately after the meeting, debriefing with council leaders occurs.

Self-assessment survey by UBC including core members (those that attend meetings), at-large members (those being represented), and unit management with results aggregated at division and organization levels. The survey was developed with three parts:

- 1) accountability, perceived impact and structures;
- 2) defined council competencies and structures;
- 3) agenda topics based on strategic objectives – clinical and operational.

Assessment findings shared with UBC leaders, who in turn share with membership. Instruct to prioritize into 1-2 year plan for improvement.

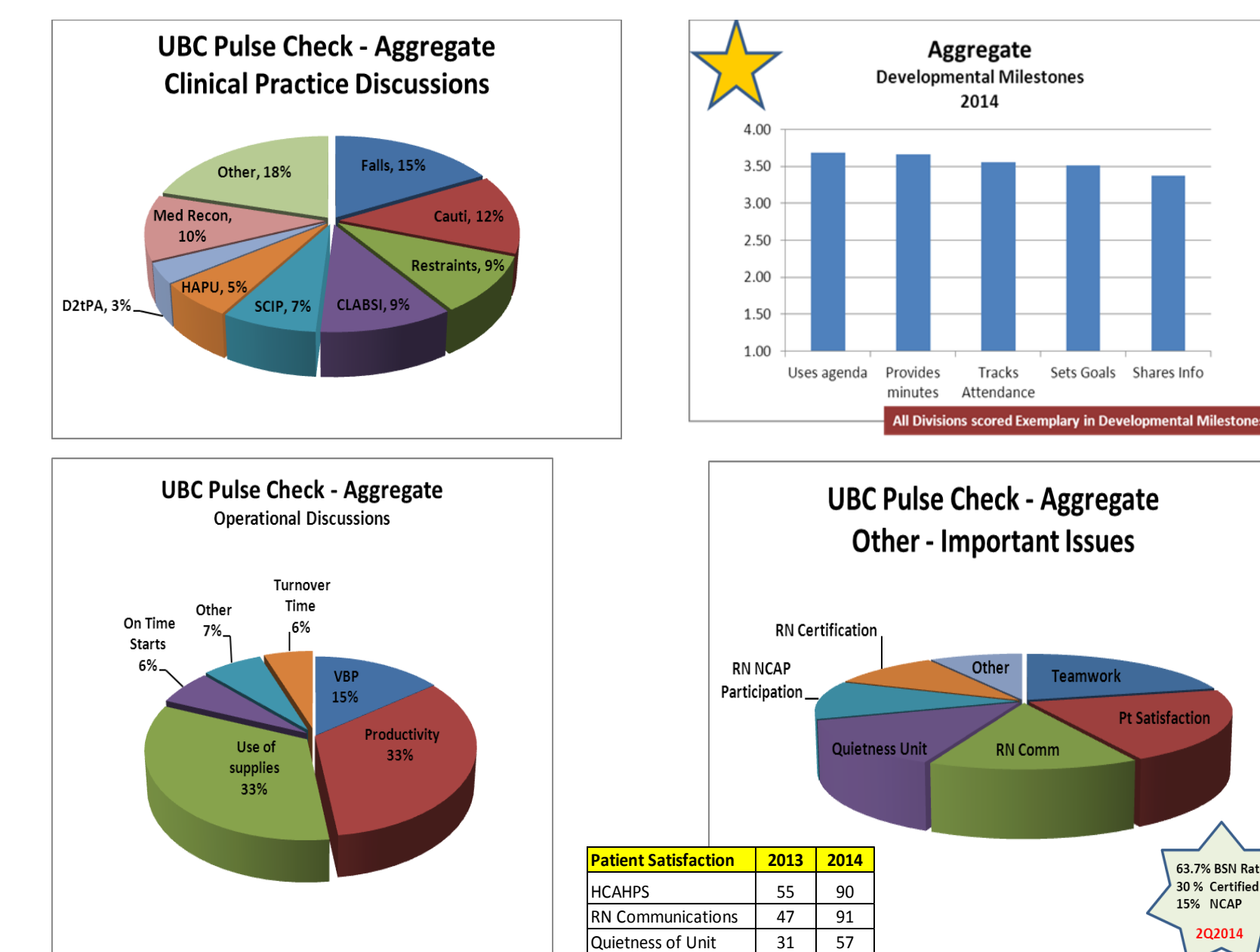
Results

Direct, clear correlation of UBC work and goals to organizational strategic plan

System pillars on agenda template to categorize goals/objectives in alignment with strategic plan. Entity focus based on clinical and operational data aligned with system pillars and plan.

Aligned unit specific, data driven, goals from assessment findings with strategic pillars & plan.

- Culture: Engagement survey results, RN career ladder
- Value & Quality: Patient satisfaction, nurse sensitive indicators
- Financial Sustainability: Productivity, supply use

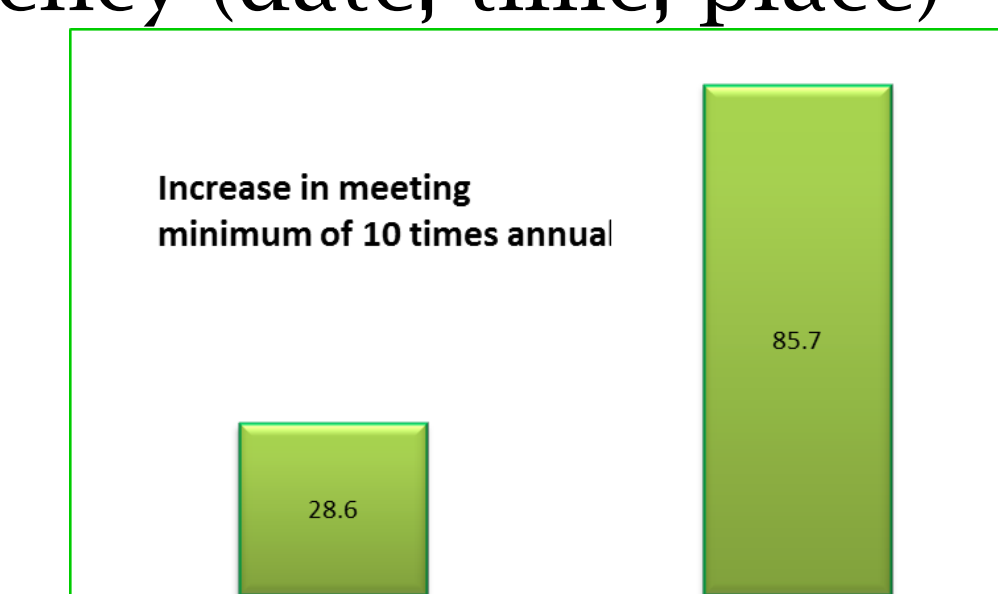


Increase UBC meetings to 10 times annually, minimum

Metric set in alignment with charter.

In response to baseline,

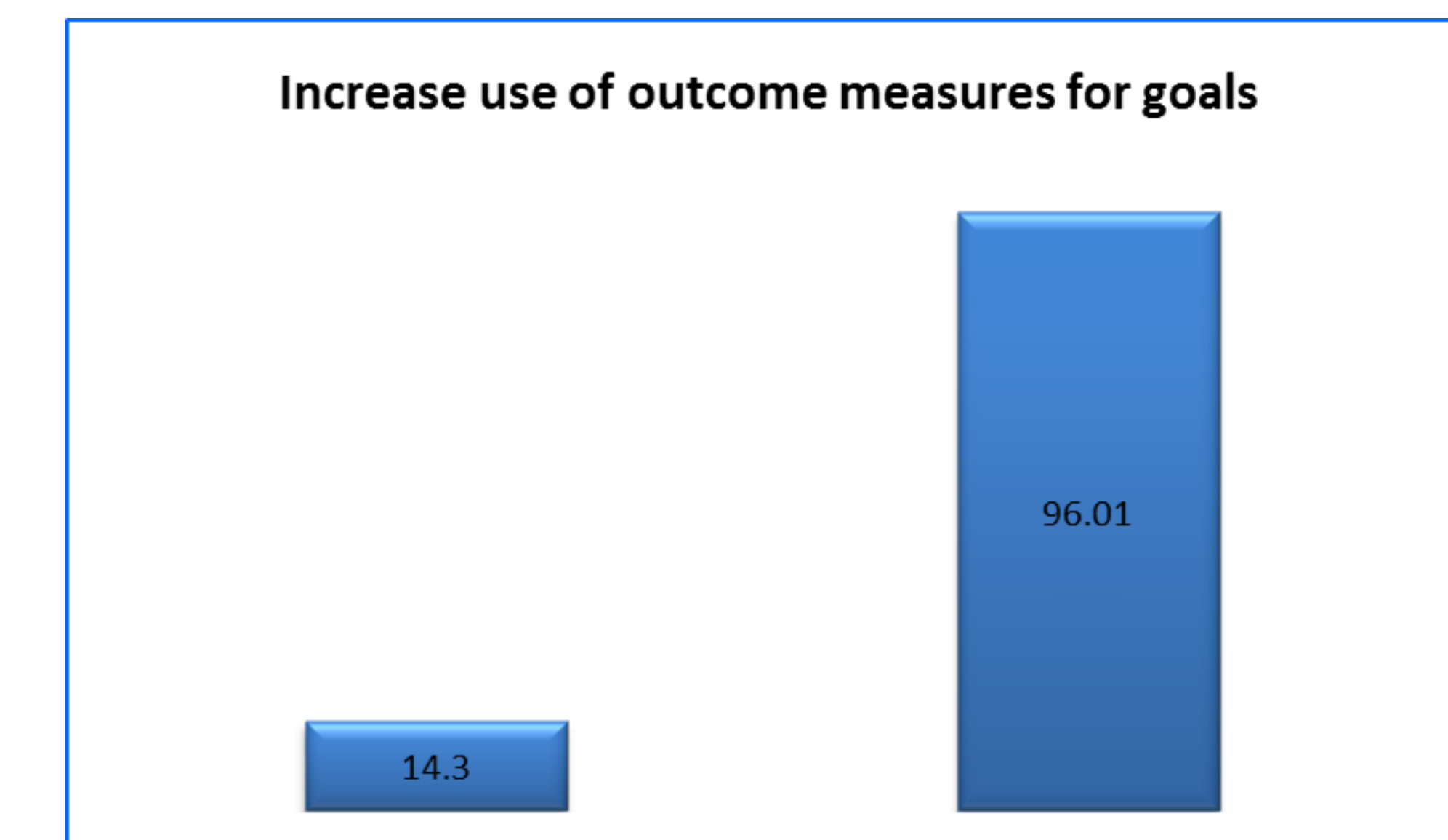
- Implement January-December attendance roster for ease of monitoring compliance
- Suggested goal – improve meeting consistency (date, time, place)



Results

Increase use of outcome measures for goals

- Goal section added to agenda template.
- Evaluate against SMART goal format.
- Request annual report of goals and accomplishments for global distribution.



Summary

Implementing a structured observation process and self-assessment survey improved UBC effectiveness by impacting accountability and ownership.

It resulted in an ever growing repository of quality empirical outcomes to consider for use in our Magnet document.

References

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Conclusion Like many healthcare organizations, our hospital is a team-based organization that seeks to increase employee engagement, innovation, and productivity, while reducing costs. Teamwork and active council participation are recognized as crucial to evaluation of client-centered outcomes and patient care innovations. Council members and leaders benefit from pragmatic, measurable keys to successful engagement.