



How to Improve Nursing Managers' Perceptions, Knowledge and Commitment to Shared Governance

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Background

- Shared Governance is a method of professional practice where nurses are engaged in decisions involving their practice.
- Nurse Managers are expected to create the environment for shared governance, but rarely receive training in order to do so.

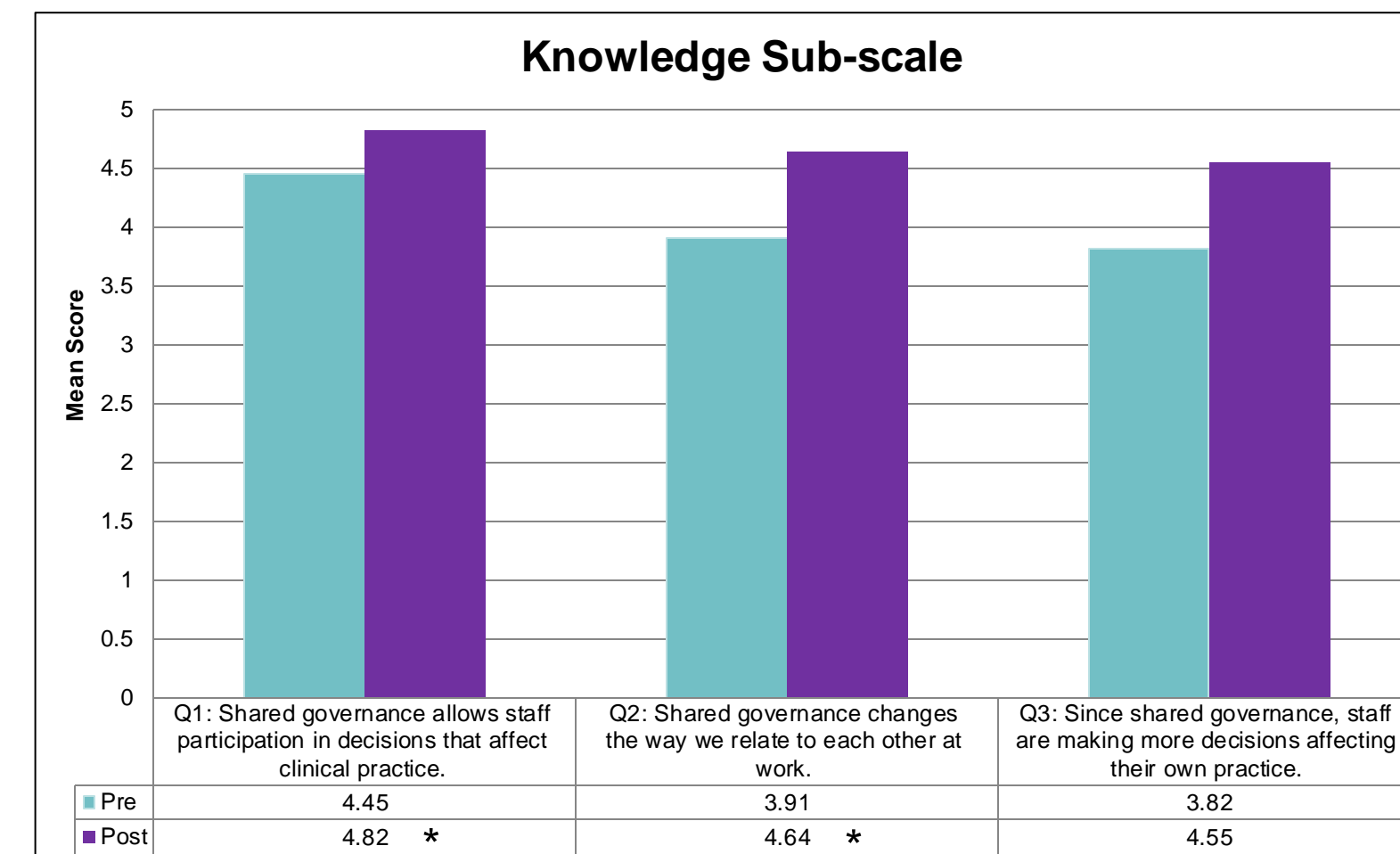
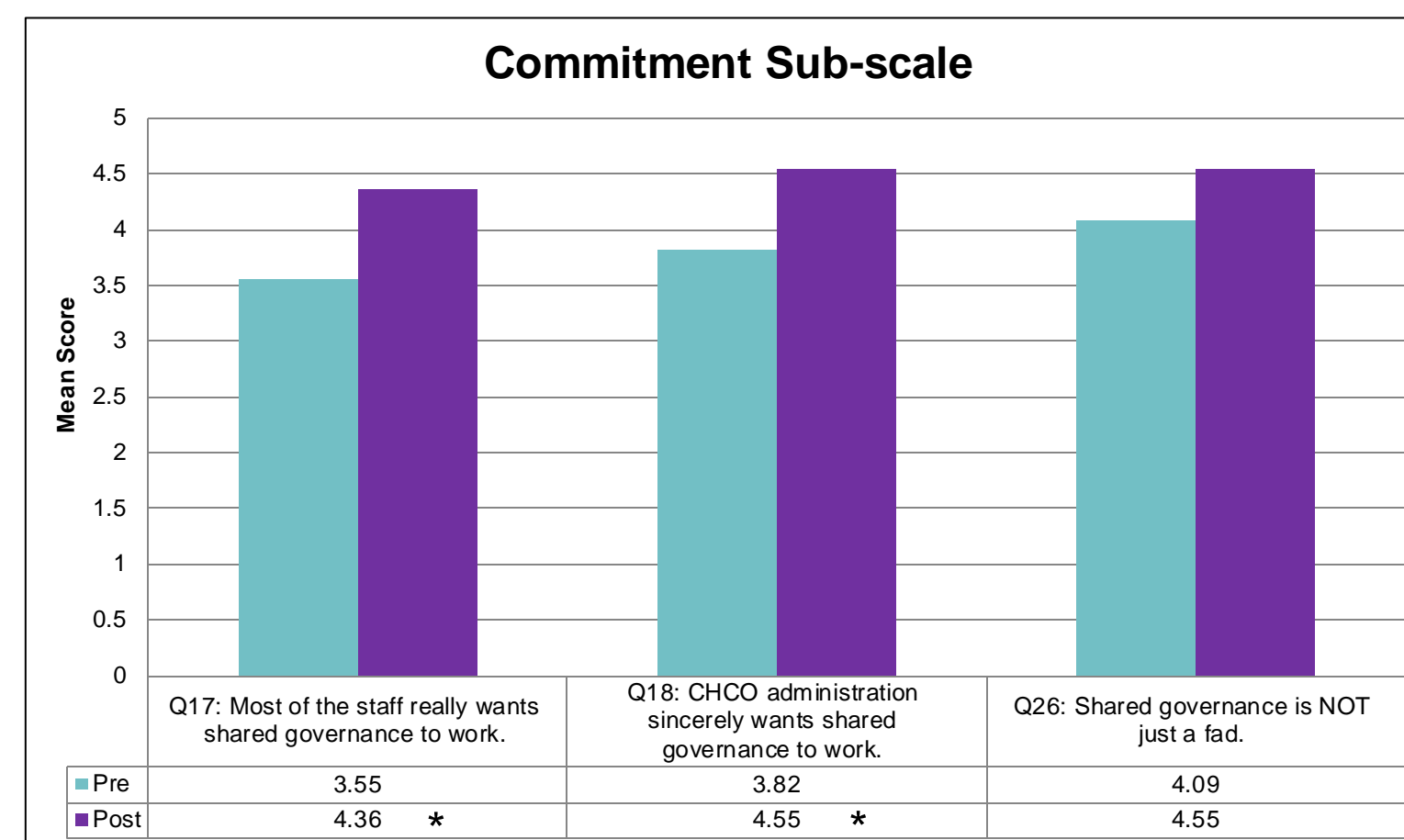
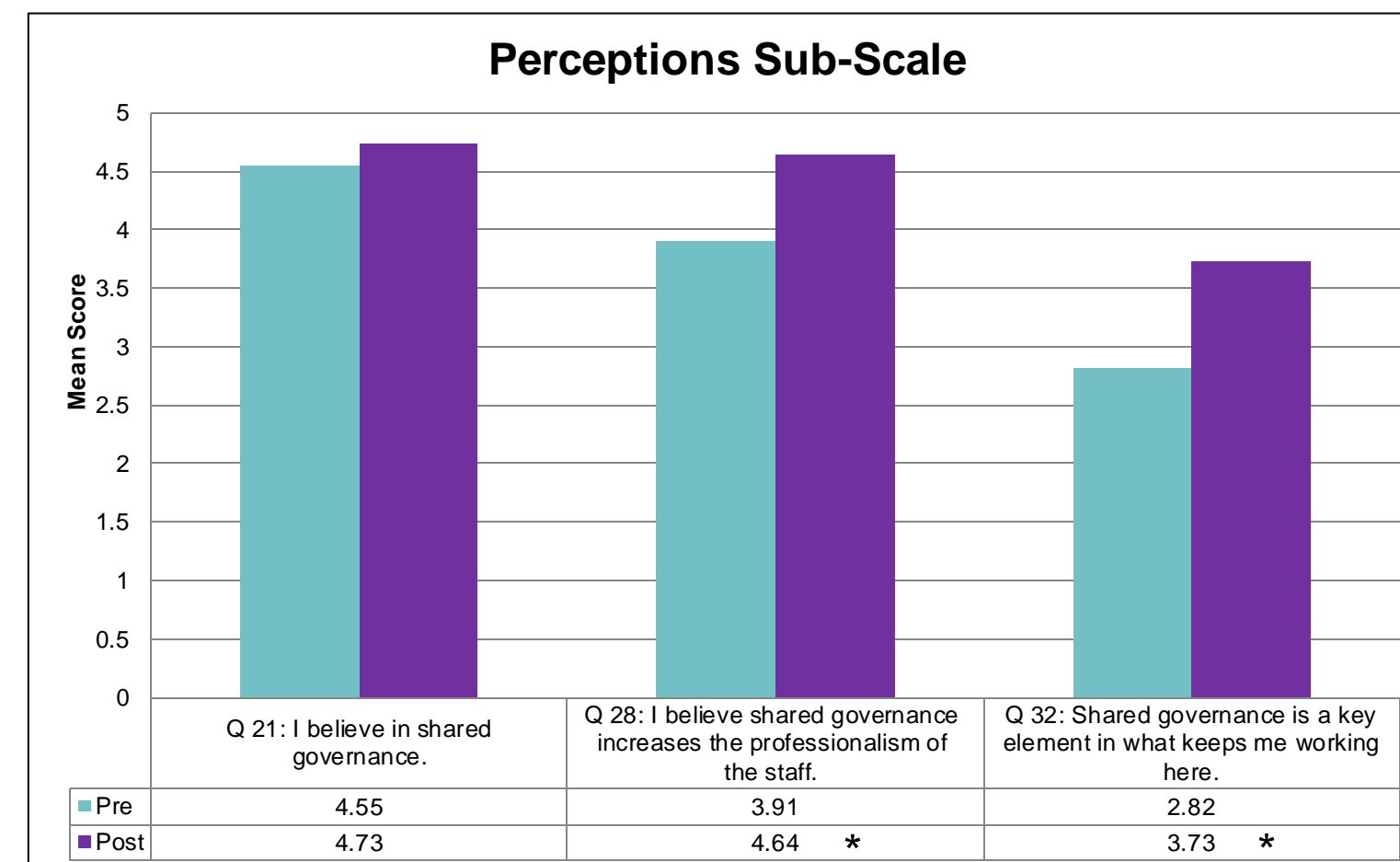
Literature Review

- Traditional hierarchical management style does not promote empowerment of staff
- Perception differences exist between staff and management about who should make decisions
- Staff can demonstrate empowerment, autonomy and accountability with shared governance
- Staff engagement improves nurse satisfaction
- An empowered workforce leads to improved patient outcomes

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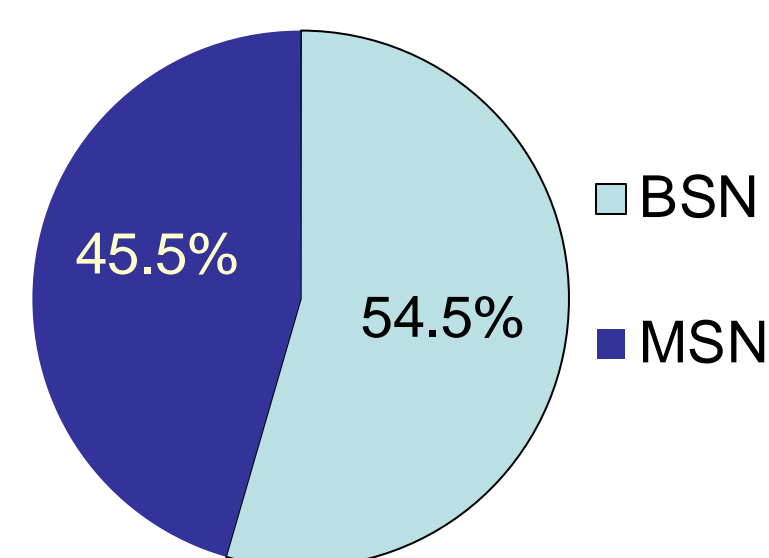
Results



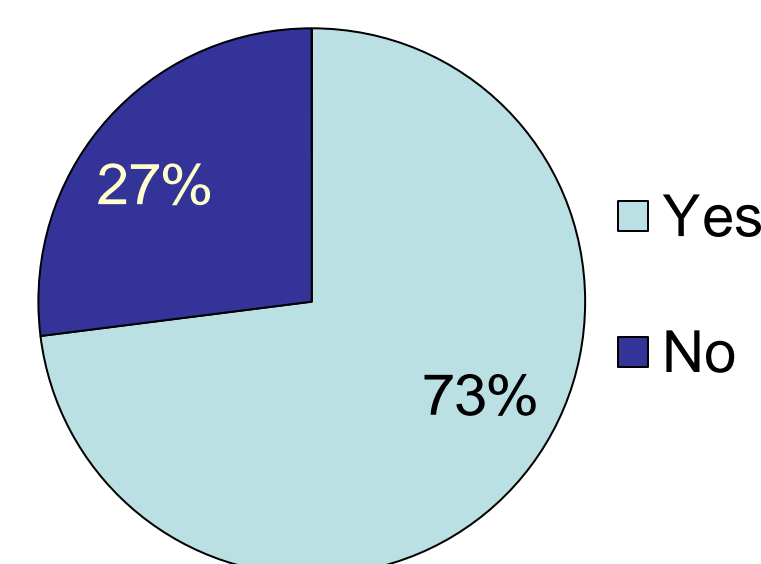
- Dependent Group T-tests for Shared Governance Nurse Manager Survey
- 2/3 of each Sub-scale were statistically significant (* p Value ≤ 0.5)
- 60% of the total survey had p Value ≤ 0.5

Descriptive Statistics (n = 11)

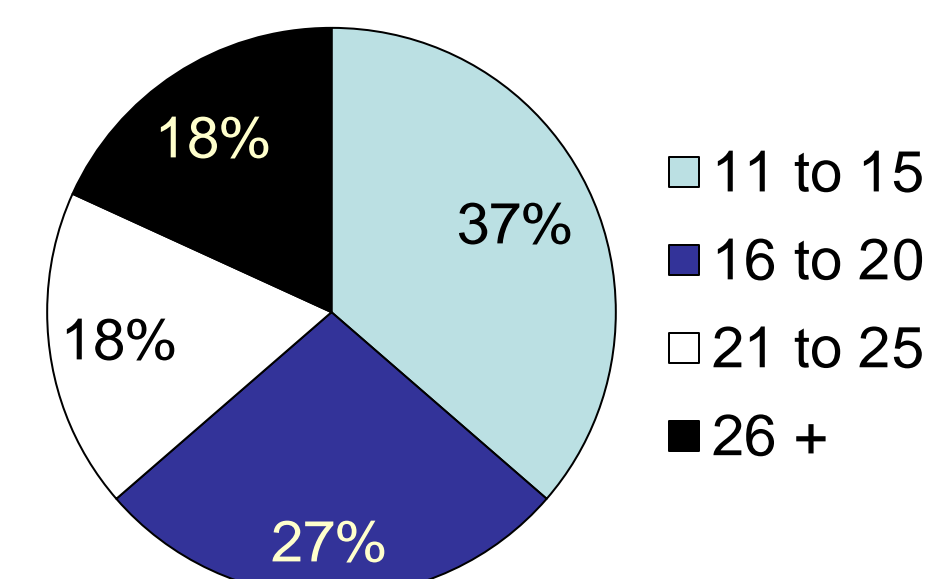
Highest Nursing Degree



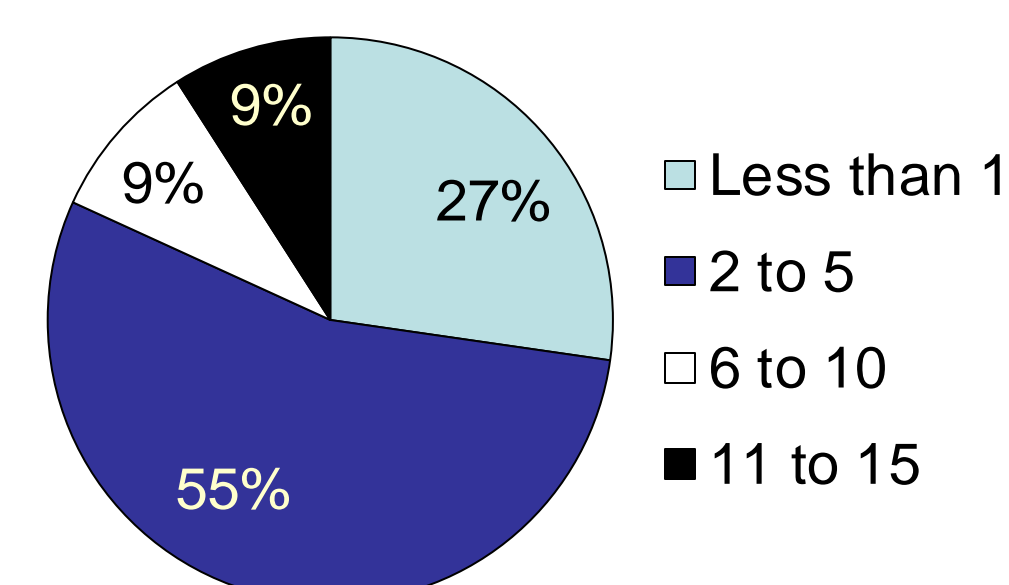
Certified Yes/No



Years Worked as RN



Years as Manager in Current Department



Methods

- Evidence-based practice design – Shared Governance Training Program
- Theoretical Framework –Kanter's Work Empowerment Theory
- Three, 2-hour sessions over 3 months
 - History / Purpose of Shared Governance
 - Literature Review
 - Theoretical Framework
 - Roles & Responsibilities
 - Types of Decisions
 - Decision-making Techniques
 - Benefits & Barriers
 - Case Studies
- Pre / Post Survey
 - Shared Governance Nurse Manager Survey (adapted from Minors, White, & Porter-O'Grady, 1996)
 - 38 Likert questions
 - Demographic questions

Conclusions / Implications

- Nurse Managers are critical to the success or breakdown of shared governance.
- A Nurse Manager Training Program on Shared Governance does improve perceptions, knowledge, and commitment to shared governance.
- Investing in training for Nurse Managers is beneficial in achieving high levels of staff engagement.

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Disclosures

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