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

Results
- Perceptions Sub-Scale
- Knowledge Sub-scale
- Commitment Sub-scale
- 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

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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.

Acknowledgements
Dr. Diane Ernst, Capstone Chair, Regis University

Disclosures
No financial or other disclosures.