Shared Governance: Sustaining the Change

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Purpose:

To describe how a large Academic Medical Center developed a sustainability plan to monitor the continued adherence to Nursing Practice Congress resolutions.

Background:

In January of 2010 a congressional model of shared governance was begun. The function of the Nursing Practice Congress (NPC) was to:

- Provide a formalized process to identify nursing practice issues
- Provide a format for evidence based resolution
- Provide a formalized plan for ongoing communication house wide

Identified Issues are taken to work groups called PACTs. PACTs are made up of staff that will lend the expertise needed to resolve the issue. At least one NPC member participates in each PACT. The PACT develops a resolution including an implementation plan and any required education. The resolution is submitted to NPC for a vote, If approved the resolution is implemented; If the resolution is not approved the issue is returned to the PACT with recommendations

PACT results for the first 3 years

- 46 issues
- 39 work teams
- 28 house-wide clinical practice changes
- 35 different disciplines involved

PACT Resolution Form Revised 2013 To Include Sustainability

Leader: Current Status: Projected Resolution Date:
Members (Name/Group):
Projected Outcomes (Who/What/When & Where and How):
Educational Plan (to include CEU or Poster presentation):
Evidence Based Practice Components:
Implementation Plan (Who/What/When & Where and How):
Sustainability Plan: What outcomes will be measured at 1,2 and 5 years and how will they be measured?

PACTS Outcomes & Sustainability Plans

PACT	Projected Outcomes	Research Based	Implementation	Sustainability	EBNP
Patient Baths	Develop a research based best practices for techniques and products	Yes (12)	Staff Education	Eliminated Bar soap (colonized bacteria) and substituted with CHG liquid soap	2011 EBP Council Newsletter
Inconsistency of IV Catheters	Standardize product house wide		Product Change	Product Change	
Specialty Menu PACT	Merge technology and menus to develop a diet specific education program.	Yes (13)	Pilot in W8N, then extend house wide	Process change, Press Ganey, Patient Satisfaction Survey	ASNA Leadership Conference Poster, oral presentation; UAB EBNP Council 12/12
Consistency in Cleaning	Establish criteria for evaluating cleaning practices	Yes (2)	Pilot in 10 units	Random audits of cleaned rooms	UAB EBNP Council 12/12 Newsletter
Discharge Planning	Improve patient flow	Yes (8)	Choreograph efforts of Care Management & Nursing to expedite flow	Process change, Press Ganey, Patient Satisfaction Surveys	UAB EBNP Council 12/12 Newsletter
IV Medication Administration	Reduce errors and standardize resources	Yes (2), UHC		Policy change	
Who to Call	On hold				
Tube Feed Advancement	Develop best evidence based practice for advancing tube feeding	Yes (4)		Reduction in hypoglycemic episodes	UAB EBNP Council 12/12 Newsletter
Enteral Tube Placement	Develop best evidence based practice for placing enteral tubes	Yes (1)	NP Competency, policy change	Practice change, cost savings, audit KUBs	UAB EBNP Council 12/12 Newsletter
Patient Under Pads	Standardize practices	Yes		Practice and Product Change	UAB Pressure Points newsletter (07/12)
Safe Patient Transport	Enhance patient satisfaction & safety	Yes (5)		Process change, chart audits	

Conclusion:

Keys to sustainability

- Make the practice change a practice habit from the beginning of implementation
- Educate new employees about the importance of the practice from the beginning
- Without accountability practice will not be maintained
- Respect for staff with constructive feedback
- Follow-up
- Performance measures need to be aligned with what you want to achieve:
  - ❖ Staff performance audits
  - ❖ Staff feedback
  - ❖ Multidisciplinary data collection
    - ➢ Pharmacy
    - ➢ Employee Health
    - ➢ Resource Utilization

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