



Nursing Professional Governance

Introduction

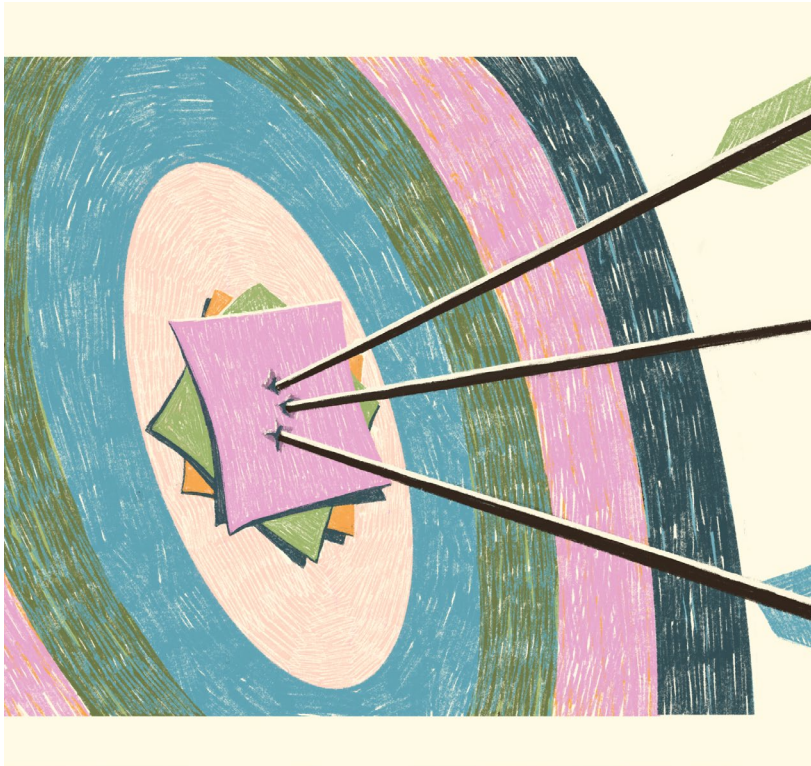


I. Introduction

- Professional governance provides the structural framework for partnership across nursing, the clinical continuum, with organizational leadership, and with the clinical teams that collaborate to advance the health of individuals and communities.
- By empowering clinicians to actively participate in the development and implementation of policies and procedures, this model fosters a culture of accountability, autonomy, and collaboration among interprofessional healthcare teams.
- Key benefits:
 - Enhanced patient outcomes
 - Increased job satisfaction
 - Optimized quality and efficiency
 - Strengthened teamwork



Goals



II. Goals

- **Promote Professional Practice:** Empower nurses and inter-professional team members to actively participate in decision-making regarding policies, procedures, and practice standards, fostering a sense of ownership and accountability within an inter-professional context.
- **Enhance Interprofessional Teamwork:** Ensure nursing is an integral part of interdisciplinary teams committed to delivering the highest quality of patient care.
- **Optimize Quality and Safety:** Facilitate collaborative efforts amongst inter-professionals to implement evidence-based practices and drive continuous quality improvement initiatives, ensuring the highest standards of patient care and safety.
- **Develop and Empower the Nursing Workforce:** Provide opportunities for leadership development and professional growth, fostering a skilled and empowered nursing workforce capable of contributing to innovative and patient-centered healthcare solutions.



Evaluation

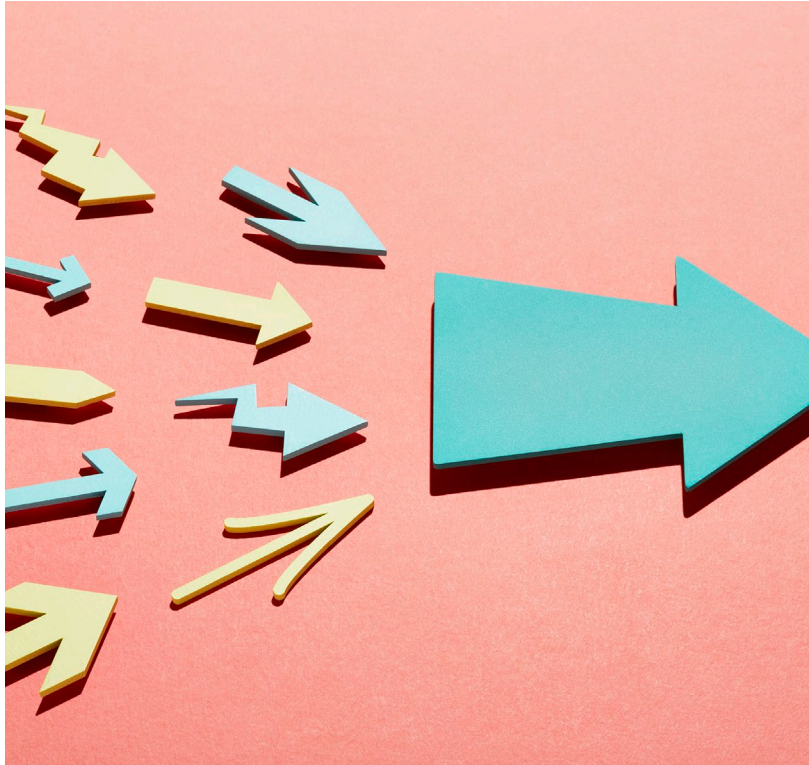


III. Evaluating and Sustaining Professional Governance

- **Performance Metrics:** Developing key indicators to measure the effectiveness of the model (monitor patient satisfaction, nurse satisfaction, NSIs etc.).
- **Evaluation Process:** Implementing regular assessments of the model's impact (RN turnover, innovation, culture, engagement).
- **Continuous Improvement:** Identifying areas for improvement and making necessary adjustments.
- **Culture of Collaboration:** Fostering a culture of open communication, trust, and respect.



General Structure



IV. Structure

- **System-Level:**
 - Nurse Executive
 - Clinical Professional Practice
 - Clinical Practice Forums: Represent larger divisions within the hospital, bridging the gap between units and the Central Hospital Councils (i.e., Emergency, Critical Care, Medical/Surgical, Surgical Services, Women's Health, Telemetry, Behavioral Health, Ambulatory/Clinical Services)
- **Hospital-Level:**
 - Central Hospital Councils: Oversees initiatives at the facility level
 - Unit-Based Complex Councils: Focuses on specific units or departments, providing input to the Central Hospital Councils



Reporting Matrix

RH Nurse Executive Council:

Comprised of Senior Executive Leaders across the Health System



RH Clinical Professional Practice Council:

Comprised of multidisciplinary representatives across the system

(Chair for each forum to report out)



Riverside Regional Central Councils:

Chairs from each central council to report out at Professional Practice

- Professional Practice
- Evidence-based Professional Advancement
- Magnet Ambassador
- Quality & Safety Leadership



Unit-based Complex Councils:

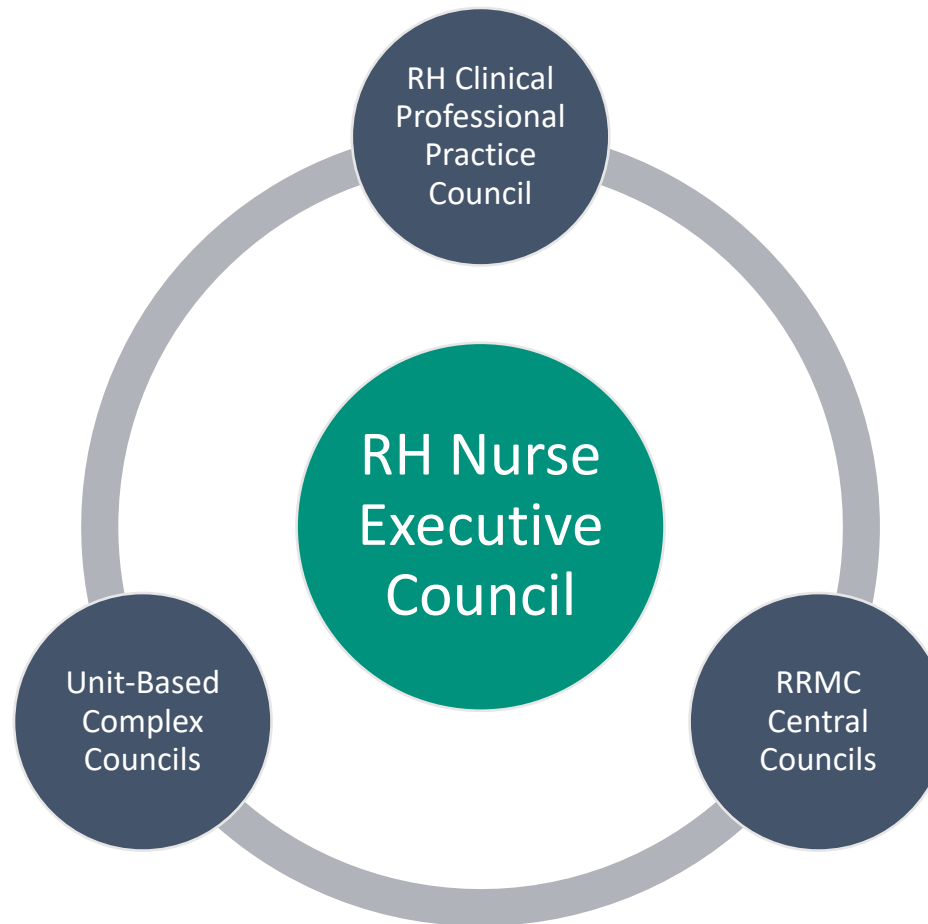
Chair from each complex to report out to Professional Practice Council

(UBCs to be Sub-committee)

- Emergency Services
- Critical Care
- Medical-Surgical
- Women and Infant Care
- Surgical Services

Professional Governance

Reporting and Accountability



Riverside Health Nurse Executive Council

Nurse Executive Council

Mission: To advance nursing practice by providing strategic and operational leadership for the Division of Nursing, fostering a shared governance model, and enhancing the practice of professional nursing.

Focus Areas:

- **Strategic Leadership:**

- Develop and implement a strategic vision for the Division of Nursing that aligns with the organization's overall goals.
- Oversee the development and implementation of policies, procedures, and standards related to nursing practice.
- Ensure the Division of Nursing has adequate resources, including staffing, budget, and technology, to achieve its objectives.

- **Operational Direction:**

- Provide day-to-day leadership for the Division of Nursing, including managing staff, allocating

resources, and addressing operational challenges.

- Collaborate with other departments and divisions within the organization to ensure effective coordination of care and services.
- Monitor and evaluate the performance of the Division of Nursing and make necessary adjustments to improve outcomes.

- **Enhancing Nursing Practice:**

- Promote evidence-based practice and continuous quality improvement initiatives.
- Support professional development opportunities for nursing staff, including education, training, and certification.
- Advocate for the advancement of the nursing profession and the recognition of the contributions of nurses to patient care.



Riverside Health Clinical Professional Practice

Clinical Professional Practice Council

Mission: To advance evidence-based nursing practice across the healthcare system, ensuring adherence to national and organizational standards, facilitating the development and review of policies and procedures, and overseeing the evaluation of nursing practice against quality outcomes.

Focus Areas:

- **Evidence-Based Practice:** Promote and support the implementation of evidence-based nursing practices throughout the system.
- **Standards Adherence:** Ensure compliance with national and organizational standards of professional nursing practice.
- **Policy Development:** Facilitate the development, review, and revision of system-wide policies and procedures related to nursing practice.
- **Quality Improvement:** Oversee the evaluation of nursing practice against established quality outcome measures and identify areas for improvement.
- **Collaboration and Communication:** Foster

collaboration and communication among nursing professionals at all levels of the organization.

- **Initiative Support:** Support the development and implementation of initiatives aimed at improving patient care quality, safety, and satisfaction.



Riverside Regional Professional Governance

A Collaborative Approach:

- Nursing professional governance is a professional practice model that fosters collaborative decision-making between bedside nurses and nurse leaders. It departs from traditional top-down management structures, embracing a team-oriented approach to shaping the nursing practice environment.

Benefits:

- **Enhanced Patient Outcomes:** By directly involving nurses closest to the patients, shared governance facilitates the identification and implementation of evidence-based practices that directly improve quality of care.
- **Increased Nurse Engagement and Retention:** Nurses feel empowered and valued when they have a voice in shaping their work environment. This fosters job satisfaction, reduces burnout, and contributes to improved nurse retention.
- **Optimized Quality and Efficiency:** Shared decision-making promotes the development and implementation of evidence-based practices and resource optimization strategies, leading to improved quality and cost-effectiveness of care delivery.
- **Strengthened Teamwork and Communication:** Collaboration across units fosters a more positive and supportive work environment, enhancing communication and teamwork among nurses.

Structure:

- Professional governance typically employs a structured committee or council system. These committees, focus on specific areas like staffing, education, or quality improvement, comprise nurses from various units, ensuring diverse perspectives are represented.

Goals:

- **Promote Professional Practice:** Professional governance empowers nurses to participate in decision-making regarding policies, procedures, and practice standards, fostering a sense of ownership and accountability.
- **Enhance Quality and Safety:** Collaborative efforts focus on implementing evidence-based practices and continuous quality improvement initiatives to ensure the highest standards of patient care and safety.
- **Develop and Empower Nurses:** Professional governance provides opportunities for leadership development and professional growth, fostering a skilled and empowered nursing workforce.

Riverside Regional Central Councils

Professional Practice Council

(Encompasses Exemplarily Professional Practice components)

Mission: To advance evidence-based nursing practice that aligns with national standards, oversee the development of policies and procedures, and evaluate nursing care against quality outcomes.

Focus Areas:

- Promote evidence-based nursing care
- Provide oversight and review of patient care services
- Disseminate standards, policies, protocols, and guidelines

Subcommittee on Nursing Staffing

Mission: To review national staffing benchmarks, consider budgetary constraints, and establish man-hour per unit guidelines for consistent staffing practices across Virginia and RRMCC.

Approach:

- Utilize the Virginia Commonwealth's framework to adopt best practices and create guidelines.

- Conduct quarterly meetings to gather input from staff and develop staffing matrices.
- **Note:** This subcommittee will operate under the umbrella of the Professional Practice Council.



Riverside Regional Central Councils

Evidence-Based Professional Advancement Council (EBPA)

(Encompasses Structural Empowerment and New Knowledge, Innovations and Improvements components)

Mission: To foster a culture of evidence-based practice and scholarly inquiry within the nursing profession, supporting the professional development and retention of nursing staff.

Focus Areas:

- **Scholarly Dissemination:** Promoting the dissemination of nursing research findings through publications, presentations, and other scholarly outlets.
- **Nurse Residency Program:** Supporting the growth and development of nurse residency program projects.
- **Mentorship:** Providing mentorship in research methods, evidence-based practice, and professional development.
- **IRB Coordination:** Facilitating the coordination of nursing research projects with the Institutional Review Board (IRB).
- **Clinical Ladder:** Supporting the advancement of nursing staff through the clinical ladder program.
- **Specialty Certifications and Advancing Degrees:** Encouraging nurses to pursue specialty certifications and advanced degrees.
- **Nursing Retention:** Implementing strategies to enhance nursing retention and job satisfaction.



Riverside Regional Central Councils

Quality and Safety Leadership Council

(Encompasses Exemplary Professional Practice and Transformational Leadership components)

Mission: To coordinate and implement performance improvement initiatives that enhance care and promote service excellence.

Focus Areas:

- Conduct concurrent reviews of unit and departmental compliance with internal and external standards.
- Analyze quality data, including nurse-sensitive indicators (e.g., CLABSI, HAPI, CAUTI, Falls, PIP), nurse satisfaction, and patient satisfaction.
- Identify improvement areas and develop recommendations/action plans in collaboration with the Quality Management team.
- Foster interprofessional quality improvement and workplace safety (violence prevention).

Sub-committee:

Workplace Violence

Riverside Health



Riverside Regional Central Councils

Magnet Ambassador Council

(Encompasses Structural Empowerment components)

Mission: To promote and communicate our Magnet journey, foster a Magnet culture, and support the organization's strategic goals to achieve and sustain Magnet designation.

Focus Areas:

- Educate and motivate staff about Magnet principles.
- Develop strategies to maintain Magnet momentum.
- Collaborate with leadership and shared governance councils.
- Support initiatives like the DAISY Awards, BEE Awards, Nurses Week, and nursing recognition programs.



Riverside Regional Central Councils

Unit-Based Complex Councils

Mission: To promote and support unit-based initiatives, enhance nursing engagement and interprofessional development, deliver initiatives to improve the professional practice environment, and incorporate evidence-based practices to enhance patient experience and outcomes.

Focus Areas:

- Facilitate unit-based initiatives.
- Foster nursing engagement and interprofessional development.
- Improve the professional practice environment.
- Implement evidence-based practices for better patient outcomes.
- Create a healthy and successful work environment.

