

Shared Governance Virtual Summit
Rethinking Your Unit Council Structure
An Innovative Approach to Professional Governance in Healthcare Handout
Beth Browder, Roxanne Holm, & Deborah Macy

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John Muir Health
Walnut Creek Medical Center



John Muir Health – proprietary and confidential

John Muir Health

- **2 Acute care hospitals**
 - Both Magnet® recognized
 - Walnut Creek Campus
 - 554 licensed beds
 - Magnet since 2008
- **Leader in these specialties**
 - Neurosciences, orthopedic, cancer, cardiac, trauma, emergency, pediatrics and high-risk obstetrics
- **Partnerships**
 - UCSF
 - Stanford Children's Health
 - Tenet/San Ramon Regional



John Muir Health – proprietary and confidential

Objectives

At the conclusion of this session, each participant will be able to:

- Identify the core components of the FLIGHT model
- Navigate the project process and FLIGHT tools
- Formulate a plan to evaluate organizational readiness to implement the FLIGHT model

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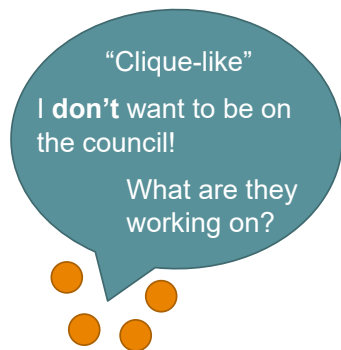
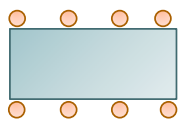
Unit Council Previous State

- Traditional governance model
- In place since 2006
- Required long membership commitment
- Inconsistent budget allocations between units
- Lack of interprofessional participation

The Unit Council



The Paradox



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The Dysfunction

- Poor engagement
- Recruitment challenges
- Projects not aligned with organizational goals
- Spotty communication
- Frustration

Time for a Change



- Passion existed outside of council
- Is there a better way to design this?
- Can we and should we “blow up” our current model?
- What do we need to do?

Theoretical Framework

- Changing face of healthcare
- Evolution of Professional Governance
- Change Theory
- Transformational Leadership

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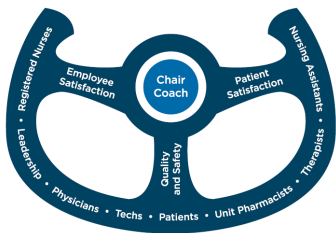
Creation of New Model- our goals



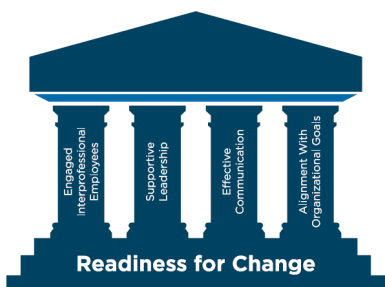
- Align with strategic plan
- Interprofessional
- Appealing to more nurses
- Increase engagement
- Standard approach to budgeted hours

The FLIGHT Model

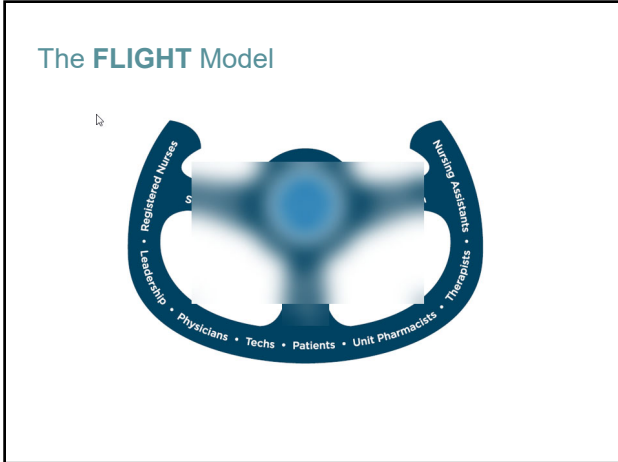
Fostering
Leadership
Innovation and
Growth through
Healthcare
Teams

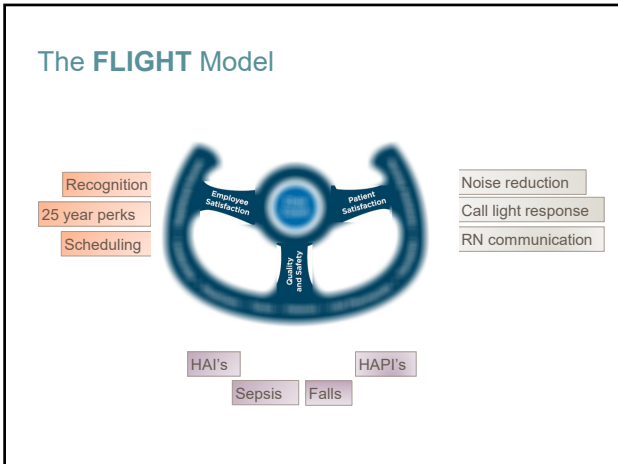


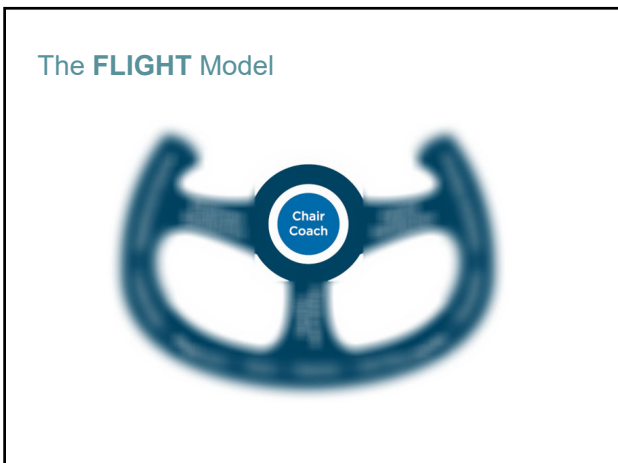
The FLIGHT Model: Pillars



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The **FLIGHT** Model: Roles



- Project Lead
- Chair
- Coach
- Leadership
 - Unit Supervisors
 - Manager
 - Director
 - Chief Nursing Officer

The **FLIGHT** Model: Toolkit



- SBAR tool*
- Unit project pathway*
- Budget log*
- Reporting tool
- Role definitions
- Resources

The **FLIGHT** Model: Project Flow



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The **FLIGHT** Model: Communication



- Project Boards
- Newsletters
- Leadership meetings

Phase	Start Date	End Date	Status	Assignee
Phase 1	3/15/18	3/22/18	Complete	J
Phase 2	3/22/18	3/29/18	In Progress	S
Phase 3	3/29/18	4/5/18	Not Started	A
Phase 4	4/5/18	4/12/18	Not Started	D
Phase 5	4/12/18	4/19/18	Not Started	P
Phase 6	4/19/18	4/26/18	Not Started	L
Phase 7	4/26/18	5/3/18	Not Started	M
Phase 8	5/3/18	5/10/18	Not Started	K

The **FLIGHT** Model: Training



- 4 hour class for Chairs and Coaches
- Overview of change
- Review of toolkit
- Introduction to
 - Project management
 - Data measurement
 - Presentation skills


The **FLIGHT** Model: Implementation



- Current chairs were champions
- Current members became project leads
- Coaches broadened their scope

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The Needle Project




1. Identify the problem
2. Define the problem
3. Develop a plan
4. Implement the plan
5. Monitor and evaluate
6. Report and present findings
7. Communicate findings
8. Disseminate findings
9. Evaluate findings
10. Reflect on the process

The Needle Project



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Unexpected Learnings



- Engagement of night shift increased
- Small impactful projects with immediate results
- Interprofessional engagement
- New appeal to multi-generational workforce
- This model saved money

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Unexpected Challenges



- Leaders lost their sounding board
- Took time for model to be understood
- New leader onboarding needed
- Didn't cast a broad enough net with training

What it looks like today



Unit Councils Experiencing Success

- **No formal Unit Council meetings**
- Inclusive and flexible
- Projects align with health system priorities
- Leadership more aware of projects
- Successful spread of projects
- Professional growth

Project Sharing Opportunities



5-minute presentations at monthly Leadership Meetings

Audience:

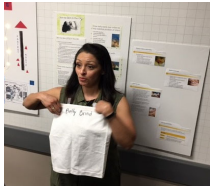
- CNO
- Directors
- Managers
- Frontline leaders
- CNS/Educators



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Professional Development

- Project management
- Presentation skills



Project Examples

- PPE in the ED
- Charge RN start time
- 4 Eyes In 4 Hours



The **FLIGHT** Model: Evaluating Readiness

Current state analysis and opportunities for change

1. Organizational readiness
2. Leadership readiness
3. Employee readiness

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The **FLIGHT** Model: Evaluating Readiness

Gap Analysis Tool			
Evaluation Criteria	Met	Un-met	Comments
The existence of power gradient/equity/workplace violence <i>Do I level the power gradient/equity/ workplace violence?</i>			
Project alignment with strategic goals <i>Do I help the team align projects with the system's strategic plan and goals?</i>			
Leadership engagement <i>Are my fellow leaders and I actively engaged in unit-based improvements?</i>			

The **FLIGHT** Model: Evaluating Readiness

Organizational readiness

- Do we level the power gradient/equity/workplace violence?
- Do we understand how unit council work improves quality, safety and engagement?
- Do our projects align with the strategic plan?
- Do we value interprofessional teams?

The **FLIGHT** Model: Evaluating Readiness

Leadership Readiness

- Are leaders actively engaged?
- Do we have support systems in place:
 - For unit-based projects?
 - For frontline leaders?
- Do we have effective communication channels?

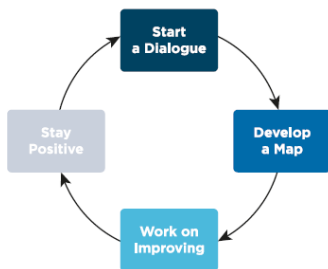
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The **FLIGHT** Model: Evaluating Readiness

Employee Readiness

- Equal levels of participation across shifts?
- Do employees play an active role in:
 - Outcomes
 - Safety
 - Quality
 - Engagement

The **FLIGHT** Model: Tackling Barriers



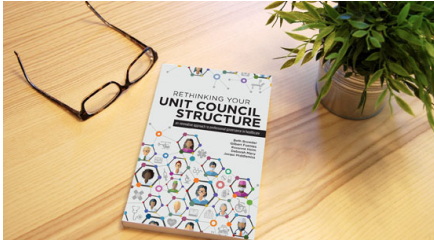
Timeline



- 7 months from idea to implementation
- Continual improvements and adjustments
- The fuel for our success:
 - New opportunities for staff engagement and professional growth
 - Alignment with organizational priorities
 - Support of leadership

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Resources



Questions?

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