

# Professional Governance in a Culture of Ownership

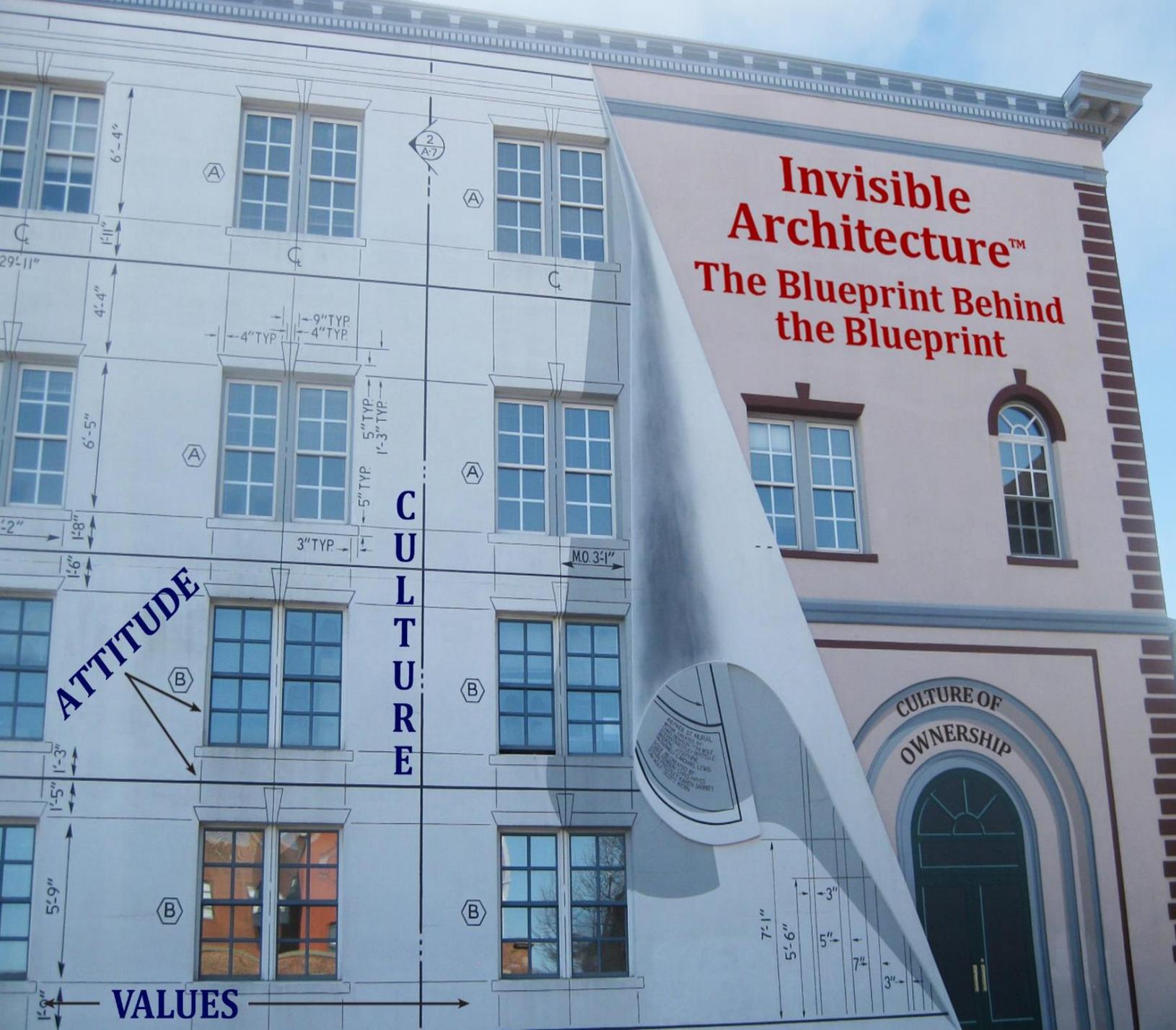
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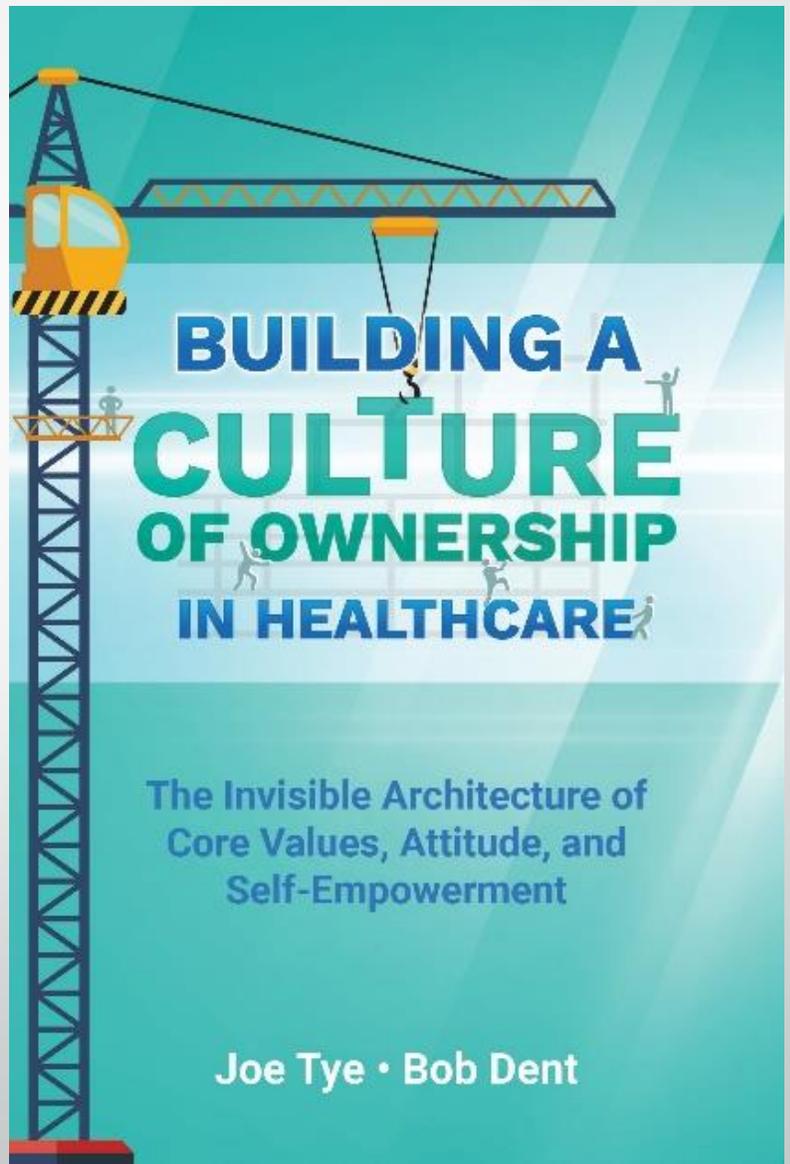
**Invisible Architecture™**  
**The Blueprint Behind the Blueprint**

**C  
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R  
E**

**ATTITUDE**

**VALUES**

**CULTURE OF OWNERSHIP**



**BUILDING A  
CULTURE  
OF OWNERSHIP  
IN HEALTHCARE**

The Invisible Architecture of  
Core Values, Attitude, and  
Self-Empowerment

Joe Tye • Bob Dent

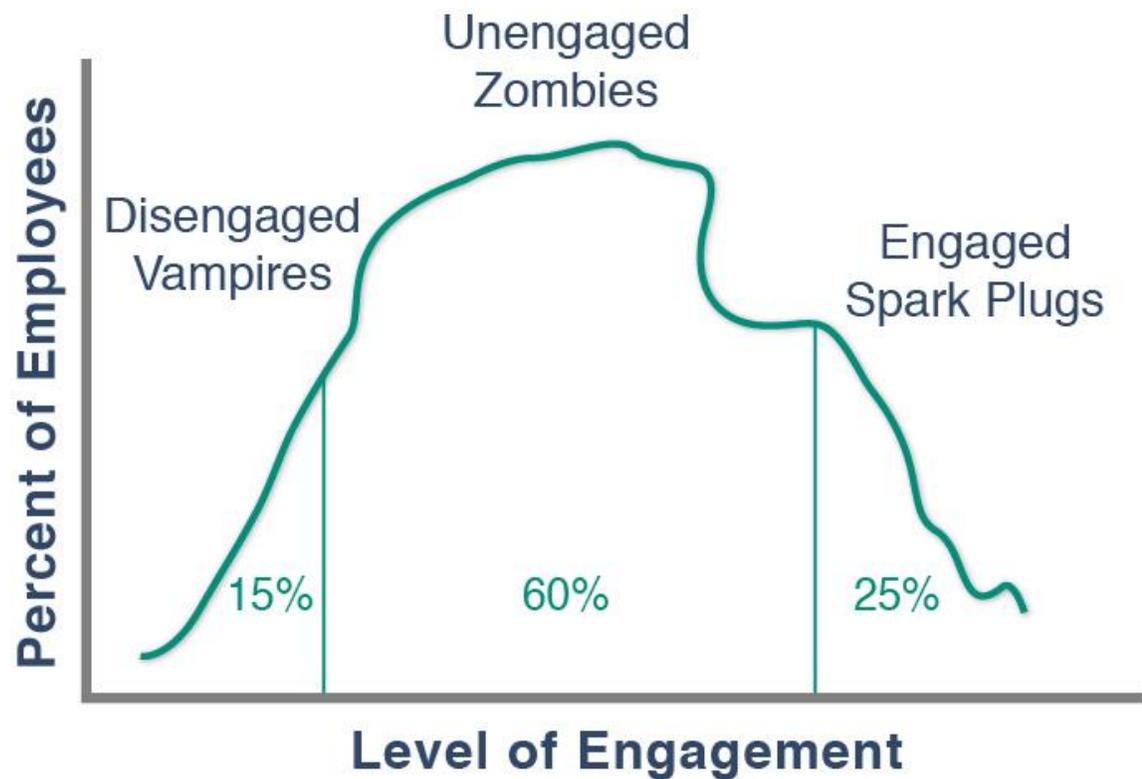


**TOXIC**

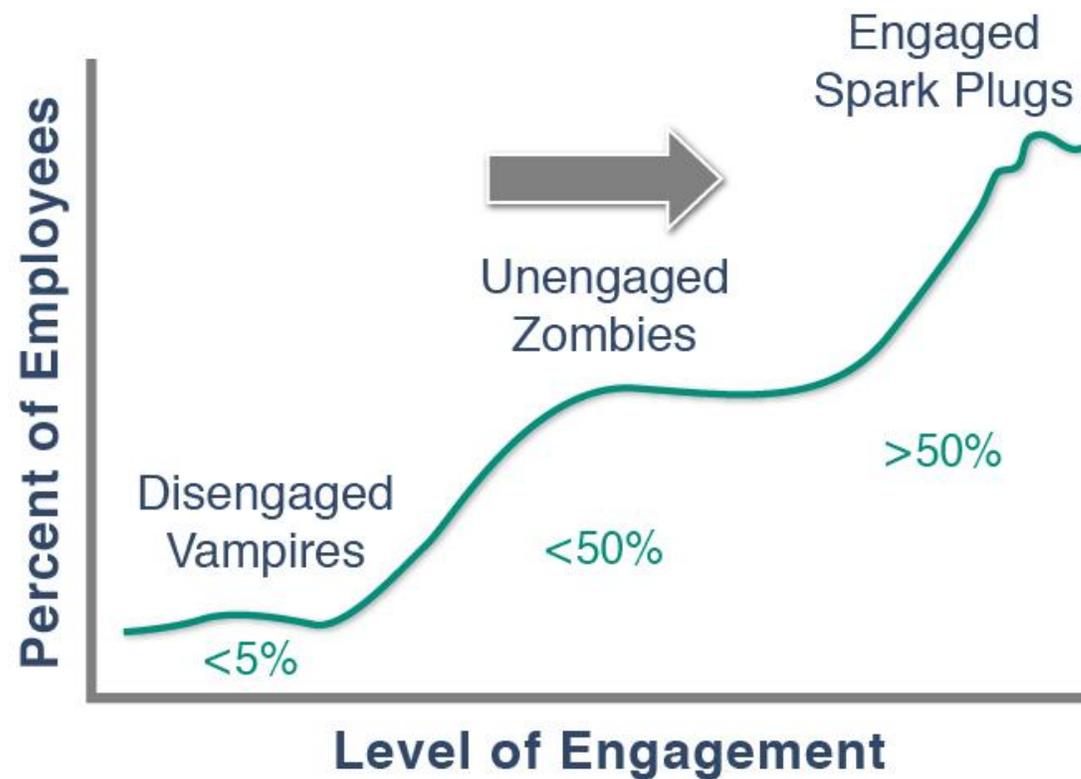
**Emotional**

**Negativity**

**"TEN"**

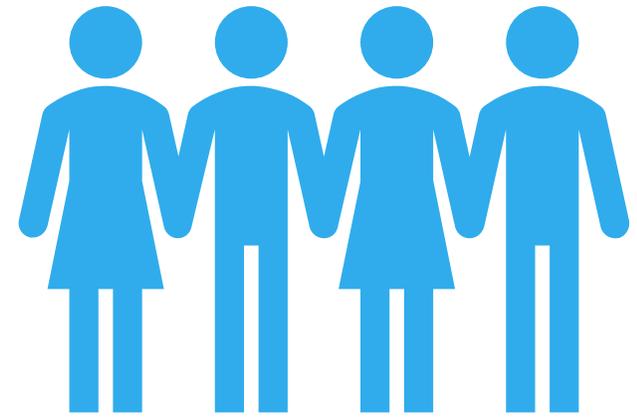


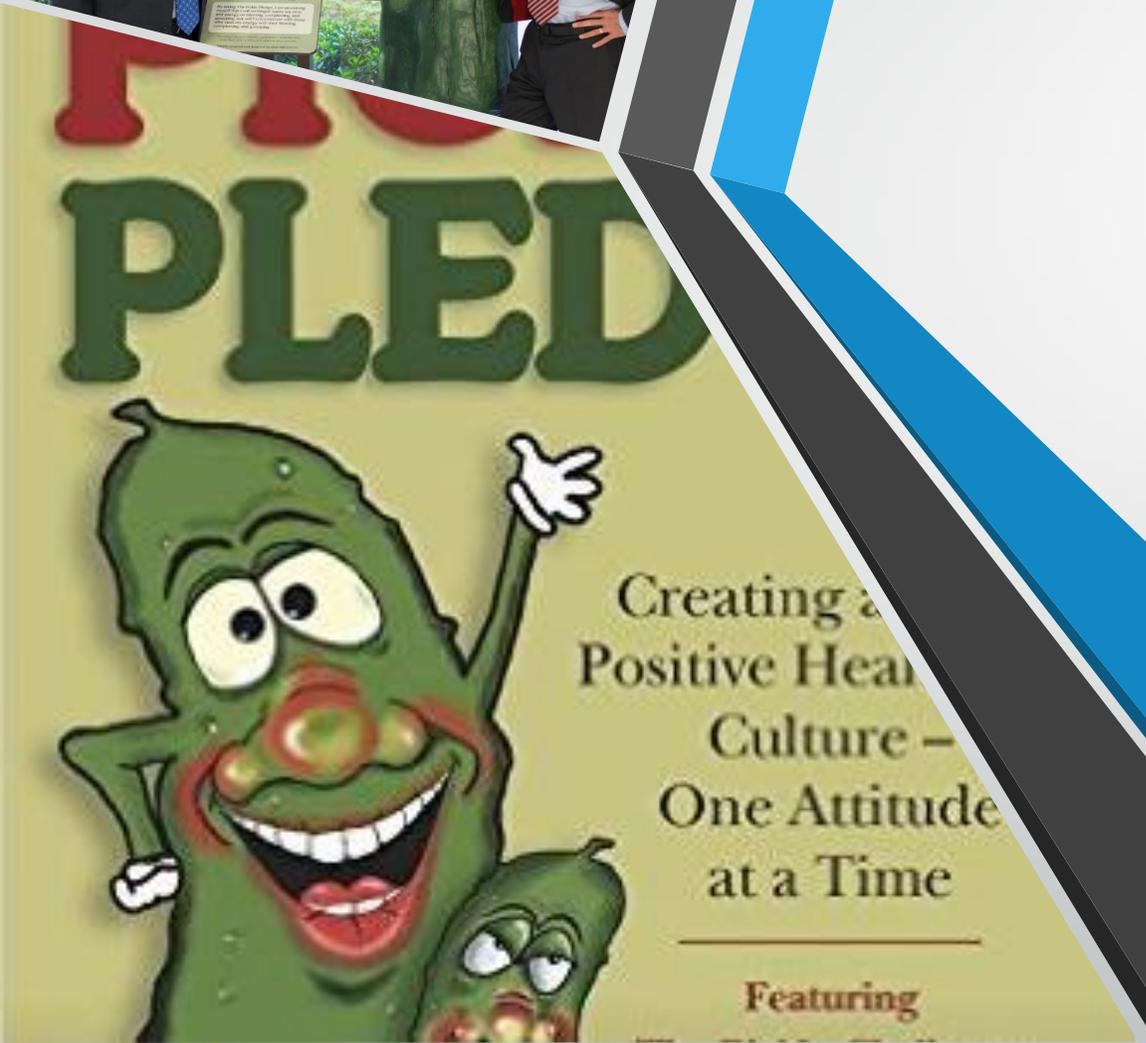
**Typical Organization**



**High-Engagement Organization**

# The Three Essential Elements of a Culture of Ownership





# Be Emotionally Positive

# Be Self Empowered





Be Fully Engaged

Inspire  
Engage  
Transform

Dynamic Leadership  
In Shared  
Governance



## Patient Care in a Hierarchy



## Patient Centered Care



## Nursing Hierarchy



## Professional Governance



## Our Contract with Society and Our Patients

There is a social contract between society and the profession.

Under its terms, society grants the professions authority over functions vital to itself and permits them considerable autonomy in the conduct of their own affairs.

In return, the professions are expected to act responsibly, always mindful of the public trust.

Self-regulation to assure quality and performance is at the heart of this relationship. It is the authentic hallmark of the mature profession.

(Donabedian, 1976)

*Shared governance is a structure  
and a philosophy*

## Essential Components to a Structure

“Nursing shared governance models have always focused on nurses controlling their professional practice.” (Hess, 2004)

Guiding Question: What committees do you need to effectively manage practice?

## Additional Support for Effective Committee Structure

- Bylaws- legal, binding and updated at regular intervals
- Time for meetings and officer/leader time
- Transparency Structures: Storage of information and minutes in general location
- Elections with good representation and term definition
- Templates for meetings help guide structure, goal setting and membership accountability

## Decision making: Who Should Be at this Table?

- Effective problem solving and decision making involves direct care nurses and nurse leaders sitting together
  - Assures that all information is available to identify the best solution
  - No voice at the table should be silent.
  - This same principle applies to the interprofessional realm - all disciplines must be represented for the best outcome

The better the representation, the more valid and powerful the outcome and decision.

## Hardwiring Outcomes

In a world where nurses must lead and all healthcare disciplines must show impact and role in patient care, Outcomes are essential.

## What impact can Shared Governance have?

- Grow leaders
- Problem solving and decision making
- Connected to outcomes
- Improve the ability of nurses to act equally around the interdisciplinary collaborative table



## DYNAMIC LEADERSHIP FOR SHARED GOVERNANCE



### Overview

### Calendar of Courses

### Annual Meeting

### Webinars

### Early-careerist



### Mid-careerist



### Executive



Strong leadership is core to successful shared governance. Effective leaders use the structures of shared governance to build a culture of excellence, where nurses have accountability and responsibility for nursing care.

### Program Outcomes

- Decision making skills in professional practice environments
- Engagement strategies for professional accountability
- Transformational leadership skills

### Program Includes

- One and a half day interactive seminar
- Interactive and experimental learning

### Who Should Participate

This workshop is for individuals and teams with leadership roles in shared governance—from the chair of a unit council to the CNO of the organization. Groups from the same organization, including interprofessional colleagues, will benefit from attending this interactive workshop together.

### Impact

Participants will leave equipped with the knowledge and skills necessary to effectively lead in shared governance and will recognize the influence they can have to create an environment that engages others in having accountability and responsibility for nursing care.

### Upcoming courses

14-15  
JUN

#### Dynamic Leadership for Shared Governance

06/14/2018-06/15/2018

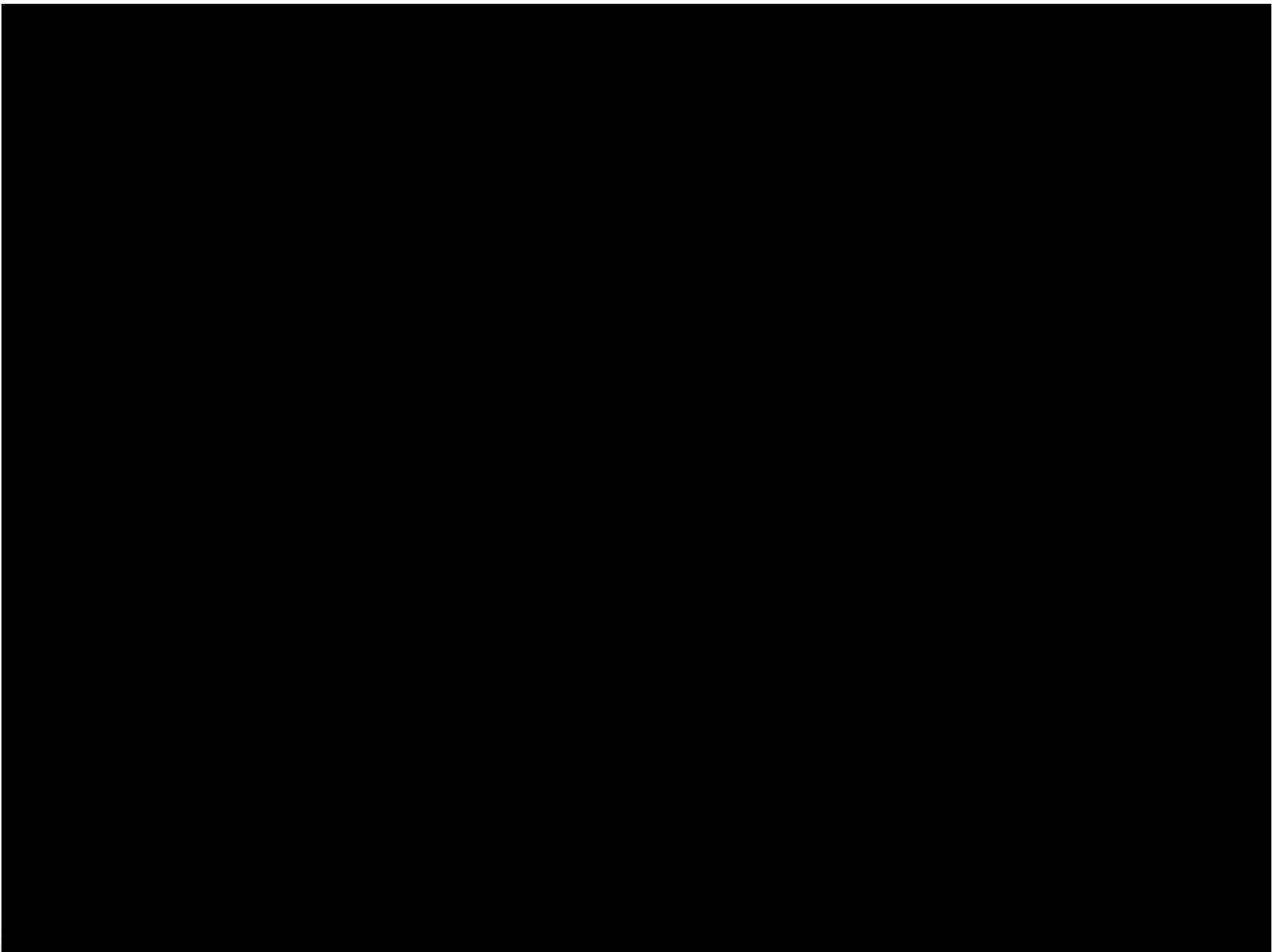
Pittsburgh Omni William Penn

[Learn More](#)
[Register](#)

### Continuing Education Contact Hours

This workshop is approved for 10.5 continuing nursing education contact hours.

The American Organization of Nurse Executives is accredited as a provider of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation.



midland memorial hospital



Operations Bylaws

# PROFESSIONAL GOVERNANCE MODEL



Professional  
Governance  
Structure

Executive Level

Organization Level

Process Level

Work Level

Executive  
Level  
Professional  
Governance

Consists of Executive  
Staff

Strategic Planning with  
associated empirical  
outcomes

Organization  
Level  
Professional  
Governance

Operations Executive Council (OpEx)

Interprofessional / Interdisciplinary Directors

Professional Governance Councils

Transformational  
Leadership Council  
(TLC)

New Knowledge  
Innovations and  
Improvement  
Council (NKC)

Exemplary  
Professional Practice  
Council (EPC)

Structural  
Empowerment  
Council (SEC)

# Transformational Leadership Council



**Purpose:** To transform MMH to meet the needs of the future. Establish a controlled destabilization that births new ideas and innovations.

**Accountabilities** include, but are not limited to:

- Strategic planning
- Advocacy and influence
- Visibility, accessibility, and communication

# New Knowledge Innovations & Improvements Council (NKC)



**Purpose:** To review new models of care, application of existing evidence, new evidence, and visible contributions to the science of nursing and allied health.

**Accountabilities** include, but are not limited to:

- Research
- Evidence-based practice
- Innovation

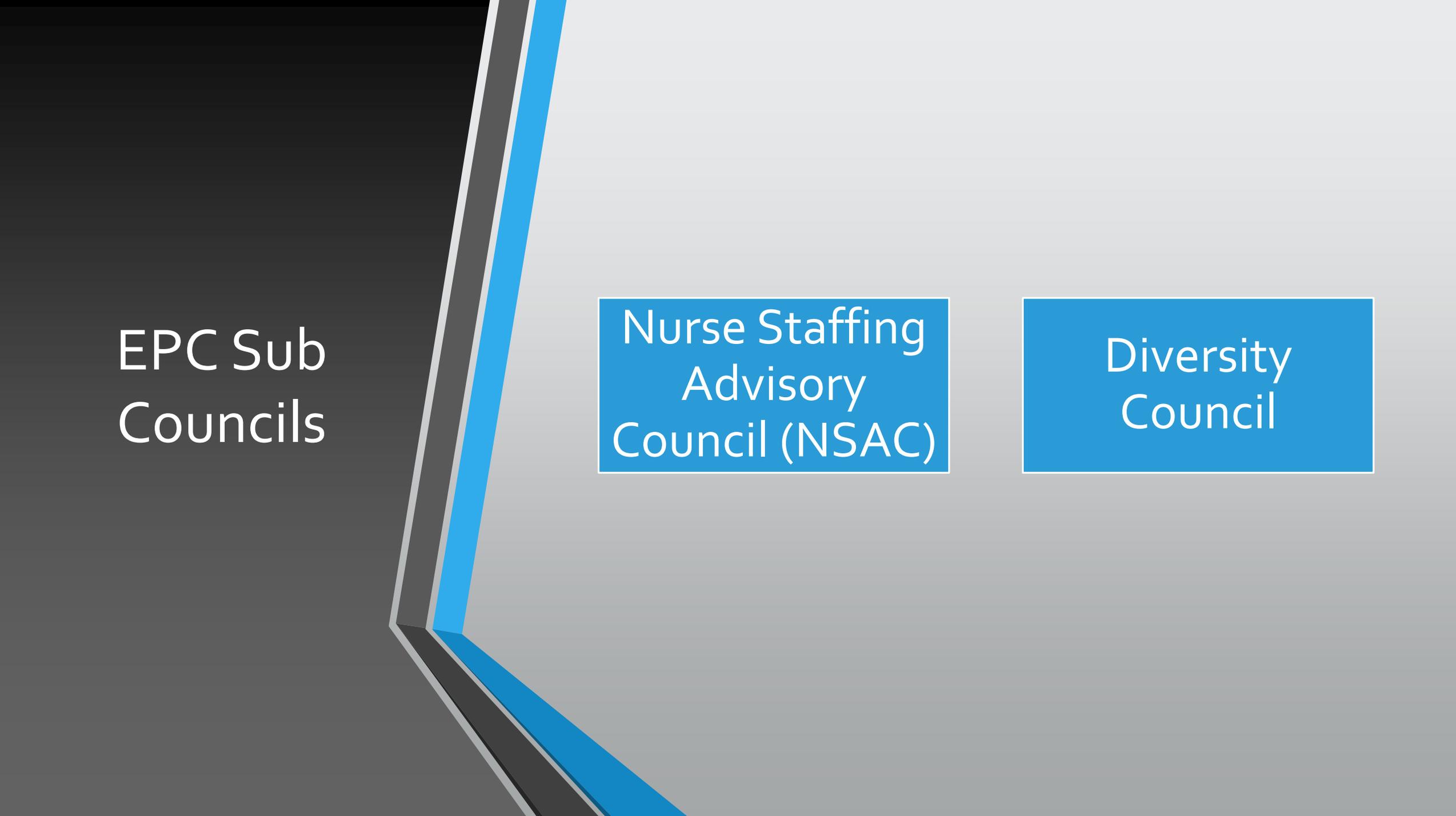
# Exemplary Professional Practice Council (EPC)

**Purpose:** To have a comprehensive understanding of the role of patient care team members; the application of these roles with patients, families, our community and the interdisciplinary team; the application of new knowledge and evidence. More than the establishment of strong professional practice, it is what exemplary professional practice can achieve.



**Accountabilities** include, but are not limited to:

- Professional Practice Model
- Care Delivery System(s)
- Interprofessional care
- Staffing, scheduling, and budgeting processes
- Accountability, competence, and autonomy
- Ethics, privacy, security, and confidentiality
- Culture of safety
- Quality care monitoring and improvement



EPC Sub  
Councils

Nurse Staffing  
Advisory  
Council (NSAC)

Diversity  
Council

# Structural Empowerment Council (SEC)



**Purpose:** To create and sustain an innovative and flexible environment where strong practice flourishes and where the mission, vision, and core values in a Culture of Ownership come to life to achieve the outcomes believed to be important to MMH.

**Accountabilities** include, but are not limited to:

- Commitment to associate / professional development
- Teaching and role development
- Commitment to community involvement
- Recognition of associates

## SEC Sub Councils

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Nurse Intern / Nurse  
Residency Council

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Clinical Ladder  
Council



# PROFESSIONAL GOVERNANCE MODEL

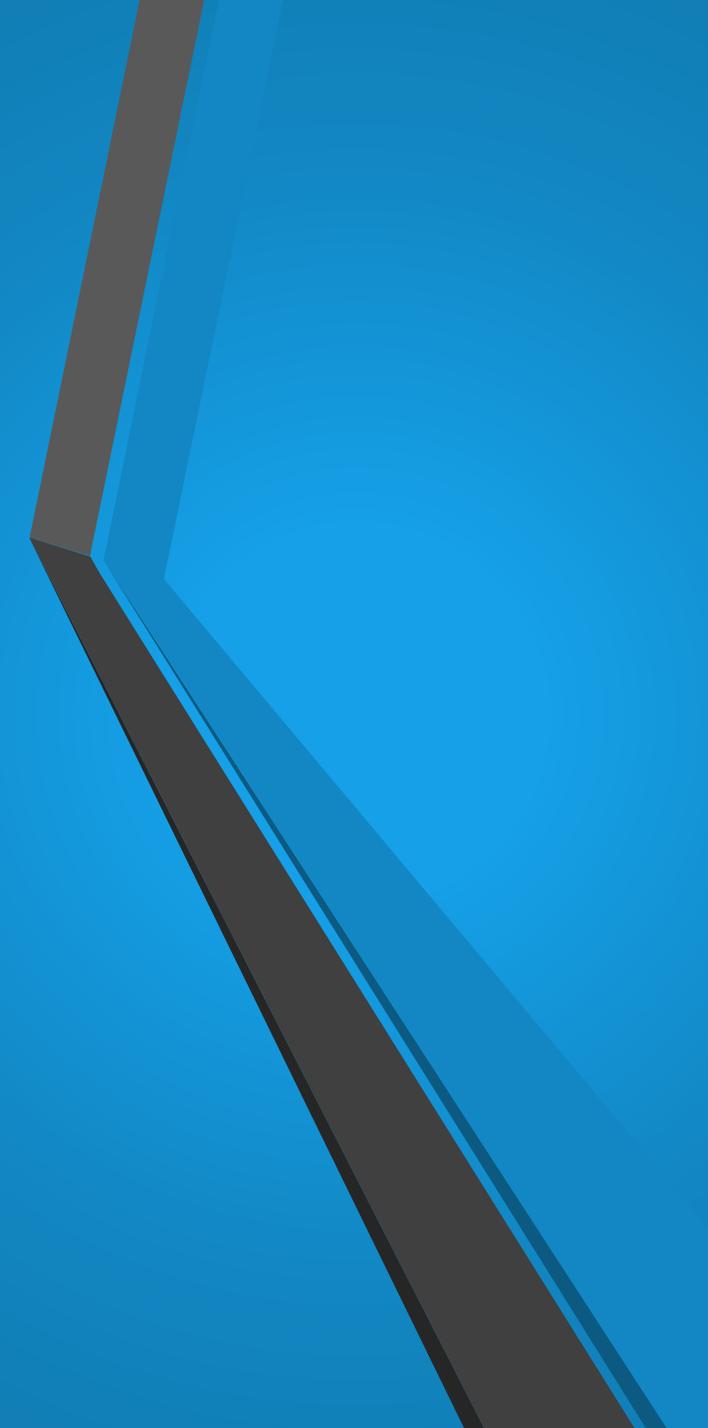


Process  
Level  
Councils

Nurse Executive Council (NEC)

Ancillary Executive Council (AEC)

Hospitality and Support Services  
Executive Council (HSEC)



# Process Level Councils

**Purpose:** The process level councils (NEC, AEC and HSEC) advances the mission, vision, core values and strategic priorities identified in each process level council in alignment with the executive and organizational level strategic plan and strategic priorities.

**Membership:** Executives and directors in each process level divisions.

# PROFESSIONAL GOVERNANCE MODEL



# Work Level Councils with Care Innovation & Transformation (CIT)

**Purpose:** Work Level Councils with Care, Innovation, and Transformation (CIT) decision making is the foundation for professional governance at MMH. The associates are responsible for making decisions regarding their practice and patient care / operational issues.

## **Responsibilities:**

- Specific to the needs of the department
- Communication from and to the MMH Professional Governance Process and Organization Level Councils
- Improving care and services specific to the department
- Improve associate engagement



# Work Level Councils

The most  
important level  
of councils!

True or False?

Nurses Improving Care for Healthsystem Elders



**NICHE Designated Hospital**

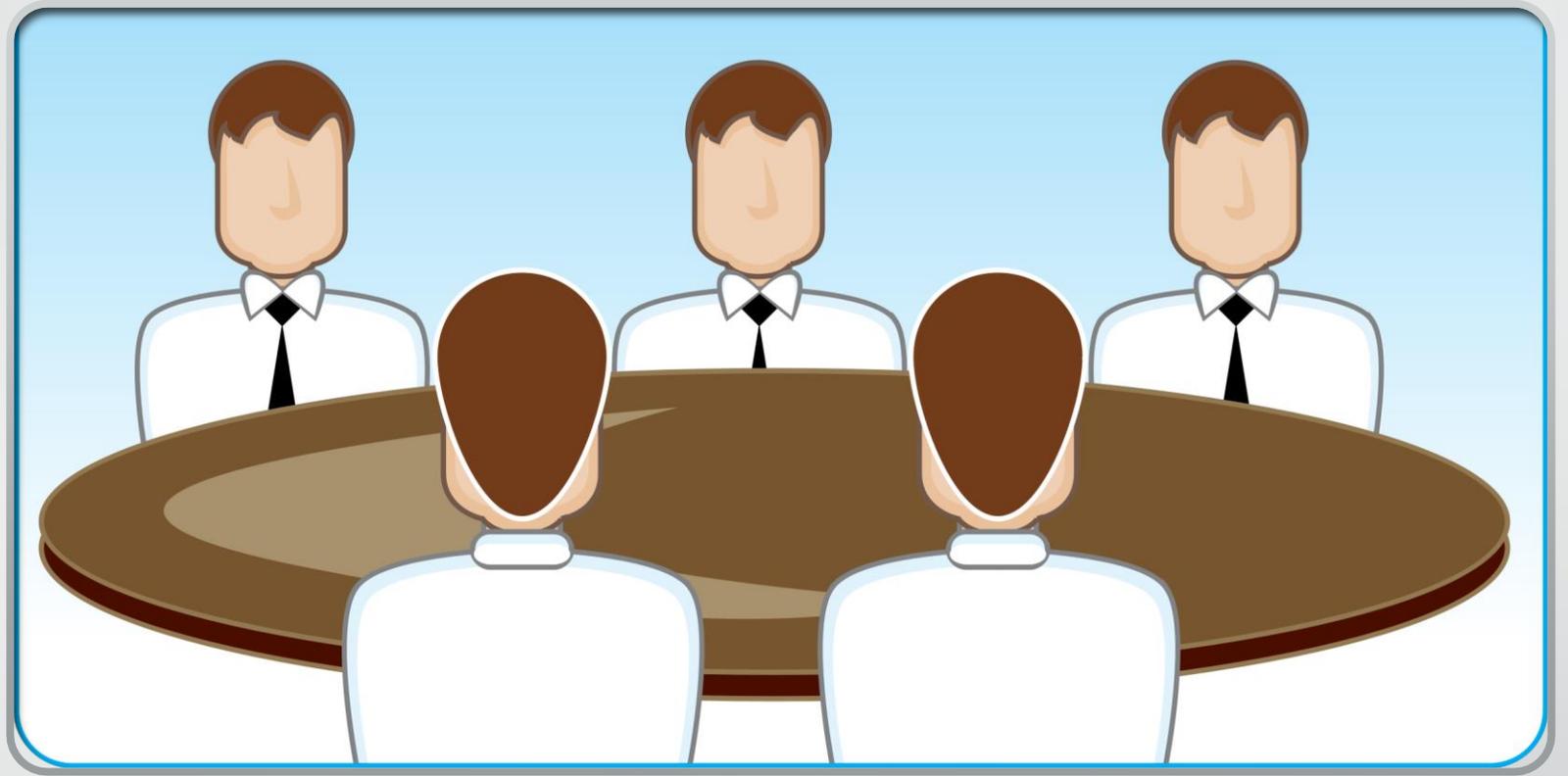




100%  
Engagement



How?



Change Your Thinking!

# Where does Professional Governance Happen?

In meetings

During Leadership Rounds

Go-To-Meetings / FB Live / Zoom Meetings

Social Media

Other?

**7x7**

L.E.A.D.  
w/CIT  
Events

Leadership

Excellence

Advancement

Development



*TBSSSNDOQ*



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