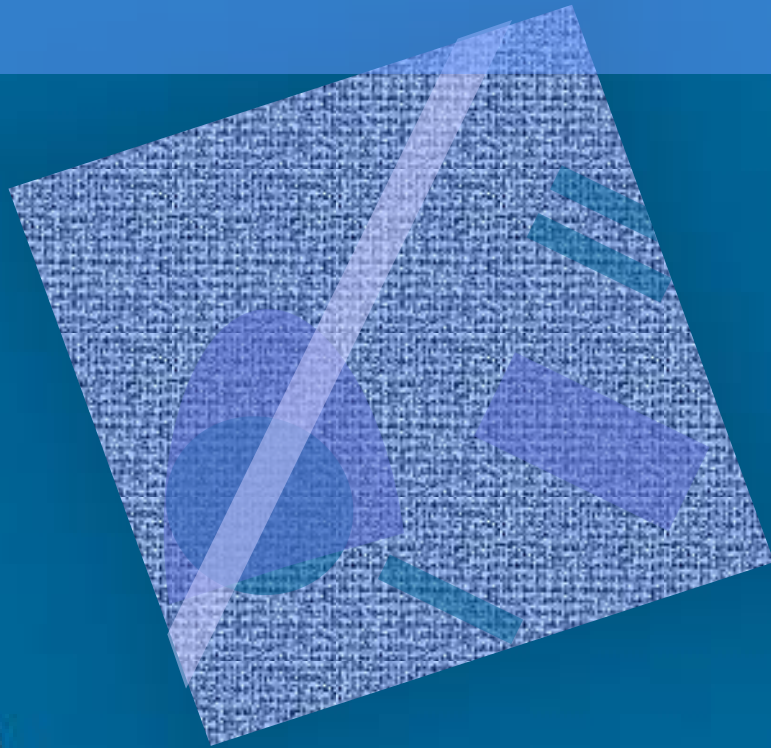


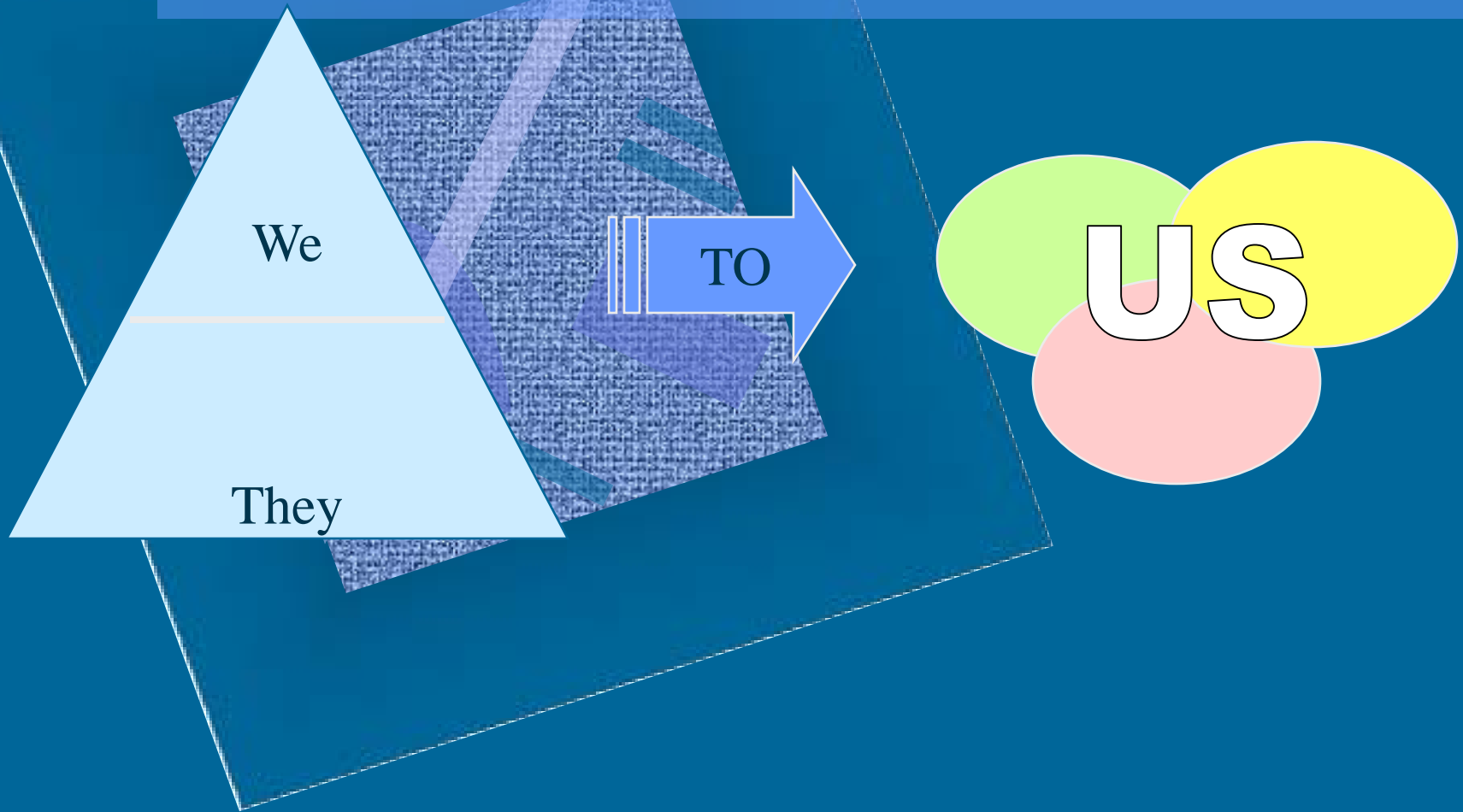
# The Power of Shared Decision Making



# What is Shared Decision Making

- Point of Service Decision Making - where staff who perform the work participate in decision making affecting their environment
- A 30 year old decision making model meant to give equal voice to nurses
- A decentralized style of management that creates an environment of empowerment

# Shared Decision Making A Journey Not a Destination



# Why Shared Decision Making

- Essential to achieving the best patient outcomes by giving nurses control of their practice – they know best!
- Recognizes the power already present in a role and allows that power to be expressed legitimately
- Builds autonomy into the profession

# Shared Decision Making – The Process

A dynamic process that is centered on 4 critical principles of fully empowered organizations:

Partnership

Accountability

Equity

Ownership

# Operational Definitions

- Partnership – nursing staff and leadership work together at the unit and system level to move practice forward and achieve the best outcomes
- Accountability - staff and managers share ownership for the outcomes of our work and are answerable to our colleagues, the institution and the community we serve

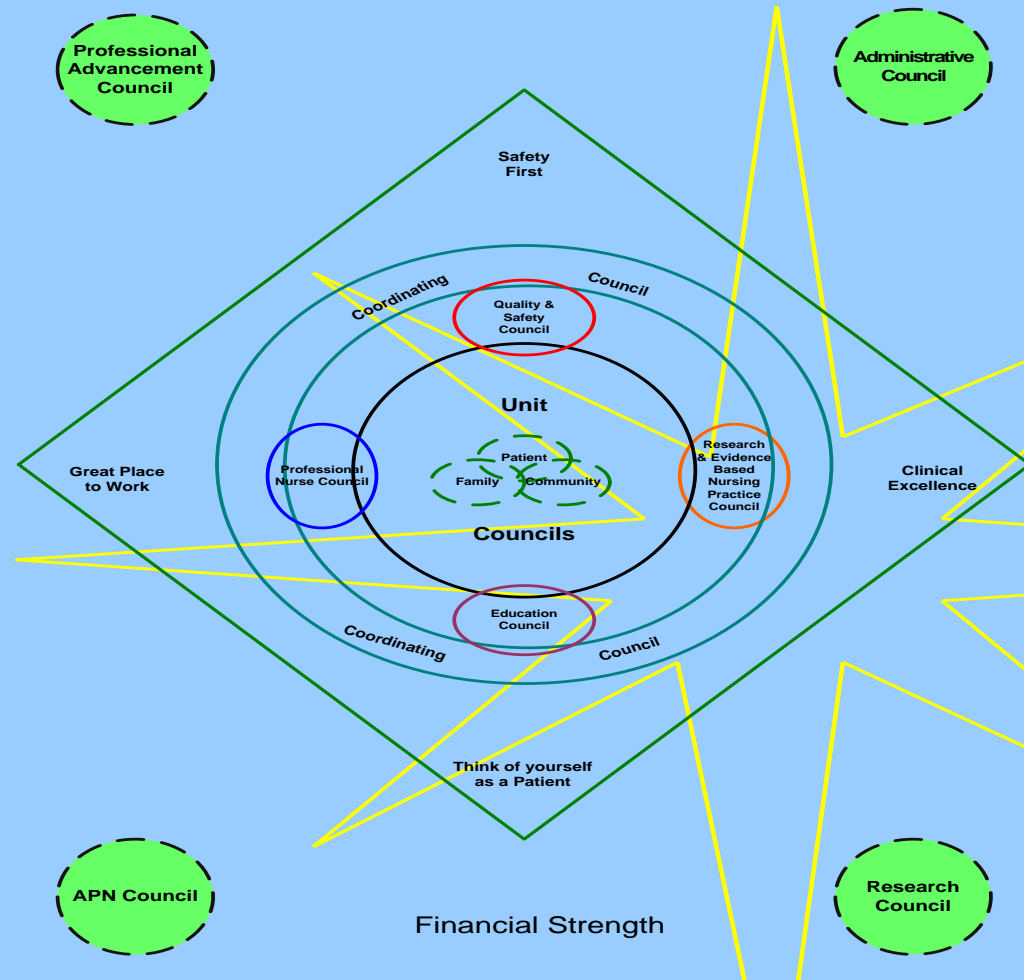


# Operational Definitions

- Equity – Integrating roles to achieve outcomes; everyone contributes within the scope of their role as part of the team
- Ownership – Everyone must realize that success is linked to how well they do their jobs

# Shared Decision Making

## Our Model





# CCHS Shared Decision Making Councils

- Quality & Safety Council
- Research & Evidence Based Nursing Practice Council
- Education Council
- Professional Nurse Council
- Coordinating Council

# Education Council

- Collaborates with unit and system councils to identify educational needs, develop educational priorities with appropriate time lines and determine resources for all education impacting the Department of Patient Care Services
- Disseminates approved educational strategies to unit leaders and support staff
- Develops and maintains a communication network between unit and systems councils

# Research & Evidence Based Nursing Practice Council

- Promotes the spirit of inquiry in clinical nursing practice
- Evaluates the literature in order to use best practices to transform clinical practice at the point-of-care

# Quality & Safety Council

- Provides planned, systematic and collaborative approaches to oversee and direct quality and safety relating to the nursing process, functions and services provided.
- The council's scope includes performance improvement and safety measures throughout the Department of Patient Care Services

# Professional Nurse Council

- Works to enhance the professional image of nursing within CCHS and the community
- Supports the spirit of the professional advancement program
- Identifies and supports implementation of recruitment and retention strategies



# Coordinating Council

- Provides overall coordination of the systems councils.
- Reviews the system strategic plan and adopts the plan for the Department of Patient Care Services and the nursing Shared Decision Making structure.
- Serves as the portal for other departments or disciplines requiring assistance with the Shared Decision Making structure of nursing.



# Problem Solving The Old Way

- Problem identified by staff and communicated to manager
- Manager may or may not have asked for feedback about solutions
- Manager made final decision or had final authority for approving a solution

# Problem Solving The New Way

- Staff identify issues and communicate them to the unit council
- Unit council formulates a response and communicates this to staff
- Staff provide feedback via the comment form.

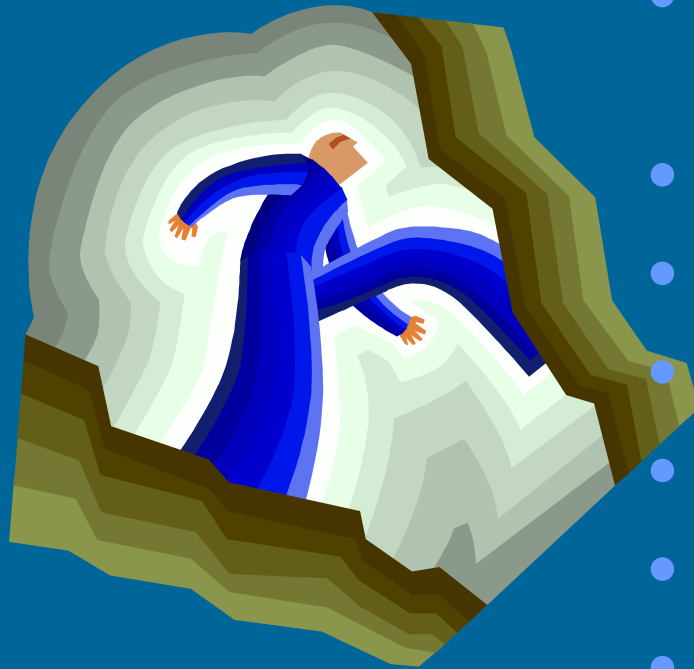
# How Does The New Way Work

- Unit Council:
  - Collects Data
  - Develops a proposed plan using evidenced based practice
  - Develops a time line
  - Presents Plan for Feedback (Open Comment)
  - Revises Plan Based Upon Feedback
  - Forewards plan to system council, as needed

# How Does The New Way Work

- Unit Council:
  - Implements Plan
  - Evaluates Outcome
  - Report Results to Unit Staff
  - Seeks staff feedback, formally and informally on council's performance

# How Does It Work - Problem Solving Methodology



- Identify an Issue or a Problem
- Gather Data
- Design a Solution
- Obtain Feedback
- Finalize a Proposal
- Implement
- Evaluate
- Report

# Unit Problem: Increased Incidence of Pressure Sores

Problem



Unit  
Council



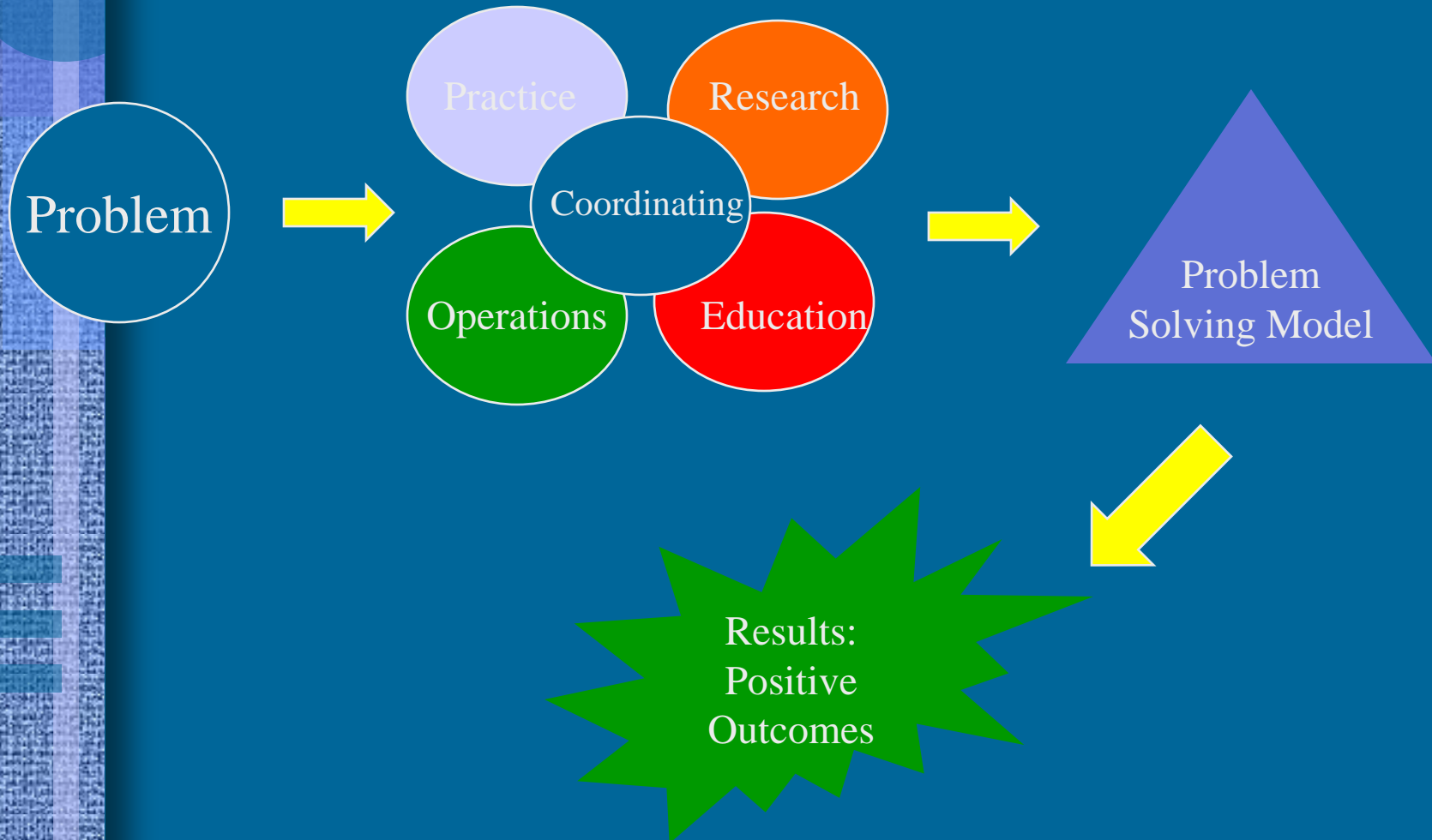
Problem  
Solving Model



Results:  
Positive  
Outcomes



# System Level



# Nurse Manager's Role

- Create a climate that is actively supportive and not just tolerant of shared decision making
- Facilitate a leaning environment for staff growth and comfort with shared decision making
- Support “release time” for staff to participate in shared decision making activities

# Nurse Manager's Role

- Share with staff your knowledge of leadership and help staff to minimize implementation barriers
- Commit to the “New Way”

# Role of Unit Based Council Chair

- Set meetings
- Develop the agenda
- Move council to consensus
- Ensure members participate (per charter)
- Facilitate group assignments
- Ensure consensus for decision making
- Call emergency meetings, as needed
- Mentor Chair-elect

# Benefits of Shared Decision Making

- Increased Staff Nurse Satisfaction (increased autonomy, increased control over practice, improved communication between nurses, physicians and administration)
- Improved Nursing Retention (\$90,000 to replace an RN - 2006 Advisory Board)
- Improved Patient Safety Outcomes

# Benefits of Shared Decision Making

- Improved collaboration and team Building
- Improved quality of care and clinical effectiveness
- Increased staff confidence, personal and professional growth
- Development of new knowledge and skills
- Increased professionalism and accountability



# Requirements for SUCCESS.....

- Place the *Patient First* and focus on providing the best care possible
- Trust and respect is essential
- Communicate openly and honestly
- Embrace change and strive for improvement
- Staff and managers hold each other accountable.
- Organizational support of accountability in the performance appraisal process

# Final Thought

Shared decision making is a journey, not an event. It is not achieved overnight, and there is no conclusion – no point when it is fully in place. It only provides a foundation for further growth.

Tim Porter-O'Grady