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
  - Forwards 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
System Level

Problem

Practice

Research

Coordinating

Operations

Education

Problem Solving Model

Results: Positive Outcomes
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
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.

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