Welcome!
Round Two:
Reintroducing Shared Governance through the use of a Grassroots Educational Model and Kotter’s Change Theory

Becky Bell MSN, RN, CLC, CLE
becky.bell@mihs.org

Teresa “Tita” Delisi, MSN, RNC-NIC
tita.delisi@mihs.org
Disclosure

- The authors report no conflict of interest or relevant financial relationships.
Objectives

- Identify the pitfalls of introducing Shared Governance through a top-down transactional process.

- Identify the benefits of reintroducing Shared Governance using a bottom-up grass roots transformational model.
Objectives

- Identify a variety of tools that facilitate the selection of, and the nurturance of, diverse Shared Governance councils.

- Discuss how using Kotter’s change model can facilitate the successful implementation of Shared Governance projects.
Shared Governance

“ A dynamic staff-leader partnership that promotes collaboration, shared decision-making, and accountability for improving quality of care.”

(Porter-O’Grady & Malloch, 2007)
Historical Relevance

“In the 20\textsuperscript{st} century, the focus of work was on performing the right processes. In the 21\textsuperscript{st} century, the focus is on obtaining the right outcomes.”

(Porter-O’Grady & Malloch, 2007)
Benefits of Shared Governance

- Decreased staff turnover
- Increased staff retention
- Decreased supply cost
- Increased patient satisfaction
- Required for Magnet\textsuperscript{©} designation
How it all Began

Context of Caring

Clinical Expertise
Current Best Evidence
Patient Preference
Clinical Decision Making

Quality Patient Outcomes

(Modified from Melnyk & Fineout-Overholt, 2003)
MARICOPA INTEGRATED HEALTH SYSTEM
IMPROVING THE CARE OF THE SMALL BABY
IN THE NICU: A TIMELINE

2004
- ROP LASER 18%
- OXYGEN SATS SET AT 88-94%
- STARTED DAY 1 TPN

2006
- VLBW SURVIVAL RATE 66%
- LOW BIRTH FEEDING PROTOCOL
- VAP RATE 7.2/1000 VENT DAYS
- CLABSI RATE 18/1000 LINE DAYS

2008
- GOLDEN HOUR APGAR
- SMALL BABY PROTOCOL RESUSCITATION
- UNPLANNED EXTRUSION PROTOCOL
- VLBW SURVIVAL RATE <3% VLBW ADMIT TEMP <36.5°C

2010
- EBP ADOPTED AS DECISION MAKING METHOD
- 67% VLBW ADMIT TEMP <36.5°C
- UNPLANNED EXTRUSION RATE = 5.8%
- VLBW SURVIVAL RATE <3% VLBW ADMIT TEMP <36.5°C

2011
- 26% VLBW SURVIVAL RATE <4%
- NEC INCIDENCE TO 2.7%
- STAGE II ROP <4%

2012
- VLBW SURVIVAL RATE 84%
- IVH II IV IN VLBW 0%
- GROWTH <3% OFC <3% = 0%
- VAP RATE = 0
- ROP LASER 0%
- UNPLANNED EXTRUSION RATE = 3.1%
- DONOR MILK PROGRAM
- 1000,000 ML DONOR MILK
- 1 YEAR NO CLABSI
- IMMOBILIZER
- 605 DAYS NO CLABSI (2,399 LINE DAYS)
- SEDATIONS SINCE IMMOBILIZER = 0
- 695 DAYS NO CLABSI
Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

Margaret Mead
Why Round One Didn’t Work

- Flavor of the Month
- “Fizzle Effect”
- Information only provided to administration
- “Why”s without “How”s
- No “Re-Invigoration”
Why Round Two is Working

- Focus on “How To”
- Matching Task to Talent
- Audience
- Availability
- Mentorship
- Follow Up
- Credibility
Transactional Leadership
Transformational Leadership

- C-Suites
- Mid-Management
- Point of Service
Changing the Status Quo

- Ensures that employees are ready for change
- Execute the intended change
- Ensures that the change becomes permanent

Unfreeze
Change
Refreeze

Executive Leadership
SG Mentors
Facilitators
Point of Service
Mid-Management

(Lewin, 1947)
“...the key to success, in the end, is to personalize the key concepts so they have meaning for all the stakeholders.”

(Spiegelman & Berrett, 2013)
Leadership Class

- Sold the concept
- Addressed their roles
- Kotter’s Change Process
- Schein’s Psychological Resistance to Change
Selling the Concept

- Better staff satisfaction scores
- Staff empowerment
- Personal accountability
- Improved patient outcomes
- Decreased workload
- 80/10/10 Rule
Leadership’s Roles

- Mentor
- Stakeholder
- Cheer Leader
- Change Agent
Kotter’s Change Process

- Create a sense of urgency
- Create a guiding team
- Develop a vision and strategy
- Communicate for understanding
- Empower others to act
- Produce short term wins
- Don’t let up
- Create a new culture

(Kotter, 1996)
Schein’s Resistance to Change

Fear of:

- Loss of position or power
- Temporary incompetence
- Punishment for incompetence
- Loss of personal identity
- Loss of group membership

(Schein, 2009)
The Program

“The act of empowering others changes lives.”

(Maxwell, 2003)
Facilitators Class

- Facilitator’s Role
- Meeting Management
- Life Cycle of a Council
- Importance of Norms
- Matching Task to Talent
- Project Management
- Kotter’s Change Process
- Schein’s Psychological Resistance to Change
Facilitator’s Role

- Change Agent
- Meeting Manager
- Project Coordinator
- Communication Liaison
- Mentor
Life Cycle of a Council

(Tuckman & Jensen, 1997)
Mandatory Norms

- No cancelled meetings
- Start / end on time
- No sidebars
- No negativity
- Cell phones / pagers off
- Titles stay at door
- Documentation required
- Attendance required
## Conflict Management

### A Brief Conflict Management Assessment

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>I work hard not to avoid conflicts</td>
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<tr>
<td>I make it safe for my team to identify and express conflicts</td>
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<tr>
<td>The environment is conducive to anyone expressing feelings of conflict</td>
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<tr>
<td>The trust level on my team is consistently high</td>
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<tr>
<td>Team members are satisfied with the conflict process used</td>
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<tr>
<td>I can anticipate important changes and alert the team before they experience the change</td>
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<tr>
<td>I have a good sense of the needs of the team at any given moment.</td>
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(Porter O’Grady & Malloch, 2007)
Matching Task to Talent

- Focus on Diversity
  - Increases creativity
  - Improves problem solving
  - Enhances liaisons with others

- Utilize Tools
Leadership Style Assessment

Autocratic

Transformational

Laissez-Faire

Participatory

Situational

Transactional
Learning Style Assessment

- Grouper
- Thinker
- Observer
- Stringer
- Doer
- Feeler
Personality Assessment

True Colors

Blue: Authentic, enthusiastic, compassionate, sincere
Orange: Witty, spontaneous, generous, energetic
Gold: Dependable, organized, stable, concerned
Green: Analytical, calm, cool, investigative, logical
Communication Assessment

- Demonstrators
- Assertors
- Contemplators
- Narrators
# Stakeholders Grid

<table>
<thead>
<tr>
<th>Facilitators</th>
<th>Internal (Departmental)</th>
<th>External (Service Line)</th>
<th>External (System Wide)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
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<tr>
<td>Council Members</td>
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<tr>
<td>Point of Service</td>
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</tbody>
</table>
## Decision Analysis Worksheet

1. Current Practice: ______________________________________________________________________________________
2. Alternative #1: ______________________________________________________________________________________
3. Alternative #2: ______________________________________________________________________________________

<table>
<thead>
<tr>
<th>Objectives for Problem Solving</th>
<th>Current Practice</th>
<th>Alt #1</th>
<th>Alt #2</th>
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</thead>
<tbody>
<tr>
<td>Decisions made closest to end</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Meets regulatory standards</td>
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<tr>
<td>Is cost effective</td>
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<tr>
<td>Uses transformational methods</td>
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<td></td>
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<tr>
<td>Improves patient satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improves staff satisfaction</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Based on current evidence</td>
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<tr>
<td>Aligns with mission/vision</td>
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<tr>
<td>Decision Score</td>
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</tbody>
</table>

Facilitators

Marquis & Huston, 2009)
Project Management

- Identify Issue
- Gather Information
- Narrow Choices
- Does it Work?
- Are Changes Needed?
- Decide
- Put to Use
- Make Changes
- Decide
“As the challenge escalates, the need for teamwork elevates.” (Maxwell, 2003)
Council Members

- Council Member’s Role
- Documentation Requirements
- Life Cycle of a Council
- Importance of Norms
- Matching Task to Talent
- Kotter’s Change Process
- Schein’s Psychological Resistance to Change
- Affinity Mapping
Affinity Mapping

Premise:
+ Two week vacation
+ Anywhere in the world
+ Money is no object

Assignment:
+ You have 3 minutes
+ 1 destination per Post-It® note
+ Use marker
+ Place on wall (no specific order)
+ Remain at wall for discussion
Outcomes

Has Shared Governance been helpful to your Dept?

Yes, 81.0%
No, 19.0%
Outcomes

SGC Project Status – Members Responses

- Not yet chosen a project
- Chosen a project
- In the middle of a project
- Completed at least one project
Outcomes

SGC Project Status – Facilitator’s Responses

- Not yet chosen a project
- Chosen a project
- In the middle of a project
- Completed at least one project

Facilitator’s Responses
Outcomes

Facilitators Encountered these Problems that Inhibited Success

- Lack of leader support/mentorship
- Lack of identified project or goal
- Leader interference / vetoing ideas
- Location problems
- Member conflict
- Council too large
- Poor member attendance
Outcomes

Members Encountered these Problems that Inhibited Success

- Lack of leader support / mentorship
- Lack of identified project or goal
- Leader interference / vetoing ideas
- Location problems
- Member conflict
- Council too large
- Ineffective facilitator
- Poor member attendance
Our Conclusion

MIHS Grass Roots Shared Governance

Melnyk & Fineout-Overholt
Blanchard
Kotter
Lewin
Porter-O’Grady
Schein
Lessons Learned

- No Assumptions
- Include Non-Clinical Employees
- Plan for Language / Educational Barriers
- Expect Negativity
- Implement Multiple Teaching Methods
- Dedicate Instructors Time
Objectives

- Identify the pitfalls of introducing Shared Governance through a top-down transactional process.

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References


Arizona Breakfast Club (graphic) http://www.google.com/search?hl=en&gs_rn=11&gs_ri=psy-ab&cp=17&gs_id=1y&xhr=t&q=arizona+landscape&bav=on.2,or.r_qf.&bvm=bv.45921128,d.cGE&biw=1280&bih=644&wrapid=tljp1367345537987032&um=1&ie=UTF-8&tbm=isch&source=og&sa=N&tab=wi&ei=jgmAueeCGliivQKMqICQDA#um=1&hl=en&tbm=isch&sa=1&q=arizona+sunset&oq=arizona+sunset&gs_l=img.3..0i10.8682.9227.1.9919.3.2.0.1.1.0.174.337.0j2.2.0...0...1c.1.11.img.5R7WH3c&bav=on.2,or.r_qf.&fp=ded45cbd6fe5d4dc&biw=1280&bih=644&imgref=chj4WP609H6BiM%3A%3BYGZ3Vwh8SYNxzM%3Bhttp%253A%252F%252Fwww.freedomsphoenix.com%252FUploa ds%252FGraphics%252F173%252F04%252F173-0422181323-Az-

Arizona at Sunrise (graphic) http://www.google.com/search?hl=en&gs_rn=11&gs_ri=psy-ab&cp=17&gs_id=1y&xhr=t&q=arizona+landscape&bav=on.2,or.r_qf.&bvm=bv.45921128,d.cGE&biw=1280&bih=644&wrapid=tljp1367345537987032&um=1&ie=UTF-8&tbm=isch&source=og&sa=N&tab=wi&ei=jgmAueeCGliivQKMqICQDA#um=1&hl=en&tbm=isch&sa=1&q=arizona+sunrise&oq=arizona+sunrise&gs_l=img.12.0l2j0i248.34031.35298.0.37116.7.5.0.2.2.0.115.537.2j3.5.0...0...1c.1.11.img.V9e1d7pTRc4&bav=on.2,or.r_qf.&bvm=bv.45921128,d.cGE&fp=ded45cbd6fe5d4dc&biw=1280&bih=644&imgref=tZff7M0l5XdDKM%3A%3BVaXuCmQSVQuLtM%3Bhttp%253A%252F%252Fwww.freemindsphoenix.com%252FUploa ds%252FGraphics%252F173%252F04%252F173-0422181323-Az-


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Questions?

becky.bell@mihs.org  tita.delisi@mihs.org