



**HARRISHEALTH SYSTEM**

**An Innovative Nursing  
Shared Governance  
Approach to Creating a  
Healthy Practice Work  
Environment: Communities  
of Practice**

Lourie Moore, DNP, RN, NEA-BC  
Administrative Director, Nursing Knowledge  
Management

## OBJECTIVE:

To share the experiences of nurses at Harris Health who have made a commitment to creating a healthy professional practice environment through the implementation of a unique **Community of Practice Shared Governance Structure.**

**Author:** Lourie Moore, DNP, RN, NEA-BC

**Employer:** Harris Health System

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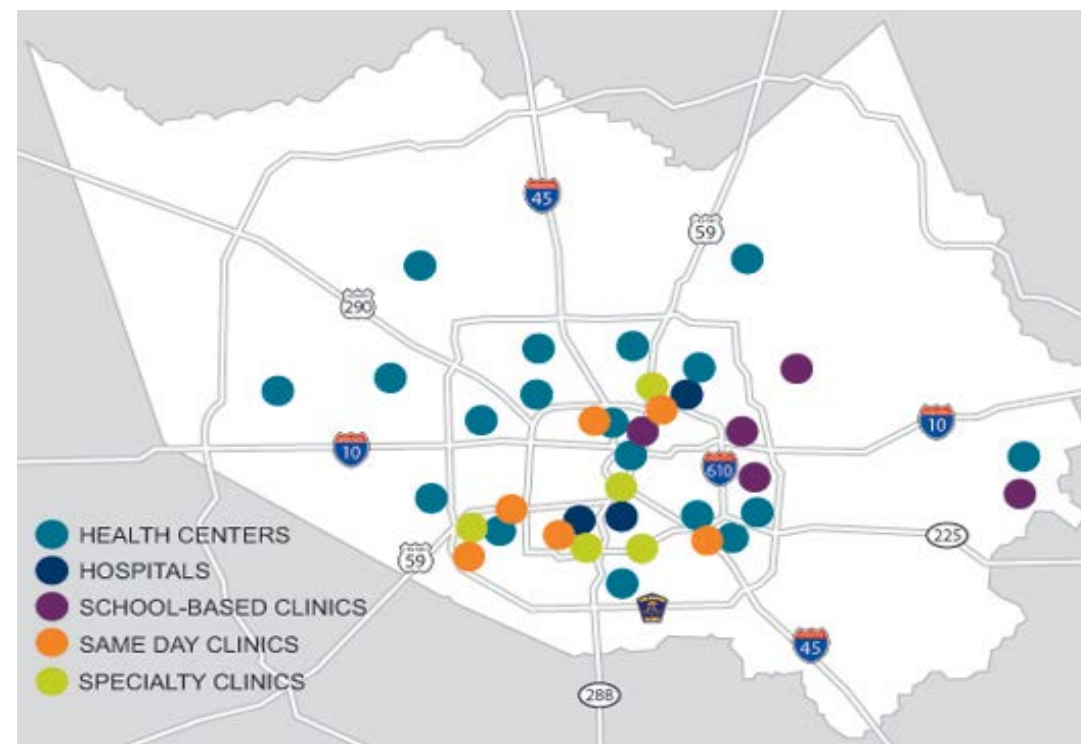
# Harris Health System

- Member of America's Essential Hospitals
- Serves 330,000 Harris County beneficiaries
- Three major hospitals:
  - Ben Taub (444 beds)
    - Level I trauma center
    - Comprehensive Stroke Center
    - Designated Chest Pain Center
    - Baby-Friendly Designation
    - Pathway to Excellence Designation
  - Lyndon B. Johnson (207 beds)
    - Level III trauma center
    - Pathway to Excellence Designation
  - Quentin Mease (49 beds)
    - CARF-accredited



## Expansive Ambulatory Care Services

- **18** community health centers
- **5** school-based clinics
- **6** same day clinics
- **5** specialty clinics
  - 2-bed dialysis center
  - Dental center
  - Geriatric Assessment Clinic
- Specialty Programs
  - HIV Program
  - Homeless Program
  - Troubleshooting Mobile Health Van
  - Ask My Nurse Triage



# Demographic and Statistical Highlights



>8,000  
employees



>2204 RNs (85%  $\geq$  BSN)  
>225 LVNs



1043 additional Nursing  
Services staff  
(unlicensed clinical, admin support,  
and non-RN professional staff)

\*Fiscal Year Ending Feb 28, 2018

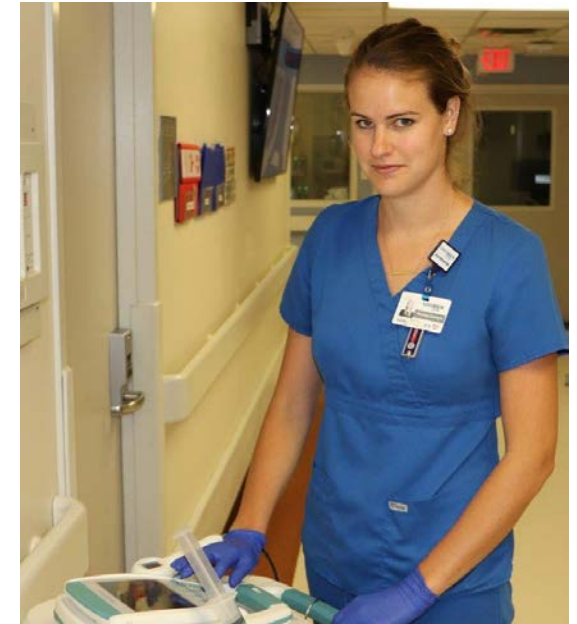


**MISSION**  
Harris Health Nursing optimizes health and provides healing services to our patients and community through quality care delivery, coordination of care, and education.

**VISION**  
Harris Health Nursing will be recognized globally for excellence in professional practice, patient-centered care, innovation, and scholarship.

**VALUES**

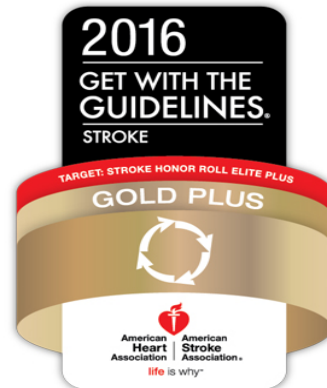
- Compassionate Care, Dignity, and Respect
- Diversity and Inclusion
- Integrity and Accountability
- Advocacy
- Innovation
- Partnerships
- Scholarship



# We are committed to excellence...



Harris Health System  
Joins Elite Group of  
"Most Wired" Again



# Introduction

Healthcare organizations demonstrate nursing excellence through a strong and healthy professional practice environment (PPE).

Characteristics of healthy PPEs:


- Measureable quality and safety indicators
- true collaboration
- effective decision making
- skilled communication
- appropriate staffing
- meaningful professional recognition
- authentic leadership

Sources: AACN, ANA





# Professional Practice Model (PPM)

- Nurses operating within a healthy work environment typically function within the framework of a PPM (Tinkham, 2013).
  - PPMs generally include five key components:
    - professional values
    - relationships
    - patient care delivery
    - recognition
    - shared governance
- 
- Nursing strategic plan focused on achieving excellence using the American Nurses Credentialing Center's (ANCC) (2018) Magnet<sup>®</sup> standards as its benchmark.
  - High-leverage strategy led to nurse leaders focusing resources to **establish a Nursing PPM with a strong shared governance structure.**

# Our Nursing PPM



# Professional Environment Domain

*Designed to empower and enhance the professional nurse and his/her work environment.*

## Professional Environment



Shared Governance

Differentiated Practice

Professional Development

### Differentiated Practice



- program congruent with Benner's model for advancing clinical expertise at the bedside

### Professional Development




- CNE, onboarding, residency, leadership education, etc.

### Shared Governance

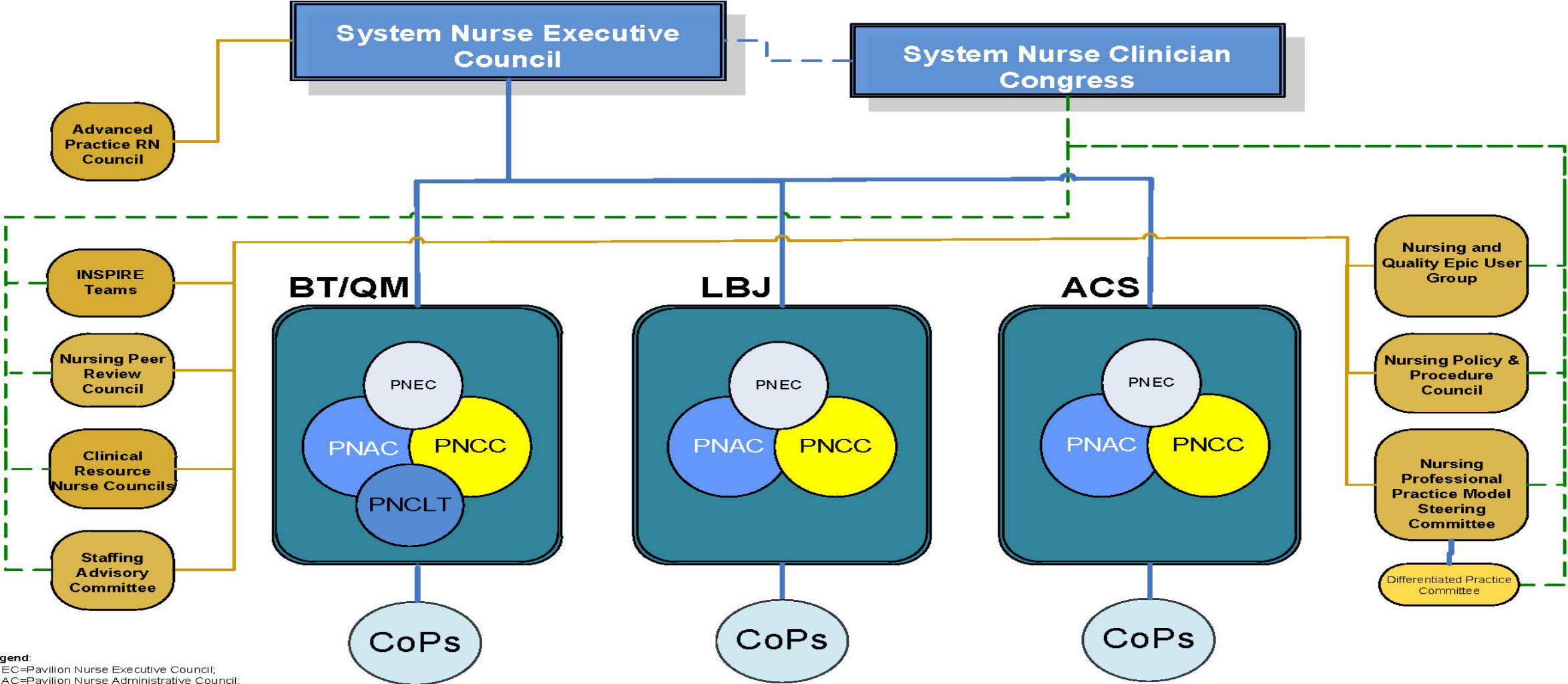


- critical to the effective implementation of the nursing PPM; CoP is the basic element

# Professional Environment: Shared Governance Component

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- Provides the foundation for engagement in meaningful communication and collaboration
  - Shared Governance Affords nurses the feeling of empowerment to control and regulate their professional practice through shared decision making
  - Allows the NPPM to become an effective mechanism for direct collaboration
    - teamwork
    - problem-solving
    - accountability
- IMPROVED:**
- staff satisfaction
  - productivity
  - outcomes

# Harris Health System Nursing Shared Governance Structure



**Legend:**  
 PNEC=Pavilion Nurse Executive Council;  
 PNAC=Pavilion Nurse Administrative Council;  
 PNCC=Pavilion Nurse Clinician Council  
 \* Role Development Group Affiliated with PNAC

# Professional Environment: Shared Governance Component

## What is a Community of Practice?

*"... group of people who share a concern, a set of problems or a passion about a topic and who deepen their knowledge and expertise in this area by interacting on an ongoing basis..."*



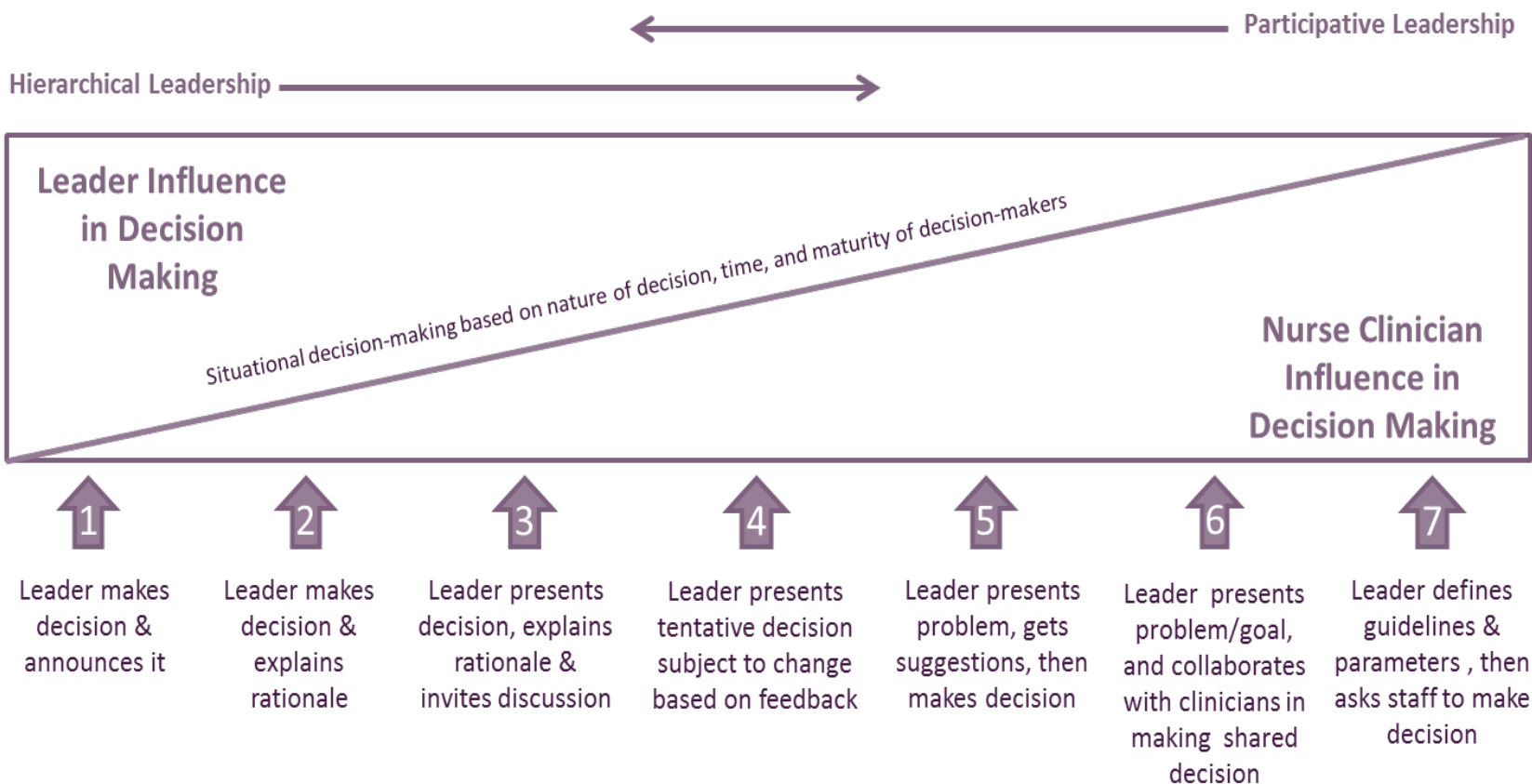
# How Do CoPs Work?



- Nurses have a natural “CoP-type” relationship
- CoPs were established at the lowest level
- Formal structures and processes were developed such as CoP boards
- CoP board members meet monthly as part of the pavilion nurse clinician council
- During CoP meetings, members confer regarding nursing concerns, professional development issues, and/or patient care processes

# Professional Environment: Shared Governance Component

## Decision-making Continuum within a Clinician-Leadership Partnership



## Guiding Tools

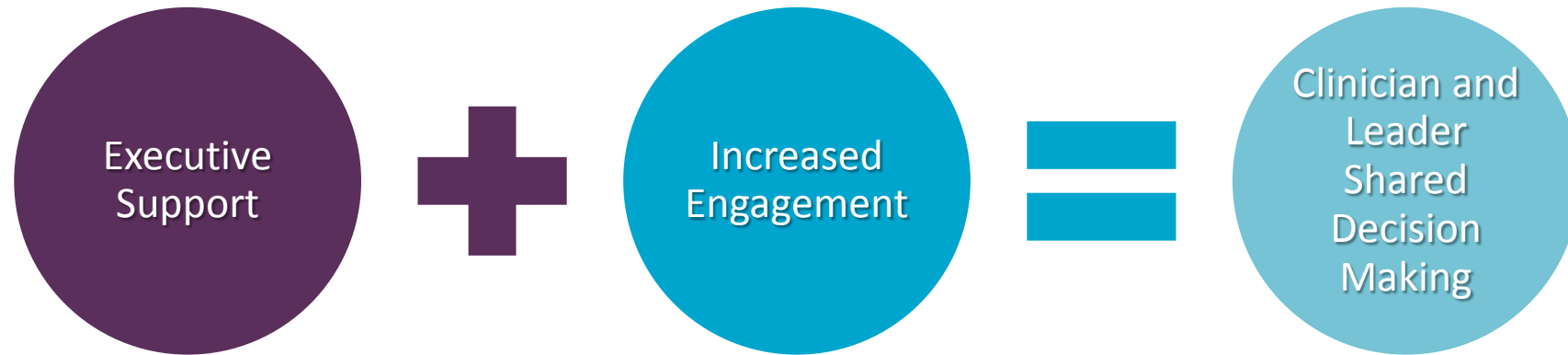
- Nursing Bylaws
- Operational Guidelines
- Shared Decision-making Models



**Source:** This decision-making continuum is an adaptation based on the Tannenbaum & Schmidt Continuum of Leadership Behavior (1977).



# CoP's Impact on Professional Practice Work Environment



- Staffing Advisory Committee makes criteria-based staffing decisions and has decision making/communication channels to the CoP Board.
- Facilitation of professional recognition through clinical advancement, specialty certification, and special awards celebrations.
- Increased satisfaction with their practice and work environment (RN NDNQI Survey).
- Participation through various scholarly and professional development activities.
- Quality and safety benchmark indicators are routinely met or exceeded.

# Summary

- The CoP structure has been successful in **transforming practice and advancing the organization's goal** of achieving a healthy professional environment while in the pursuit of nursing excellence.
- Work and commitment of **engaged nurses functioning within a healthy professional work environment** have been central to the Nursing Services' achievements.
- With a CoP-based shared governance structure designed within a comprehensive PPM, the organization's **professional and practice accomplishments have been validated externally**.
- Nursing leaders are committed to further **enhancing the unique CoP role as a "secret weapon"** to pursuing strategic initiatives relative to Magnet Recognition.





# Questions?

**Lourie Moore, DNP, RN, NEA-BC**

Executive Nursing Practice Group

[Lourdes.moore@harrishealth.org](mailto:Lourdes.moore@harrishealth.org)

713-566-6831