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## **Implementation of a Formal Shared Governance Structure for APRNs in a Community Hospital Setting**

### **PURPOSE**

The purpose of this scholarly project was to establish a formal advanced practice registered nurse (APRN) shared governance (SG) structure to increase APRN decision making, identify professional and practice issues, and improve job satisfaction and engagement.

### **BACKGROUND**

The project was implemented in a community hospital in Southeast, Texas. The hospital is part of a larger healthcare system based in Houston, Texas.

The nursing literature supports SG as a mechanism to foster engagement that can improve job satisfaction and retention, support shared decision making, and positively impact patient outcomes. The hospital system has experienced rapid growth of APRNs with over 600 practicing across campuses, and greater than 80 at the community hospital. However, no shared governance council exists

### **METHODOLOGY**

The council met over a 6-month time period. A pre and post survey, with questions extracted from the validated Press Ganey®

employee engagement survey, was administered to council members. The council established a process for feedback as well as identifying and tracking practice issues.

### **RESULTS**

APRN participation was  $\geq 60\%$  at all meetings. Issues identified during council meetings included credentialing, privileging, scope of practice, quality, marketing, mentoring, networking, staffing, and visibility. Seventy-five percent of APRNs indicated they “want to be working at TCH in 3 years” prior to council implementation and 66% post intervention. APRN engagement scores did not improve during the intervention period.

### **IMPLICATIONS**

SG councils provide a forum for communication to discuss professional and clinic practice issues. A longer period of time is needed to address issues identified as important by the council, and to determine the impact of a SG council on employee engagement, job satisfaction, decision making, and patient outcomes.