

a note on Nursing Enterprise Governance

UCSF Health

Dec 3, 2024

UCSF Nursing Leaders,

I'm excited to share an update on our evolving Nursing Enterprise Governance structure and processes, which are rooted in our commitment to Caring, Healing, Teaching and Discovering, as well as our True North Pillars and PRIDE values. Nursing Enterprise Governance and our Magnet culture of excellence will shape the future of nursing practice at UCSF Health within a rapidly changing healthcare landscape.

As a UCSF Nursing Leader, your influence is pivotal to our success in launching and sustaining these changes. **This message includes a suite of materials and recommended dissemination methods to support you in socializing and supporting our teams through this transition.**

Many of you participated in the October 2024 Nursing Leadership Enterprise Shared Governance Retreat. Thank you. Your collective expertise generated clear themes and are guiding the priorities in preparation for launch of our evolved structure.

Thank you for your dedication and the invaluable expertise you bring to our profession.

Maddy Pearson,
Chief Nurse Executive

EVOLVING NURSING ENTERPRISE GOVERNANCE

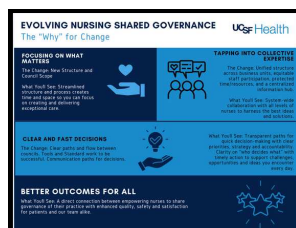
Leader Materials - December 2024

EVOLVING NURSING SHARED GOVERNANCE Leader Talking Points and Scheduled Activities			
Week	Topics	Objectives	Activities
Dec 2-4	The "Why" for Change	1. Develop awareness of "the why" behind the Shared Governance Model. 2. Understand the benefits of Shared Governance for patients, staff, and the nursing enterprise as a whole.	Present the Shared Governance Model. Discuss the benefits of Shared Governance. Engage staff in a discussion about the benefits of Shared Governance.
Dec 9-13	A Timeline	1. Review history of work to date. 2. Understand the current state of the work after the launch. 3. Highlight ongoing work items.	Share infographic on work to date. Post in break rooms. Discuss at staff meetings/shift huddles. Review progress and share next steps.
Dec 16-20	What is Shared Governance?	1. Understand the Shared Governance Model. 2. Recognize the change in role of the nurse leader in Shared Governance. 3. Highlight ongoing work items.	Share infographic on Shared Governance. Post in break rooms. Discuss at staff meetings/shift huddles. Review progress and share next steps.
Dec 23-28	Recognition and Reflection	1. Recognize the Shared Governance Model. 2. Understand the change in role of the nurse leader in Shared Governance. 3. Highlight ongoing work items.	Share infographic on Shared Governance. Post in break rooms. Discuss at staff meetings/shift huddles. Review progress and share next steps.

TOOL: LEADER TALKING POINTS & SCHEDULED ACTIVITIES

What: Brief talking points and presentations about shared governance. Useful to build shared understanding.

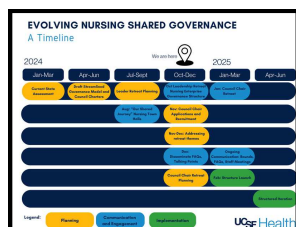
How: Include brief presentations in scheduled staff meetings. Follow calendar to engage in standard activities and build understanding within your team.



TOOL: THE WHY FOR CHANGE + FAQs

What: An infographic concisely describing the why, and the benefits, of the changes to our Shared Governance Model. FAQ Smartsheet to support answering your team's questions.

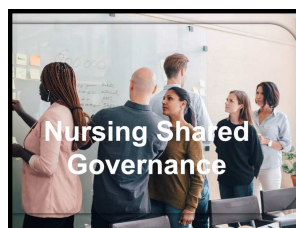
How: Email to your staff. Post in break rooms. Discuss at staff meetings/shift huddles.



TOOL: 2024-2025 TIMELINE

What: An infographic showing what is complete and what is to come in our journey.

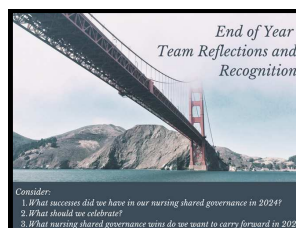
How: Email to your staff. Post in break rooms. Discuss at staff meetings/shift huddles.



TOOL: WHAT IS SHARED GOVERNANCE?

What: Brief powerpoint presentation overviewing shared governance definitions and value.

How: Present to your team at staff meetings and huddles.



TOOL: RECOGNIZE AND REFLECT

What: Prompts to promote end of year team reflection and recognition re: nursing shared governance.

How: Embed in your end of year/winter celebrations.

EVOLVING NURSING ENTERPRISE GOVERNANCE

Leader Talking Points and Scheduled Activities



Week

Topics

Objectives

Activities



Dec 2-8

The □ Why□ for Change

<https://tiny.ucsf.edu/why>
<https://tiny.ucsf.edu/FAQ>

1. Increase awareness of □ The Why□ Behind the Shared Governance Struture Evolution
2. Increase visibility of the changes and the positive impact to staff.

Email Infographic to your staff. Post in break rooms. Discuss at staff meetings/shift huddles. Leverage FAQ site to navigate staff questions.



Dec 9-15

A Timeline

<https://tiny.ucsf.edu/timeline>

1. Increase visibility of work to date
2. Emphasize the iterative nature of the work after the launch.
3. Highlight alignment with Magnet.

Email Infographic to your staff. Post in break rooms. Discuss at staff meetings/shift huddles. Leverage FAQ site to navigate staff questions.



Dec 16-22

What is Shared Governance?

<https://tiny.ucsf.edu/whatisgov>

1. Level set definitions and value of shared governance
2. Recognize the changing nature of healthcare and the need to engage the expertise of our nurses across the system.

Present 5 minute presentation with talking points at a staff meeting or shift huddles. Consider recording and send to all staff.



Dec 23-29

Recognition and Reflection

<https://tiny.ucsf.edu/2024reflect>

1. Recognize the incredible current state shared governance practices and successes in place within your care team.
2. Set the stage for evolution: What will we carry forward locally? What will be be glad to see evolve?

Reflect and embed recognition of strong shared governance examples into your winter celebrations.

Ask your team: What will we carry forward locally? What will be be glad to see evolve?

EVOLVING NURSING ENTERPRISE GOVERNANCE

The “Why” for Change

FOCUSING ON WHAT MATTERS

The Change:

New Structure and Council Scope

What You'll See:

Streamlined structure and process creates time and space so you can focus on creating and delivering exceptional care.



CLEAR AND FAST DECISIONS

The Change:

Clear paths and flow between councils. Tools and Standard work to be successful. Communication paths for decisions.



BETTER OUTCOMES FOR ALL

What You'll See:

A direct connection between empowering nurses to share governance of their practice with enhanced quality, safety and satisfaction for patients and our team alike.



TAPPING INTO COLLECTIVE EXPERTISE

The Change:

Unified structure across business units, equitable staff participation, protected time/resources, and a centralized information hub.

What You'll See:

System-wide collaboration with all levels of nurses to harness the best ideas and solutions.



EVOLVING NURSING ENTERPRISE GOVERNANCE

Frequently Asked Questions (FAQs)

Nursing Enterprise Governance Structure

Frequently Asked Questions

The questions below come from submissions from our people that are related to the Nursing Professional Governance Structure. Submissions received most recently appear at the top of each section.

If you would like to make a submission, you can do so using the following link:

[Nursing Professional Governance Structure Submission](#)

If you would like to express interest in joining the Councils, you can do so using the following link:

[Professional Governance Structure Expression of Interest in Council Membership](#)

COMMUNICATION

Submission:

Will the CN III and CN IV Promotions Committees be paused as well.

How will the new model promote engagement of the front-line staff?

Will we be aligning current practices across the enterprise prior to this governance iteration?

How will changes from other disciplines that impact nursing be incorporated, particularly if they do not have systemwide implications?

Response:

No, the promotion committee activities will continue.

Engagement comes from participating in work that addresses identified needs. This will both continue and be promoted in the new structure. There will be different councils for staff to participate in, which will be scheduled so staff can plan for them.

Through the governance structure and processes, the outcome will be alignment of nursing practice where applicable and appropriate for the level of care. This promotes reliable provision of evidenced-based nursing care in all areas.

The interdisciplinary forums will continue. With appropriate representation, we can ensure any impact on nursing is communicated and considered in practice changes to ensure goals

LEADERSHIP

Submission:

How can nurses keep pace with the rate of change we are experiencing, and will this be addressed in the new structure?

Are there existing tips/resources for reinvigorating staff to work on Unit Based Council? How would we access them?

Will nursing leadership positions be eliminated in the new structure?

Response:

The dissemination of information is a goal of the new governance structure. The new structure provides for coordinated communication across councils and to the areas of clinical practice throughout the enterprise. Information will be cascaded to councils and units. The structure will also create transparent pathways for decision making and action, reducing time and effort to get decisions to the right stakeholders for action.

We will be working on this as we finalize the structure and plan implementation.

The nursing governance structure is to facilitate collaborative decision-making and provide pathways for professional advancement. It is not intended to speak directly to nursing leadership positions in the organizational structure.

STRUCTURE

Submission:

Can the core councils have an executive sponsor from the NEC as a resource to facilitate activities discussed in these groups?

How do we get the right tools and educational materials to enable leaders to perform the critical functions of their roles?

Is CNIII/IV rolling up into Professional Development Council?

Response:

To ensure work is not siloed and duplicated and to facilitate appropriate communications, the Coordinating Council will coordinate this. That said, we will be open to executive sponsors as needed.

This is work that we will continue to do, both within nursing and the governance structure as well as throughout the organization generally. Strengthening our systems has been identified as a key priority.

The final structure will be determined during the Retreats. While we have developed a draft structure, we must engage our front-line people and leaders in this work. While not fully defined, there will need to be linkages between the CNIII/IV work and the Professional Development Council.

TRANSITION

Submission:

Will there be professional growth opportunities for our people to develop the competencies to perform in various roles in the governance structure?

Will our unit councils also be taking a break in their work in November/December?

What is the plan for current coaches and facilitators for existing councils that will be modified and blended?

What is the planned timeline for growing these processes within SFH and SMH?

Will we continue with the multidisciplinary forums, particularly those required to meet

Response:

There are and will be. Orientation and leadership training will be available through the health system and the School of Nursing/Leadership Institute.

Yes, we will pause council work as we move to implementation of the new structure.

Those currently involved and actively participating will be encouraged, along with others, to express interest and participate. The success of the councils comes from rewarding work being undertaken by our people.

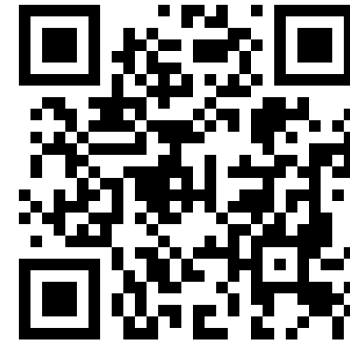
The professional governance model applies to across the enterprise, and the timeline will be the same for all areas of nursing.

Yes, multidisciplinary forums and those required to meet our obligations will continue.

What: Common questions and answers about the Shared Governance model and transition. This [live link](#) is updated as new questions come in.

How: Hold Q and A forums with staff at staff meetings and huddles.

SCAN ME



<http://tiny.ucsf.edu/FAQ>

<https://tiny.ucsf.edu/FAQ>

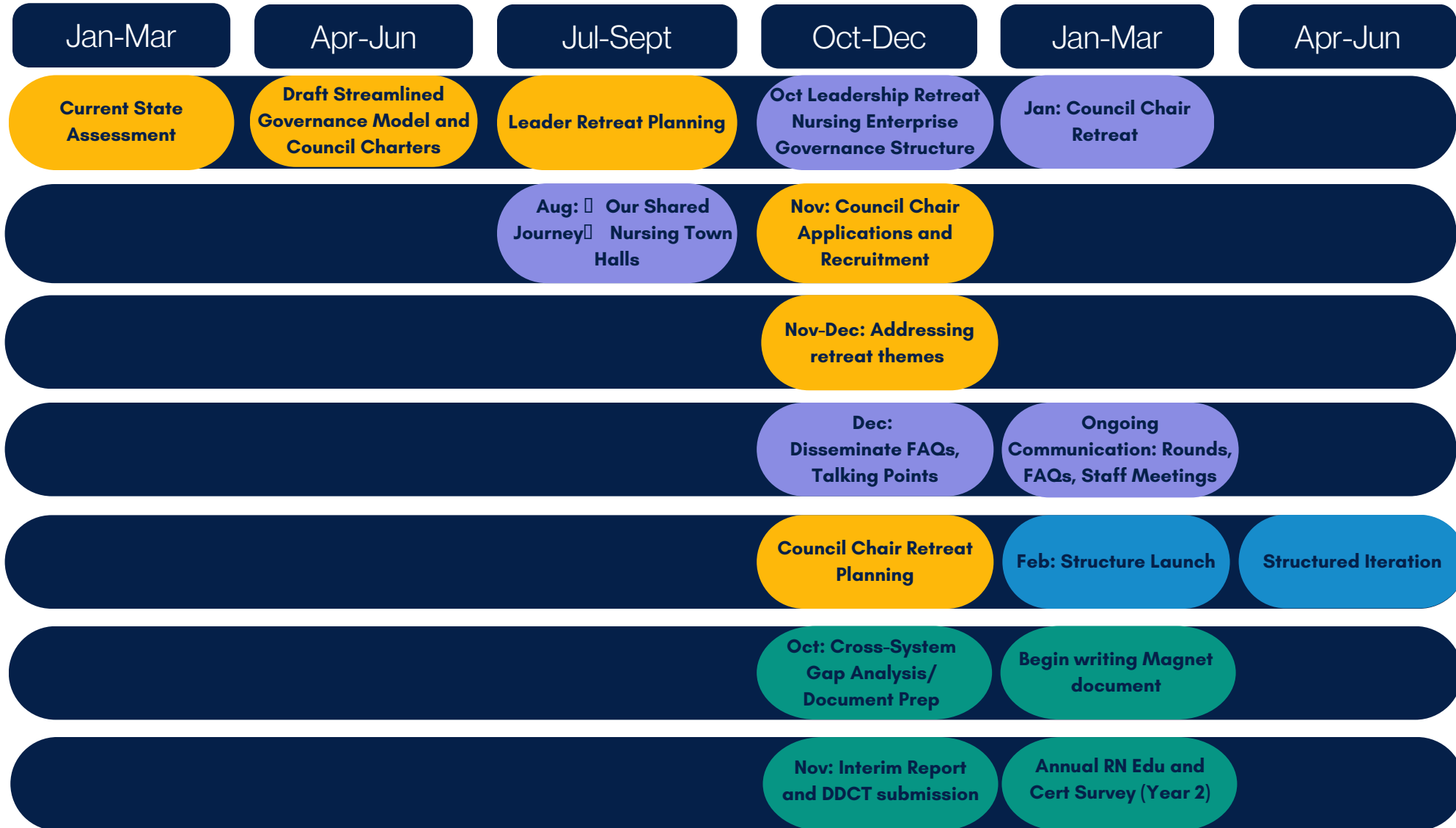
EVOLVING NURSING ENTERPRISE GOVERNANCE

2024-2025 Timeline



2024

2025



Legend:

Planning

Communication and Engagement

Implementation

Magnet

A photograph of the Golden Gate Bridge in San Francisco, viewed from a low angle looking up at the bridge's structure. The bridge's red-painted steel framework and suspension cables are prominent against a clear blue sky. In the background, the rugged, rocky hills of the Marin Peninsula are visible, with some greenery on the slopes. The water of the San Francisco Bay is at the bottom of the frame.

End of Year Team Reflections and Recognition

Consider:

- 1. What successes did we have in our nursing shared governance in 2024?*
- 2. What should we celebrate?*
- 3. What nursing shared governance wins do we want to carry forward in 2025?*
- 4. What aspects of nursing shared governance are we excited to evolve?*

EVOLVING NURSING ENTERPRISE GOVERNANCE

October 2024 Leader Retreat: Insights and Outcomes

LEADERS SHARED THEIR EXPERTISE THROUGH 4 ACTIVITIES:

1. We asked: What is needed before launching the new structure?

- Goal of question: Identify the most important things needed to launch.
- Next Steps:
 - Responses were analyzed for themes and priority
 - Workgroups are addressing top themes

185

Responses

2. We asked: How do we make this happen?

- Goal of question: Gather leader insight and expertise by proposing solutions to the most important needs to launch shared governance structure.
- Next Steps:
 - Organized verbatim responses into a rich resource for workgroups

115

Solutions

3. Unit Based Council question burst

- Goal of activity: Utilize rapid questioning to uncover new angles or reframing of a challenging problem, positioning it for solving.
- Next Steps:
 - Organized verbatim responses a rich resource for workgroups

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Questions

4. Nursing visioning and strategic planning

- Goal of activity: Tap creativity to identify our deepest visions for UCSF Nursing. Tables created a newspaper frontpage of UCSF Nursing in the future.
- Next Steps:
 - Themes under analysis to inform future strategic planning.

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Front Pages

ACTIVITY 1 INSIGHTS

1. We asked: What is needed before launching the new structure?

- Goal of question: Identify the most important things needed to launch.
- Next Steps:
 - Responses were analyzed for themes and priority
 - Workgroups are addressing top themes

185 Responses

TOP THEMES



Responses ranked by submitting groups. Rank scale from 1-10, with rank of 1 = most important and 10 = least important.