



# **Structural Empowerment through Shared Governance for Correctional Nurses**

- Sharon LeasureBrown – Chief Nurse Executive
- Richmond Rada – Nurse Consultant Program Review (Lead)
- David Toman – Nurse Consultant Program Review

# Disclosure & Disclaimer



- **Disclosure Statement:** We do not have any relevant financial relationships with any commercial interests.
- **Disclaimer Statement:** This informational presentation was developed by independent experts. The information provided in this presentation is not the official position or recommendation of National Conference on Correctional Health Care (NCCHC) but rather expert opinion. This information is not intended to be appropriate for every clinical situation nor does it replace clinical judgment.

NCCHC does not endorse or recommend any products or services mentioned.

# Educational Objectives



- **Learning Objective 1:** Name the four principles of shared governance
- **Learning Objective 2:** Describe the benefits of adopting a shared governance model in a correctional setting
- **Learning Objective 3:** Analyze how shared governance supports structural empowerment

# Overview of Topics



- CCHCS Nursing Services
- Principles
- Structural Empowerment
- Sustaining Shared Governance
- Success Stories
- Benefits in a Correctional Setting
- Summary

# CDCR/CCHCS Nursing Services



## Map of California's Correctional and Rehabilitation Institutions



## Classification Total

**CNA** 637

**LVN** 1551

**MA** 297

**PT** 1038

**RN** 2269

**SPT** 88

**Grand Total** 5880





# Shared Governance

# What is Shared Governance?



- A structural model through which nurses can express and manage their practice with a higher level of professional autonomy.
- It is a way of giving nursing staff a voice in the decision making process.

# Principles



- Accountability
- Ownership
- Partnership and team building
- Practice equity





# Accountability



- A willingness to accept responsibility for one's actions
- Invest in the decision made
- Linked to better patient outcome
- Vital to the future of healthcare

**ACCOUNTABILITY**  
is the glue that ties  
**COMMITMENT**  
to **RESULTS**

# Ownership



- Authority for practice related decisions
- Owning the decisions and actions made
- Full engagement
- A sense of pride in nursing profession



# Partnership & Team Building



- All nursing staff participation
- Integral part of the multidisciplinary team
- Enhance efficiency and quality of care



# Practice Equity



- No role is more important than any other
- Accept the importance of everyone's work
- Everyone has something to contribute
- Focus on improving patient care





# Structural Empowerment



# Structural Empowerment



Structural Empowerment refers to the ability to mobilize resources and achieve goals through access to:

- information
- **support**
- resources
- opportunities



# Structural Empowerment





# Sustaining Shared Governance

# Sustaining Shared Governance



- Nursing Services Headquarters Support
- Statewide, Regional, and Institutional Dashboard



CCHCS HQ in Elk Grove, CA

# Nursing Services HQ Team

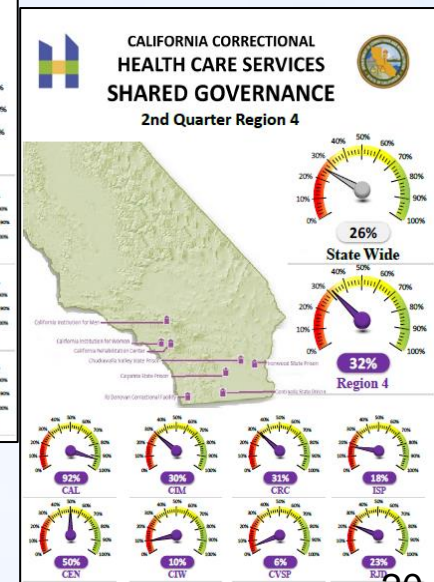
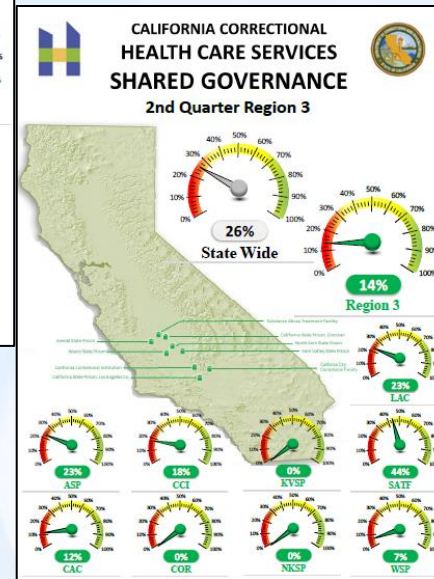
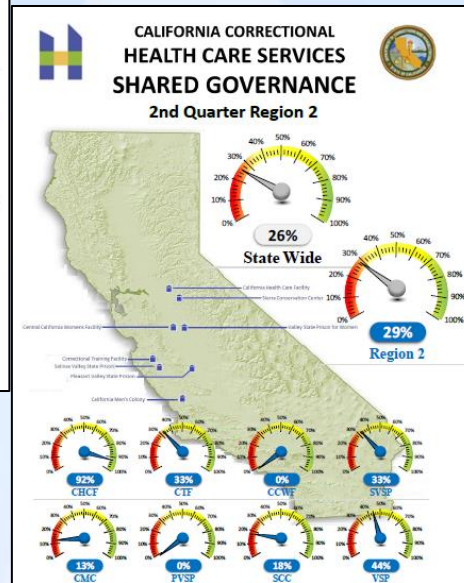
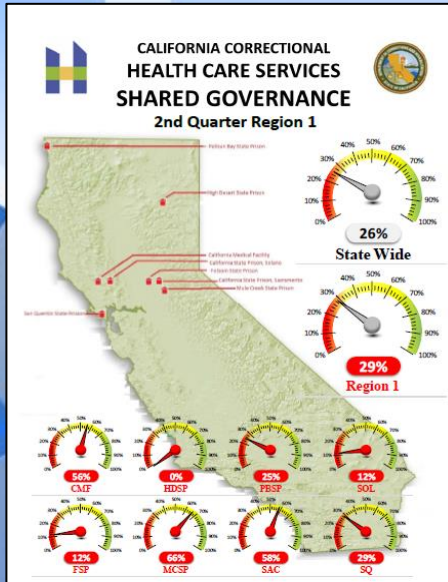


- Headquarters Chief Nurse Executive Sponsor
- Designated Nurse Consultant Program Review
- Designated administrative support

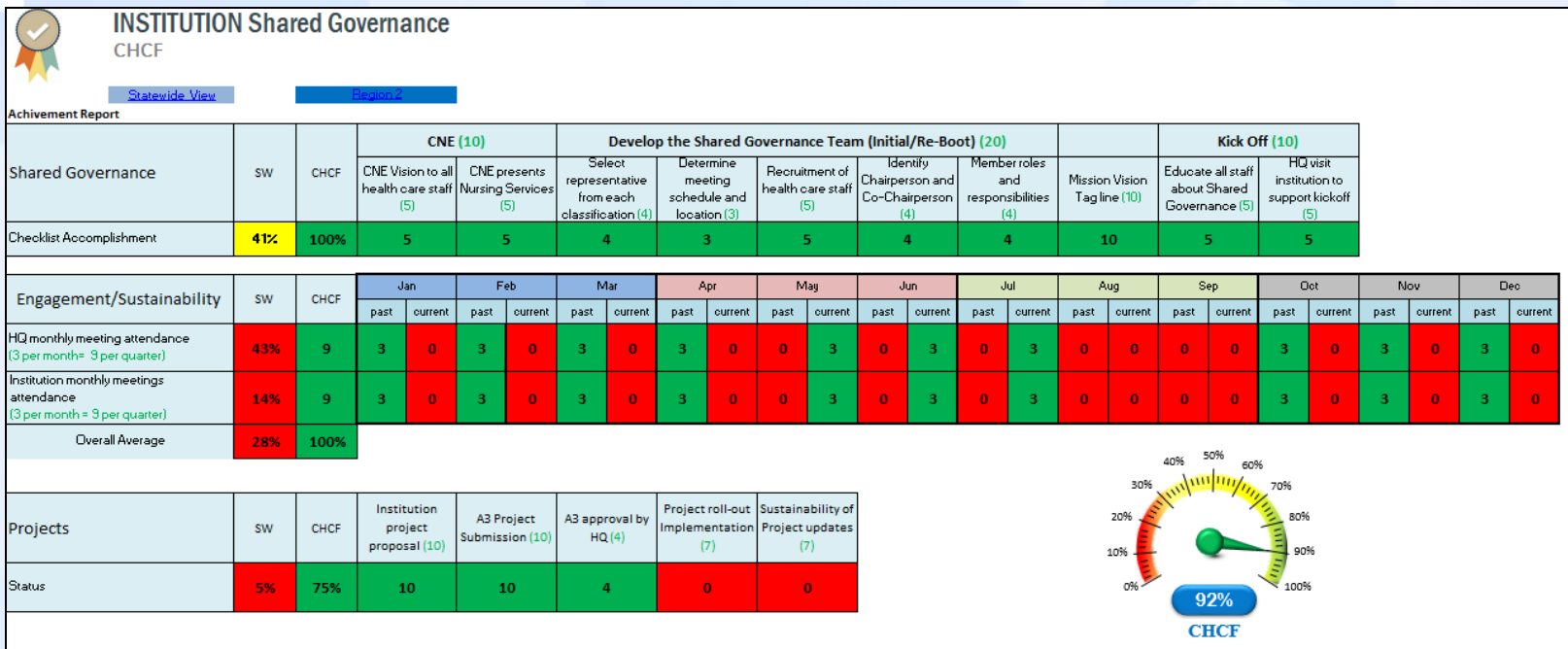




# Regional Dashboard



# Institutional Dashboard





# Benefits of Shared Governance in a correctional setting and success stories of Shared Governance in CDCR/CCHCS



# Benefits



1. Improved patient outcomes
2. Improvement in quality of care
3. Increase in job satisfaction & retention
4. Gives staff a voice
5. Staff takes ownership in their practice
6. Reduces resource expenditures
7. Promotes patient & staff safety



# Shared Success - Examples



- California Health Care Facility (CHCF)
  - Grab and Go Bag
- Mule Creek State Prison (MCSP)
  - Role Clarity White Board
  - Emergency bag color coded contents tags
- California Institution for Women (CIW)
  - Improving the 1:1 suicide watch

# CHCF – Grab & Go Bag



# MCSP – EMR Role Clarity



## Improving Emergency Medical Response (EMR) Time:

- Role Clarity White Board
- Emergency bag color coded contents tag

EMERGENCY RESPONSE ROLES								
Roles	Pocket	MED CART ASSIGNMENTS						
		Su	M	T	W	Th	F	S
Airway & Vitals	Dark Blue	1	2	3	4	1	2	3
AED & Circulation -bleeding control -compressions	Orange Light Blue Red	2	3	4	1	2	3	4
Meds FSBS First Responder Form	Yellow Green Red	3	4	1	2	3	4	1



# CIW – Suicide Watch Chair



Old chair used in 1:1 suicide watch with broken armrest, no footrest, inadequate height adjustment and exterior made of fabric.



The new chair with armrest, footrest, variable height adjustment that can accommodate short or tall staff, and an easy to clean exterior surface. The color red also designated the chair for suicide watch only.



One of the staff performing 1:1 suicide watch. The staff is very comfortable with arm and foot rests and has complete visibility of the patient while charting on the laptop.



# Summary



- Shared Governance is one of the strategies the organization can adopt to achieve Structural Empowerment by supporting:
  - Staff accountability and autonomy in their practice
  - Sense of ownership and becoming part of the solution
  - Partnership and team building
  - Practice equity



# Questions



"For us who Nurse, our Nursing is a thing, which, unless in it we are making progress every year, every month, every week, take my word for it we are going back. The more experience we gain, the more progress we can make".—Florence Nightingale

# References



- Brennan, D. & Wendt, L. (2021). Increasing Quality and Patient Outcomes with Staff Engagement and Shared Governance. Online Journal of Issues in Nursing May2021; 26(2).
- Costley, T. & Diaz, C. (2021). Professional governance and staff engagement. American Nurse Journal. Jan2021; 41-46
- Moura LN, Camponogara S, Santos JLGD, Gasparino RC, Silva RMD, Freitas EO. Structural empowerment of nurses in the hospital setting. Rev Lat Am Enfermagem. 2020 Nov 6;28:e3373. doi: 10.1590/1518-8345.3915.3373. PMID: 33174992; PMCID: PMC7647415.
- Orton, A. (2021). Supporting nursing autonomy through shared governance. Nursing Management. Retrieved on August 15, 2022 from [www.nursingmanagement.com](http://www.nursingmanagement.com)

# Contacts



## **Speaker Contact information:**

Sharon Leasure Brown: [Sharon.LeasureBrown@cdcr.ca.gov](mailto:Sharon.LeasureBrown@cdcr.ca.gov)

Richmond Rada: [Richmond.Rada@cdcr.ca.gov](mailto:Richmond.Rada@cdcr.ca.gov)

David Toman: [David.Toman@cdcr.ca.gov](mailto:David.Toman@cdcr.ca.gov)

Service Email: [CDCRCCHCSNursingSharedGovernance@cdcr.ca.gov](mailto:CDCRCCHCSNursingSharedGovernance@cdcr.ca.gov)