World Café
2018

March 14, 2018
8 am – 5pm

Carnesale Commons- Palisades Ballroom

A New U…
A New Us

U Lead the Way…
through Professional Governance
Agenda and Housekeeping Items

• 0800 -1700 Morning Break, Lunch Noon-1, afternoon break
• Restrooms - located down the long hallway
• Please silence pagers, cell phones
• Opt- polling questions
• Downloadable handouts online
• Code pg2018

Learning Objectives

• Understanding of the nursing strategic plan at UCLA Health
• Describe Transformational Leadership
  • Responsibility Authority Accountability Model (RAA) and expectations
• Describe how Relationship-Based Care is used as a care delivery model and an operational framework to improve patient outcomes and patient/staff satisfaction.
• Explain UPC structure, process and reporting outcomes.
• Relate structure and purpose of a UPC Meeting.
• Articulate steps of a successful UPC meeting
• Explain professional governance restructuring, facility and system councils.
• Identify the necessary steps for practice council project development
  • Tableau, project submission

Vision, Rationale and Goals

Welcome

Karen Grimley, PhD, MBA, RN, NEA-BC, FACHE

“If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.”
- John Q. Adams
Background

• UCLA nurses commit to the values and vision of UCLA Health and the organizational values of compassion, respect, excellence, discovery and innovation, integrity, teamwork and service.

• UCLA nurses also fully embrace the organizational vision to heal humankind one patient at a time through improving health, alleviating suffering and delivering acts of kindness.

Empowered U

Nurses are empowered through established structures and processes to achieve higher levels of professional development, participate in decision-making, teach and develop others, and contribute to the community.
Strategic Priority

NURSING SYSTEM STRATEGIC PLAN

Evaluate and implement professional governance infrastructure to strengthen nurse engagement and voice in shared decision-making.

U Lead the Way… through Professional Governance

Staff Engagement Workgroup

- Ann Bindra
- Alexis Fitten
- Nancy Freeman
- Lee Galuska
- Beki Heffler (retired)
- Rebecca Lahr
- Randy Lawrence
- Maria Madden
- Gina Maltase
- Tina Mamais
- Diane Oran
- Allie Ramsey
- Shannon Ruiz
Alignment of Models

Relationship-Based Care

Professional Governance

- Structure
- Process

Theory Based
Jean Watson
Kristen Swanson

Professional Governance Structure
NEW 2018 Model
Guiding Structures

- Bylaws
- Charter

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UCLA Health Professional Governance Model

Professional Governance Unit Practice Councils
Unit Practice Councils
Overview

Current State

- UPCs valued as a strong element of our current system
- Variation in practice
- Inconsistency across the health system
- No prior multi-campus charter

New State

- Creation of one UPC Charter for the health system 2018
- Consistent practice among UPCs

Unit Practice Councils
Structure and Charter

Purpose

The primary purpose of the Unit Practice Council is to plan, implement, and continuously improve the unit/department-specific Relationship-Based Care (RBC) delivery model and related outcomes. Focus is patient and family centered care.

Scope

Promoting the professional practice of nursing as an intellectual discipline by continuously improving patient outcomes and patient safety.

Membership Terms

Commitment

- 2-year minimum
- 3-year maximum (unless in a leadership role)

Succession Plan

- Exiting officers mentor oncoming officers
  - Chair will serve as mentor to Co-Chair
  - Chair will transition to Facilitator role
Unit Practice Councils
Meeting Structure

UPC Meetings
• Monthly in the work environment
• Maximum of 4 hours

All meetings are “working meetings” consisting of:
First part of meeting
• Approval of minutes/review agenda (template on Website)
• Report feedback from staff
• Review ongoing projects
Second part of meeting
• Divide into workgroups
Third part of meeting
• Report back to UPC group about progress

Unit Practice Councils
Roles

• Chair
• Co-Chair
• Recorder
• Facilitator
• Member
  • Social Officer
  • Communications Officer
  • Research Officer
  • Quality Improvement Officer

Unit Practice Councils
Roles and Responsibilities

Chair and Co-Chair
Serves as a member on
• New Transformational Leadership Councils
• Organizes and disseminates meeting agendas

Keeps UPC focused on assessing unit needs, developing and implementing action plans and meeting strategic goals
• Meets with Unit Director and plan agendas
• Seeks consultation as appropriate to optimize council function
Unit Practice Councils
Roles and Responsibilities

Recorder
- Record minutes
- Record decisions in the minutes template
- Maintain parking lot items
- Ensures minutes are emailed to the Unit Staff, Unit/Department Director, and Clinical Nurse Specialist/Educator

Facilitator
- Keeps group on track/time keeper
- Encourages input from all members, reinforces behavioral expectations
- Makes suggestions to Chair about group process
- Assists group to reach consensus
- Suggests use of parking lot when appropriate
- **Chair will transition to this role**

Research Officer
- Explore evidence-based practice and ways to improve patient care.
- All RNs will have access to Tableau.

Quality Improvement Officer
- Report out on monthly data
- HCAHPS scores, Tableau, Unit Dashboard (sepsis, falls, pain satisfaction scores, etc.)

Social Officer
- Responsible for planning special events
- Recognizing staff who have obtained their certifications
- Provide support to those staff members who may be experiencing undue hardship
- Foster positive relationships amongst staff

Communications Officer
- Update UPC bulletin board
- Ensure communication tree is updated and topics sent out each month
Unit Practice Councils
Roles and Responsibilities

Member
- Learns about Relationship-Based Care
- Maintains communication with assigned communication network (tree)
- Offers ideas from colleagues in communication network

Unit Leadership
- Provides guidance and support by attending all UPC meetings
- Serve 2 year term on a system or facility council
- Develops a shared vision for RBC with UPC and staff
- Solves unit systems issues that are beyond the scope of the UPC
- Provides time for UPC to meet by adjusting the schedule to cover meeting times
- Provides guidance and reviews content of presentations, posters/abstracts and reports for completeness
- Follows up with attendance and accountability concerns

Unit Leadership
- Mentor Council members to foster understanding of UCLA Health nursing standards, application to practice, and their role in professional governance
- Assist with dissemination of information from Council
- Assist Council members with organization-wide practice changes that affect patient outcomes
- Facilitate interprofessional collaboration when needed
- Remove barriers to the Council’s success
- Empower staff to become nursing leaders
Unit Practice Councils
Roles and Responsibilities

Keys to a Successful Professional Governance
- Trust your staff
- UPC’s of first line staff decide how to bring RBC to life
- Leaders are there to support and encourage, but not direct
- Shared Decision making

Unit Practice Councils
Reporting Outcomes

World Café Event beginning June 2019
End of Fiscal year, prior to new members selection
New member selection begins in May and new members will start in July.
This will allow unit goals and projects to align with UCLA Health fiscal year goals.
Restructure Workgroup

- Renee Appleby
- Gilbert Barco
- Bryant Duong
- Cathy Gabster
- Lee Galuska
- Danielle Janes
- Sophia Ju
- Mo Keckeisen
- Bindu Kumar
- Mary Lawanson-Nichols
- Dallas Lawry
- Pamela Miller
- Diane Oran
- Adrienne Puglisi
- Jordan Sugar
- Grace Sund
- Michelle Tolentino
- Coleen Wilson
Transformational Leadership Councils

Scope

- **Strategic Planning**
  - Effectiveness, efficiency, performance
- **Advocacy and Influence**
  - Guide change process
- **Visibility, Accessibility, and Communication**
  - Establish methods for nurses to access formal nurse leaders
- **Oversight of Quality and Safety**
  - Monitor activities and outcomes of each facility council and UPCs.
Transformational Leadership Councils

**Membership**
- Unit Practice Council (UPC) Chair (from each unit/department)
- Unit Director (UD)
- Clinical Nurse Specialist (CNS)
- Assistant Unit Director
- Facility Council Chairs
- Nursing Quality Outcomes/Magnet Coordinator
- Analyst, Patient Experience Representative (ad hoc)

**Leadership:** Clinical Nurse UPC Chair and Co-Chair

**Executive Sponsor:** Chief Nursing Officer

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**UCLA Health Professional Governance Model**

**Facility Councils**

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**Exemplary Professional Practice Councils**

**Scope**
- Professional Practice Model
- Care Delivery System
- Interprofessional Care
- Accountability, Competence, and Autonomy
- Ethics, Privacy, Security, and Confidentiality
- Culture of Safety and Quality of Care
Exemplary Professional Practice Councils

**Membership**
- Professional Nurses at the direct care level
  - (ANI,CNI/II/III)
- Unit Director
- Clinical Nurse Specialist
- Assistant Unit Director
- Subject Matter Experts (SME) for nursing quality/safety indicators

**Leadership:**
- Clinical Nurse Chair and Co-Chair

**Administrative Sponsor(s):** CNS and UD/Manager

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**UCLA Health Professional Governance Model**

**Facility Councils**

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**New Knowledge, Innovations and Improvements Councils**

**Scope**
- Research
  - Coach nurses, use published research findings
  - Support human rights
  - Disseminate knowledge
- Evidence-Based Practice
  - Translate knowledge into nursing EBP
- Innovation
  - Discuss, review and support innovations/adoptions of technology
  - Participate in design and use of space to support practice
New Knowledge, Innovations and Improvements Councils

**Membership**
- Professional Nurses at the direct care level (ANI,CNI/II/III)
- Unit Director
- Clinical Nurse Specialist (RIC member)
- Assistant Unit Director
- Nurse Scientist
- Nurse Informaticist
- Nursing Quality Outcomes/Magnet coordinator

**Leadership:** Clinical Nurse Chair and Co-Chair

**Administrative Sponsor:** CNS or UD/Manager

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**UCLA Health Professional Governance Model**

**Facility Councils**

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**Structural Empowerment Councils**

**Scope**
- Professional Engagement
- Commitment to Professional Development
- Commitment to Community Involvement
- Recognition of Nursing
Structural Empowerment Councils

**Membership**
- Professional Nurses at the direct care level (ANI, CNI/II/III)
- Unit Director, Clinical Nurse Specialist
- Assistant Unit Director
- Nursing Professional Development Specialist (NPDS)
- Center for Nursing Excellence (The CENTER) NPDS
- Nursing Quality Outcomes/Magnet Coordinator

**Leadership:** Clinical Nurse Chair and Co-Chair

**Administrative Sponsor(s):** NPDS and CNS or UD/Manager
Empirical Outcomes Council

Scope

- To review identified system outcome measures and make/approve recommendations for strategic intervention to optimize performance.

- To assure that nursing performance and related outcome metrics align with the strategic priorities of the organization and the nursing department.

Empirical Outcomes Council

Membership

- Magnet Program Director
- Professional Development Specialist
- Nursing Quality Improvement Specialist
- From each entity:
  - UD/Manager, CNS, Transformational Leadership Council chairs, Nursing Quality Outcomes/Magnet Coordinator, Nursing Quality Analyst

Leadership: Clinical Nurse Chair and Co-Chair

Executive Sponsor: Member of Chief Nurse Executive Council

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System Council

Practice Council
Practice Council

Scope
• To foster exemplary patient care through the development, review, revision, approval, and dissemination of clinical nursing policies, guidelines, and practice alerts
• To ensure that policies and guidelines are based on the latest research and evidence.
• To oversee and provide input by clinical nurses in collaboration with nursing leadership on the approval process for nursing policies and guidelines.

Membership
• Chairs/Co-Chairs from the Exemplary Professional Practice Council
• Unit Director
• CNS
• Nursing Professional Development Specialist
• APRN/NP
• Nurse Scientist/EBP Specialist

Leadership: Clinical Nurse Chair and Co-Chair
Executive Sponsor: Member of Chief Nurse Executive Council
Research and Innovation Council

Scope

• To support, encourage, and facilitate nurses’ participation in research activities (utilization and conduct) so that optimum patient outcomes are achieved.

• The RIC functions under an operational strategic plan that promotes system-wide, multi-disciplinary research, evidence-based practice, innovation and technology adoption.

Membership

• Chairs/Co-Chairs
  • from the New Knowledge & Innovation Council (4)
• Nurse Scientist
• Unit Director
• CNS
• Nursing Professional Development Specialist
• APRN/NP
• Nursing Informaticist

Leadership: Clinical Nurse Chair and Co-Chair

Executive Sponsor: Member of Chief Nurse Executive Council
Professional Development Council

Scope
- To increase current clinical nurse education levels and professional certifications
- To promote professional nursing clinical advancement and career development
- To ensure that educational activities are relevant to the advancement of nursing excellence.
- To increase meaningful recognition of nurses
  - DAISY, Nurses Week

Membership
- Chairs/ Co-Chairs
  - from the Structural Empowerment Councils (4)
- Unit Director
- CNS
- Nursing Professional Development Specialist
- APRN/NP
- Nursing Informaticist
- Leadership: Clinical Nurse Chair and Co-Chair
- Executive Sponsor: Member of Chief Nurse Executive Council
Professional Governance
Coordinating Council

Scope of Activities
• Nursing Strategic Planning
• Collaborates in the strategic planning process in alignment with organizational
• Provides oversight and support for professional governance councils to assure ongoing effectiveness
• Establishes methods for effective two way communication between clinical nurses
• Charters new workgroups and makes referrals to councils/others for performance
• Assures accountability for council deliverables

Scope of Activities, continued
• Advocates for resources to support nursing practice and outcomes.
• Engages in policy and legislative activities in alignment with mission, vision and strategy.
• Visibility, Accessibility, and Communication
• Facilitates leadership visibility and accessibility for nurses at all levels.
Professional Governance
Coordinating Council

Members
• CNEC members (8)
• Unit Director from each system council (4)
• Clinical Nurse Specialist from each system council (4)
• Chair from each system council (4)
• Transformational Leadership Chairs from each entity (4)
• **Leadership**: Elected Chair and Co-Chair
• **Executive Mentor**: Chief Nursing Executive

Poll Questions

onlinepoll.ucla.edu/polls/1859
Professional Governance

Communication Tool

Communications Workgroup

- Heather Dodge
- Meg Furukawa
- Amy Goldberg
- Mat Ilasin
- Sophia Ju
- Betty Lee
- Justin Marinaro
- Andrew Prevost
- Brian Sharkey
- Kim Ternavan
- Yesenia Valle
Communications Workgroup Tasks

• **Goals**
  - To ensure that all staff have a voice
  - To create an electronic tool for staff to submit ideas for practice changes – U Guide Innovation

• **U Guide Innovation**
  - Accessed from Department of Nursing page on Mednet
  - Automatic confirmation of submission to requester
  - Automatic notification of requests to Coordinating Council
  - Staff able to view all requests with status
  - Create a rubric for request review
  - Create notification letters for requesters

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**Change Request Workflow**

1. Staff member has a practice change idea to submit.
2. Goes to Nursing page on Mednet Home page. Click on U Guide Innovation.
3. Enters information into Survey Gizmo form.
4. Survey Gizmo report data used to create Tableau report.
5. Automatic email to requester acknowledging submission and to Coordinating Repository members notifying them of request.
6. Coordinating Repository reviews request using rubric and routes it appropriately. Sends email to requester with status.
7. Workgroup reviews and prioritizes request. Completes project.
8. Disseminates information to staff, educates as needed.

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**U Guide Innovation**

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U Guide Innovation

Your Location:
- Ambulatory
- ENF
- ER

Please select the type of request:
- Change to existing practice
- Patient Care Project/In Progress
- Education
- Equipment or Products
- Lab Errors
- Length of Stay
- New Guideline
- New Practice
- Patient Satisfaction
- Policy Revision
- Safety
- Staff Empowerment/Satisfaction
- Technology
- Throughput
- Value
- Other

Please indicate the scope of the change:
- Unit
- Hospital
- Health System

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U Guide Innovation

What gave you the idea for this change? (check all that apply):
- Conference
- Literature Search
- National Agency or Organization Standard/Guideline
- Observation

- Patient Issue
- Patient Experience
- Other - Write In:

What is the current problem to be solved?

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U Guide Innovation

Who does this problem impact? (Population):
- Ancillary Staff
- Intake/Discharge Team
- Patients
- Nursing Staff (ACP, CCP, AGCP, MA)
- Physician
- Other

What do you want to change? (Intervention or issue):

What is the current practice? (Comparison):

What will you improve by this change? (Outcome):

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U Guide Innovation

Have you discussed this request with the unit leadership team?

- YES
- ND

Please indicate who you discussed the request with:

Are you aware of any other unit working on the same problem?

- YES
- ND

Please indicate the other unit(s) working on this problem:

Please attach any relevant documentation related to this change request.

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Coordinating Council Review Rubric

Project Title: ____________________________

Submitter/Unit: ____________________________

Review Date: ____________________________

 Reviewed By (Name and Credentials): ____________________________

Request Tracking Number: ____________________________

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Not Ready (1)</th>
<th>Possibly Ready (2)</th>
<th>Ready (3)</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Is the Project Feasible?</td>
<td>Requires a solution that does not currently exist</td>
<td>Requires a solution that may be obtained</td>
<td>Would be able to complete project in current environment</td>
<td></td>
</tr>
<tr>
<td>2) Does the request align with Council’s goals? (risk, priority, etc.)</td>
<td>Request differs from Council’s goals</td>
<td>Request aligns with Council’s goals</td>
<td>Request aligns with Council and Health System’s goals and strategy</td>
<td></td>
</tr>
<tr>
<td>3) Resources - Financials</td>
<td>Financial resources not available or high cost for resources</td>
<td>Majority of financial resources available or moderate cost for resources</td>
<td>All financial resources available or low cost for resources</td>
<td></td>
</tr>
<tr>
<td>4) Resources - Staff/ Stakeholders</td>
<td>Staff and stakeholders not available or high need for resources</td>
<td>Majority of staff and stakeholders available or moderate need for resources</td>
<td>All staff and stakeholders available or low need for resources</td>
<td></td>
</tr>
</tbody>
</table>

Total Score
Coordinating Council Review Rubric

<table>
<thead>
<tr>
<th>Patient population affected by this project</th>
<th>Specific population on one unit in one hospital</th>
<th>Multiple units or one hospital</th>
<th>Health System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Similar projects already in progress</td>
<td>Yes, in one unit in one hospital</td>
<td>No, or yes, in multiple units or one hospital</td>
<td>Yes, in Health System</td>
</tr>
<tr>
<td>Process or policies need to be updated</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systems need to be updated or changed</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff need additional training or skills</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Conclusion**

What's coming next….

- Decisional Involvement Scale Survey, now open: March 11-24th, 2018
- UPC Standardization to begin on 4/1/18
- Membership changes for UPC and Councils to begin with Fiscal Year 2019
- Restructure Actualization: 7/1/18
- DIS Survey: 9/2-15/18
- Facility Showcase: 5/19
  - Top three presentations to be sent to June 2019 World Café 2019

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**U Guide Innovation Practice**

- Using the iPad
- Navigate to the Mednet Home Page
- Go to the Department of Nursing Home Page
- Click on the U Guide Innovation link
- Complete the form to submit a change request

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**Conclusion**

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