Unit Level Councils

Unit Practice Councils:

For full details regarding UCLA Health – Unit Practice Councils (UPC’s) please review the UPC By-laws and UPC Standard Charter.

Facility Level Councils

Transformational Leadership Council:

Purpose

The primary purpose of the Transformational Leadership (TL) Council is to cultivate strong professional practice and positive outcomes at UCLA Health by means of strategic planning, advocacy, influence and oversight. Through regular communication with direct-care nurses, TL Council members will strive to empower nurses to be visionary, inspiring, and respectful transformational leaders. The TL Council fosters a commitment to nursing excellence and the delivery of positive results within the facility and in alignment with UCLA Health system strategy. The TL Council engages and supports the UCLA Health Empirical Outcomes Council (EOC) in achievement of shared goals across the health system.

Scope of Activities

I. Strategic Planning
   a. Align mission, vision, values, and strategic and quality plans with the organization’s priorities to improve performance
   b. Provide mechanisms for all nurses to advocate for resources to support nursing and organizational goals
   c. Improve the organization’s effectiveness and efficiency

II. Advocacy and Influence
   a. Assist the CNO with organization-wide changes
   b. Guide the change process

III. Visibility, Accessibility, and Communication
   a. Solicit input from nurses on how to improve the nurse practice environment and patient experience
   b. Assist the CNO with visibility and accessibility to direct care nurses
   c. Establish methods for nurses to access formal nurse leaders

IV. Oversight of Quality and Safety
   a. Monitor activities and outcomes of each facility council and UPCs.
b. Provide guidance and feedback to assure council alignment, effectiveness and contribution to nursing excellence.

**Membership:** Unit Practice Council (UPC) chair (from each unit/department), Unit Director (UD), Clinical Nurse Specialist (CNS/Educator), Assistant Unit Director Chair, Facility Council Chairs, ANI Chair, Nursing Quality Outcomes/Magnet Coordinator, Analyst, Ad hoc: Performance Excellence, Nursing Quality Improvement Specialist (NQIS), Patient Experience representative

**Leadership:** Clinical nurse chair and co-chair

**Mentor(s):** NPDS/CNS/Educator and UD/Manager

**Executive Sponsor:** Chief Nursing Officer

**Structural Empowerment Council**

**Purpose**

The primary purpose of the Structural Empowerment (SE) Council is to empower and engage nurses in cultivating strong professional practice at UCLA Health through the implementation of effective structures and processes to foster nursing excellence. SE Council members promote professional development, nurse recognition, engagement in relationships and partnerships across the health care continuum, and a positive image of professional nursing. The SE Councils support and collaborate with the UCLA Health Professional Development Council (PDC) on common goals and activities.

**Scope of Activities**

I. **Professional Engagement**
   a. Encourage and support nurse participation in professional governance and other structures and processes to support nursing excellence.
   b. Encourage and support nurse participation in local, regional, national, or international professional organizations.

II. **Commitment to Professional Development**
   a. Support nurses’ continuous professional development, including professional nursing certification.
   b. Support clinical advancement processes and leadership development.
   c. Provide opportunities to improve nurses’ expertise in teaching a patient or family.
   d. Participate in reviewing and evaluating organizational structures and programs that support professional development.

III. **Commitment to Community Involvement**
   a. Support nurses’ participation in community healthcare outreach.
   b. Develop partnership between nurses and the community based on identified community needs.

IV. **Recognition of Nursing**
a. Recognize nurses for their contribution in addressing the strategic priorities of the organization.

b. Participate in planning and implementation of recognition programs.

**Membership:** Clinical Nurse from each unit, Unit Director, Clinical Nurse Specialist/Educator, Administrative Nurse I, Assistant Unit Director, Nursing Professional Development Specialist (NPDS), Center for Nursing Excellence (CENTER) NPDS, Nursing Quality Outcomes/Magnet Coordinator

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

**Mentor(s):** NPDS/CNS/EDUCATOR and UD/Manager
New Knowledge, Innovations and Improvements Council

Purpose

The primary purpose of the New Knowledge, Innovations, and Improvements (NK) Council is to drive continuous improvement and innovation at UCLA Health by means of evidence-based practice (EBP), nursing research, innovation, and technology adoption in nursing practice. NK Council members will strive to contribute to the science of nursing by enhancing or developing new care processes through the application of existing and/or new evidence. The NK Councils will support and collaborate with the UCLA Health Nursing Research and Innovation Council (RIC) on shared goals and activities.

Scope of Activities

I. Research
   a. Coach nurses at all levels to evaluate and use published research findings in their practice
   b. Engage nurses in the conduct of research
   c. Ensure clinical nurses support the human rights of participants in research
   d. Facilitate dissemination of knowledge generated through nursing research and EBP projects

II. Evidence-Based Practice
   a. Translate new knowledge into new nursing evidence-based practices

III. Innovation
   a. Discuss, review, and support innovations in nursing practice
   b. Involve nurses in the following: 1) Evaluation and allocation of technology and IT systems to support practice, or 2) Architecture and space design to support practice

Membership: Clinical Nurse from each unit/department, Unit Director, Clinical Nurse Specialist/Educator (RIC member), Assistant Unit Director, Nurse Scientist, Nurse Informaticist, Nursing Quality Outcomes/Magnet coordinator

Leadership: Clinical RN Chair and Co-Chair

Mentor(s): NPDS/CNS/EDUCATOR and UD/Manager
Exemplary Professional Practice Council

Purpose

The primary purpose of the Exemplary Professional Practice (EPP) Council is to assure the adoption of evidence-based best practices to optimize patient, nursing and organizational outcomes. The Council upholds the commitment to and implementation of the Professional Practice Model; cultivates a culture of safety that empowers nursing staff to take advantage of the opportunities and resources available to them, and equips clinical nurses with a comprehensive understanding and utilization of professional role-based practice. The EPP Councils will support and collaborate with the UCLA Health Practice Council (PC) on shared goals and activities.

Scope of Activities

I. Professional Practice Model
   a. Involve nurses in the implementation and evaluation of the professional practice model at the facility level

II. Care Delivery System
   a. Promote the delivery of relationship-based care with colleagues, patients and families
   b. Promote interprofessional collaborative practice
   c. Incorporate regulatory and specialty standards/guidelines into the care delivery system
   d. Evaluate professional organizations’ standards of practice
   e. Use internal and external experts to improve the clinical practice setting

III. Interprofessional Care
   a. Provide nurses with leadership opportunities in collaborative interdisciplinary activities
   b. Encourage nurse participation in interprofessional groups that implement and evaluate coordinated patient education activities

IV. Accountability, Competence, and Autonomy
   a. Provide nurses with resources to support decision-making in autonomous nursing practice
   b. Perform nursing peer case reviews
   c. Support and promote nurse autonomy through the organization’s governance structure for shared decision-making

V. Ethics, Privacy, Security, and Confidentiality
   a. Encourage use of available resources to address ethical issues

VI. Culture of Safety and Quality of Care
   a. Evaluate and improve workplace safety for nurses
   b. Involve nurses in the facility-wide proactive risk assessment or error management
   c. Involve nurses in the review, action planning, and evaluation of patient safety data at the unit level
d. Involve nurses in the implementation and evaluation of national or international patient safety goals.
e. Evaluate and improve workplace safety and healthy practice environments for nurses

**Membership:** Clinical Nurse from each unit/department, Unit Director, Clinical Nurse Specialist/Educator (PC member), Administrative Nurse I, Assistant Unit Director, subject matter experts (SME) for nursing quality/safety indicators, Ad hoc: EBP Specialist (CENTER), Nursing Informatics, NPDS (CENTER), Performance Excellence, Nursing Quality Improvement Specialist (NQIS)

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

**Mentor(s):** NPDS/CNS/Educator and UD/Manager
System Level Councils

Empirical Outcomes Council

Purpose

The primary purpose of the Empirical Outcomes Council (EOC) is to provide oversight of the outcomes of nursing practice throughout UCLA Health and mechanisms for performance improvement. The Council will review identified system outcome measures and make/approve recommendations for strategic intervention to optimize performance. The Council assures that nursing performance and related outcome metrics align with the strategic priorities of the organization and the nursing department. The EOC engages and supports facility-level Transformational Leadership Councils in achievement of common goals across the health system.

Scope of Activities

I. Oversight of Outcomes
   a. Improves the organization’s effectiveness and efficiency through outcome evaluation and implementation of action plans.
   b. Assures integration and collaboration with interprofessional colleagues and departments on quality initiatives.

II. Leading Change
   a. Collaborates to assure that nurses have the tools and skills required to lead change and improve performance.
   b. Assures infrastructure, tools and processes for outcome analysis and evaluation are available and accessible for local and system level improvement activity.
   c. Champions for organization-wide performance improvement initiatives
   d. Guides the change process

Membership: TL UD/Manager from each entity (4), TL CNS/Educator from each entity (4), Nursing Professional Development Specialist, Magnet Program Director, Nursing Quality Outcomes/Magnet Coordinator from each entity (4), Transformational Leadership (TL) chairs from each facility (4), Chairs from each system level council (3), Nursing Quality Improvement Specialist, Quality Analyst

Leadership: Elected chair and co-chair

Mentor(s): NPDS/CNS/Educator and UD/Manager

Executive Sponsor: Member of Chief Nurse Executive Council (CNEC)
Professional Development Council

**Purpose**

The purpose of the Nursing Professional Development Council (PDC) is to provide a mechanism for UCLA Health nurses to participate in analyzing their own developmental and learning needs and in planning to enhance clinical competency, ongoing knowledge and skill development, and to promote continuous professional growth. The PDC leads the planning and implementation of meaningful nursing recognition and appreciation activities. In addition, the PDC coordinates the strategic engagement of nurses in community outreach and engagement in alignment with the health system and nursing strategic plan. The Council engages and supports facility-level Structural Empowerment Councils in achievement of common goals across the health system.

**Scope of Activities**

I. Professional development
   a. Promote professional nursing clinical advancement and career development processes.
   b. Increase nurse education levels through academic advancement and professional certification.
   c. Ensure that educational activities are relevant to the advancement of nursing excellence through evidence-based programs including simulation.
   d. Continuously improve standard programs to support nursing professional development by evaluating and providing recommendations.

II. Healthy Practice Environment and Nurse Well-Being
   a. Collaborate in creating an environment that promotes and supports a healthy work environment as well as a healthy work/life balance for nursing.

III. Meaningful Nurse Recognition and Appreciation
   a. Lead system programs to celebrate nursing achievements and contributions including Nurses Week, Nursing Certification Recognition, DAISY Awards and related programs.
   b. Collaborate with Human Resources and facility SE councils in planning and coordination of activities.
   c. Support Magnet designation education, outreach and celebration activities.

IV. Community Engagement and Outreach
   a. Participate in community needs assessment processes
   b. Identify opportunities for nurse engagement in activities to promote community wellness and improved health outcomes.
   c. Collaborate in planning and implementation of community outreach activities.

**Membership:** (Representation across diverse specialty areas and sites is required). Chairs from Structural Empowerment Councils at each facility (4), ANI representative from each facility (4), CNIII Chair from each facility (4), Assistant Unit Director, Unit Director, Clinical Nurse Specialist, Nurse Educator, Nursing Professional Development Specialists (NPDS), APRN/Nurse Practitioner, Nurse Informaticist, UCLA School of Nursing Liaison, Ad hoc: Nurse Scientist
Leadership: Elected Chair and Co-Chair

Mentor(s): NPDS/CNS/Educator and UD/Manager

Executive Sponsor: Member of CNEC

Research and Innovation Council

Purpose

The primary purpose of the Research and Innovation Council (RIC) is to support, encourage, and facilitate nurses' participation in research activities (utilization and conduct) so that optimum patient outcomes are achieved. The NPRIC functions under an operational strategic plan that promotes system-wide, multi-disciplinary, research-based practice as well as evaluation and implementation of technology and innovative practices.

Scope of Activities

I. Research Development - Provides consultation in the design, implementation, analysis, and publication of nursing research
II. Research Utilization - Supports efforts to identify and integrate clinical research findings that are sufficient and appropriate to apply nursing practice
III. Research Education - Develops workshops, seminars and conferences on the generation and utilization of research and evidence-based practice
IV. Research Dissemination - Provides structures and processes for the dissemination of research and other levels of evidence
V. Research Infrastructure - Establish mechanisms for clinical feedback loops to support researchers
VI. Involve nurses in the following: 1) evaluation and implementation of technology and IT systems to support practice and research, or 2) architecture and space design to support practice and clinical research at the bedside.

Membership: (Representation across diverse specialty areas and sites is required.) Chairs from New Knowledge, Improvement and Innovation Councils at each facility (4); professional nurses at the direct care nurse level (CNII or III) who are interested and involved in research, EBP, innovation and technology; Nurse Scientist, Nurse Informaticist, UCLA School of Nursing Liaison, Clinical Nurse Specialist/Educator, NPDS, Unit Director, APRN/Nurse Practitioner, Assistant Unit Director, Administrative Analyst
Leadership: Elected Chair and Co-Chair

Mentor(s): NPDS/CNS/Educator and UD/Manager

Executive Sponsor: Member of CNEC

Practice Council

Purpose

The purpose of the Practice Council (PC) is to foster exemplary professional practice and patient care through the development, review, revision, approval, and dissemination of all nursing standards for clinical care and professional nursing practice (nursing policies, guidelines, and practice alerts). The PC ensures that policies and guidelines are based on the latest research and evidence and ensures they align with UCLA Health mission, vision, and strategy as well as professional nursing practice standards. The Council engages clinical nurses in collaboration with nursing leadership and subject matter experts on the approval process for nursing policies and guidelines.

Scope of Activities

I. Increase clinical nurse awareness and involvement in policy and guideline development, review, and approval across nursing practice.
II. Identify clinical and professional practice issues requiring evidence-based practice solutions.
III. Create subcommittees to address practice issues at a system level and share best practices that may be applicable.
IV. Ensure that policies are current and valid with the latest evidence and reflect current practice in alignment with Magnet® and the UCLA Health and Nursing strategic plans (including quality improvement initiatives).

Membership: (Representation across diverse specialty areas and sites is required.) Chairs from EPP Councils at each facility (4); professional nurses at the clinical or administrative nurse level (CNII or III, ANI) who are interested and involved in research, EBP, innovation and technology; EBP Specialist (CENTER), Nurse Informaticist, UCLA School of Nursing Liaison, Clinical Nurse Specialists, NPDS, Unit Director, APRN/Nurse Practitioner, Assistant Unit Director, Director of Licensing and Accreditation; Evidence-Based Practice Consultants (EBP Mentors); Administrative Analyst (Policy Oversight Committee), Administrative Analyst (Clinical Practice Council); Librarian

Leadership: Elected Chair and Co-Chair
**Mentor(s):** NPDS/CNS/Educator and UD/Manager

**Executive Sponsor:** Member of CNEC
Professional Governance Coordinating Council:

**Purpose**

The primary purpose of the Professional Governance Coordinating Council (PGCC) is to assure alignment of all professional governance activities across UCLA Health. The Council will review reports from each system council and make/approve recommendations and referrals to appropriate groups. The Council assures that nursing activities, performance and related outcome metrics align with and support the strategic priorities of the organization and the nursing department.

**Scope of Activities**

I. Nursing Strategic Planning
   a. Collaborates in the strategic planning process in alignment with organizational priorities.
   b. Assures integration and collaboration with nursing and interprofessional colleagues and departments.

II. Infrastructure Effectiveness
   a. Provides oversight and support for professional governance councils to assure ongoing effectiveness.
   b. Establishes methods for effective two-way communication between clinical nurses, formal leaders and councils related to all aspects of practice and the practice environment.
   c. Charters new workgroups and makes referrals to councils/others for performance improvement initiatives as needed.
   d. Assures accountability for council deliverables.

III. Advocacy and Influence
   a. Advocates for resources to support nursing practice and outcomes.
   b. Engages in policy and legislative activities in alignment with mission, vision and strategy.

IV. Visibility, Accessibility, and Communication
   a. Solicits input from all councils to ensure that all nursing voices will be heard.
   b. Facilitates leadership visibility and accessibility for nurses at all levels.

**Membership:** CNEC members (8), Unit Director from each system council (4), Clinical Nurse Specialist/Educator from each system council (4), Chair from each system council (4), Transformational Leadership chairs from each facility (4)

**Leadership:** Elected Chair and Co-Chair

**Executive Sponsor:** Chief Nursing Executive