Building an Effective Model of Ambulatory Practice Site Management through Shared Governance and Servant Leadership

Janice E. Mills, MPsSc, BSN, RN-BC, Deb Cardenas, MSN, BSN, RN, Marla Hoffmann, BSN, RN, Susan Klingaman-Palm, BSN, CRRN, RN, Paula Sheaffer, BSN, RN.
Penn State Hershey Medical Group

Shifting patient care to ambulatory settings provides opportunities for multidisciplinary shared governance models. Our Medical Group with 64 Practice sites in eight counties developed a model to enhance communication and best practices. The model includes a Management Council, and Shared Governance Council, with oversight by a Collaboration Council. Monthly meetings for each group are coordinated.

Membership is composed of multidisciplinary representatives. Point people are assigned to share information to sites unable to send representatives. Council Registered Nurses attend inpatient councils to maintain alignment with nursing and organizational strategic goals. Council facilitators coordinate agenda items to disseminate key information.

Lessons Learned

• This governance structure has resulted in participation from all groups with improvements in quality, safety processes and management.
• Standardization efforts have led to cost savings.
• Distinguishable outcomes include better resource use, expectations of care, promotion of positive standards of behavior and regulatory survey compliance.
• Recently the Medical Group has successfully improved standards of compliance as evidenced by successful completion of State Department of Health and Joint Commission surveys.
• The key for this Model has been consistency and frequent communication. Stakeholders are kept in the loop and are well-informed regarding developments taking place. Their active participation has resulted in improved patient care practices in the Medical Group.

Council Operations

• The Councils review policies and operations practices.
• Recommendations are taken to the Medical Group Board of Governors for final approval.
• Quality projects are frequent topics.
  ➢ National Patient Safety Goals
  ➢ Magnet
  ➢ Electronic Medical Record information
  ➢ Medication management
  ➢ Patient satisfaction

Community projects to raise health awareness and support fundraising efforts are encouraged.

Penn State Hershey Medical Group Practice Sites

References