Background/Significance: A change to the Aurora nursing shared governance structure was necessary to support an integrated cross-continuum nursing care delivery system.

Purpose of the project: To engage nurses at all levels and practice settings in the development of the new shared governance model, while allowing for process modifications appropriate to the contexts of each site or practice setting.

Sample Description/Population: 108 RNs from all clinical practice settings participated in the reactor panels.

Setting: A private not-for-profit integrated healthcare provider with 15 hospitals, a home care agency, and primary care clinics serving 90 communities in 250 locations.

Design & Procedure: Key project components included an analysis of the existing shared governance structure, completion of a literature review, and development of alternative models with associated model costing in collaboration with finance. The models were then presented to reactor panels consisting of nurses at all levels in all practice settings. Feedback from the reactor panels were utilized to create the final structure and an implementation plan was executed.

Outcomes: Themes which emerged from the reactor panels included a desire for a simplified and consistently applied structure across all geographic and practice areas, equal site representation at system councils, standardized evidence-based clinical practices and administrative processes, and the introduction of practice and professional development implementation committees at each site. Transition to a simplified structure occurred throughout 2013, allowing for achievement of the following nursing strategic actions: Cross-continuum participation of clinical nurses and leaders in professional development offerings, development and pilot implementation of a consensus model for professional development and advancement, and implementation of standardized evidence-based policies and procedures supporting nursing practice.

Conclusions: Cross-continuum shared governance structures allow for engagement of nurses in collaborative activities which contribute to the successful achievement of organizational goals.