

# PATHWAY STANDARD 1: SHARED DECISION-MAKING

## OVERVIEW

Organizations achieving Pathway to Excellence® designation have an established shared governance structure as the foundation for involving direct care nurses in decision-making. Allowing direct care nurse input into decision-making influences care delivery, hiring, and nursing practice. Interprofessional collaboration is also integral within the organization in engaging staff, building teamwork, and strengthening the shared governance culture. This interprofessional decision-making approach is used to address ethical concerns, promote community health, and integrate new technology.

Questions for my analyst?

## RESOURCES

Costley, T., & Clark, D. (2021). Professional governance and staff engagement. *American Nurse*. Retrieved from <https://www.myamericannurse.com/professional-governance-and-staff-engagement/>

Fitzgerald, H., Knackstedt, A., & Trotochaud, K. (2018). Novel ethics champion programs. *American Nurse*. Retrieved from <https://www.myamericannurse.com/novel-ethics-champion-programs/>

Garcia-Dia, M. J. (2020). Balancing care with technology. *Nursing Management*, 51(4), 56. Retrieved from [https://journals.lww.com/nursingmanagement/Fulltext/2020/04000/Balancing\\_care\\_with\\_technology.10.aspx](https://journals.lww.com/nursingmanagement/Fulltext/2020/04000/Balancing_care_with_technology.10.aspx)

Kroning, M., & Hopkins, K. (2019). Healthcare organizations thrive with shared governance. *Nursing Management*, 50(5), 13–15. Retrieved from [https://journals.lww.com/nursingmanagement/Fulltext/2019/05000/Healthcare\\_organizations\\_thrive\\_with\\_shared.4.aspx](https://journals.lww.com/nursingmanagement/Fulltext/2019/05000/Healthcare_organizations_thrive_with_shared.4.aspx)

Meyer, S. (2019). Recruiting 101. *Nursing Management*, 50(12), 51–53. Retrieved from [https://journals.lww.com/nursingmanagement/Fulltext/2019/12000/Recruiting\\_101.10.aspx](https://journals.lww.com/nursingmanagement/Fulltext/2019/12000/Recruiting_101.10.aspx)

Porter-O'Grady, T. (2019). Principles for sustaining shared/professional governance in nursing. *Nursing Management*, 50(1), 36–41. Retrieved from [https://journals.lww.com/nursingmanagement/Fulltext/2019/01000/Principles\\_for\\_sustaining\\_shared\\_professional.8.aspx](https://journals.lww.com/nursingmanagement/Fulltext/2019/01000/Principles_for_sustaining_shared_professional.8.aspx)

## PATHWAY JOURNAL CLUB

Rawlins, C., & Dans, M. (2020). 2019 Pathway Award® winner. *Nursing Management*, 51(10), 9–14. Retrieved from [https://journals.lww.com/nursingmanagement/Fulltext/2020/10000/2019\\_Pathway\\_Award\\_\\_winner.2.aspx](https://journals.lww.com/nursingmanagement/Fulltext/2020/10000/2019_Pathway_Award__winner.2.aspx)

## EOP 1.1

- a) Describe how the **organization** promotes a **culture** of **interprofessional** decision-making
- AND**
- b) Provide one example that demonstrates interprofessional decision-making. Include date example occurred within the required 36-month timeframe.

## INTENT

When interprofessional decision-making is consistently encouraged and supported throughout the organization, members of various professions (nurses, dieticians, occupational therapists, respiratory therapists, etc.) are able to contribute and share their expert input in accomplishing mutual goals. This willingness to contribute in planning and decision-making increases the collaboration among the different professions.

## NOTES

## GUIDING QUESTIONS

1. How does shared decision-making differ from collaboration and why is that difference important?
2. What process is in place that embeds interprofessional shared decision-making into our workplace culture?
3. What examples do you see now that demonstrate this interprofessional decision-making process?