

The Structural Professional Governance Self-Assessment Survey (SPGS-A)

The Structural Professional Governance Self-Assessment Survey commonly accompanies the VPGS and provides corollary information about professional governance structures generally supportive of the behaviors identified in the VPGS. When used in conjunction with the VPGS, the nurse leader can develop deeper insights into the relationship between professional structures and the behaviors they facilitate or support in a professional practice environment. Often, the structures in place in a professional governance organization provide context to encourage behaviors associated with professional governance in nursing. When these structures are missing, there is nothing to reinforce or sustain the behaviors and practices associated with individual nurse participation in nursing governance activities. The information gathered through SPGS-A provides context for the nurse leader to address nursing behaviors associated with implementing professional governance and helps assess both the processes and impact of ongoing professional governance practices.

Part A: Structures for Nursing Professional Governance

1. A Nursing Professional Governance structure exists within your organization:

0 (no) 1 (yes)

Please rate the primary structures within your Professional Governance structure using the following scale:

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporation has been created
- 3 Initial implementation is underway
- 4 This component has been recently implemented
- 5 This component has been placing long term (over 1 year) and is integral to the governance structure

The primary structures of nursing professional governance include:

2. An *executive/coordinating council* that represents the partnership between staff and leadership to guide the strategic direction and practice of nursing across the network/organization.

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporation has been created
- 3 Initial implementation is underway
- 4 This component has been recently implemented
- 5 This component has been placing long term (over 1 year) and is integral to the governance structure

3. *Forums* where formal decisions are made by staff (councils, congress, forums, etc.) for the accountabilities of practice, quality, competence, and research.

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporation has been created
- 3 Initial implementation is underway
- 4 This component has been recently implemented
- 5 This component has been in place long term (over 1 year) and is integral to the governance structure

4. A mechanism where *staff officers are selected by staff* (chair, president, council leader, etc.).

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporation has been created
- 3 Initial implementation is underway
- 4 This component has been recently implemented
- 5 This component has been in place long term (over 1 year) and is integral to the governance structure

5. A *Staff-represented decision-making body in each service* where professional staff own/make decisions about practice, competence, quality, and knowledge.

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporation has been created
- 3 Initial implementation is underway
- 4 This component has been recently implemented
- 5 This component has been in place long term (over 1 year) and is integral to the governance structure

6. The nursing governance *structure includes/impacts all practicing nurses across the institution* regardless of the department/service within which they work.

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporation has been created
- 3 Initial implementation is underway
- 4 This component has been recently implemented
- 5 This component has been in place long term (over 1 year) and is integral to the governance structure

If applicable, please assess the *effectiveness* of the following structural components, using the following scale:

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

1. Executive/Coordinating Council

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

2. Forums

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

3. Staff officers selected by staff

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

4. Serves as decision-making body

- 0 Completely ineffective
- 1 Not yet effective

- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

5. Structure includes all practicing nurses

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

Part B: Purposes of Nursing Professional Governance

Please rate the existence of the purposes of your Professional Governance structure using the following scale:

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporating is in process
- 3 Initial implementation of this is underway
- 4 Recently implemented
- 5 In place long term (over 1 year) and integral to the governance structure

The primary purposes of nursing professional governance include:

1. Ensure that elements of *evidence-based practice* are in place.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporating is in process
 - 3 Initial implementation of this is underway
 - 4 Recently implemented
 - 5 In place long term (over 1 year) and integral to the governance structure

2. Assess and improve *competence* through education and learning.

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporating is in process
- 3 Initial implementation of this is underway
- 4 Recently implemented
- 5 In place long term (over 1 year) and integral to the governance structure

3. Ensure *quality of care*

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporating is in process
- 3 Initial implementation of this is underway
- 4 Recently implemented
- 5 In place long term (over 1 year) and integral to the governance structure

4. Advance *knowledge development* through Research.

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporating is in process
- 3 Initial implementation of this is underway
- 4 Recently implemented
- 5 In place long term (over 1 year) and integral to the governance structure

Now evaluate the effectiveness of these purposes within your organization using the following scale:

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

1. *Evidence-based Practice*

- 0 Completely ineffective
- 1 Not yet effective

- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

2. *Competence*

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

3 *Quality Assurance*

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

4 *Knowledge development/research*

- 0 Completely ineffective
- 1 Not yet effective
- 2 Marginally effective
- 3 Moderately effective
- 4 Effective
- 5 Very effective

Part C: Professional Governance Bylaws for the Professional Nursing Organization

Please rate the elements of professional governance bylaws using the following scale:

- 0 Not incorporated in the governance structure
- 1 Commitment to incorporating in the future
- 2 A plan for incorporating has been created
- 3 Initial implementation is underway
- 4 This component has been recently implemented
- 5 This component has been in place long term (over 1 year) and is integral to the governance structure

Elements of Professional Governance bylaws include:

1. A set of bylaws exist that clearly describe the structure and functions of Professional Governance including all councils, forums, authorities, and committees.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporating has been created
 - 3 Initial implementation is underway
 - 4 This component has been recently implemented
 - 5 This component has been in place long term (over 1 year) and is integral to the governance structure
2. The bylaws clearly outline the professional accountability of nurses and their role in clinical decision-making.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporating has been created
 - 3 Initial implementation is underway
 - 4 This component has been recently implemented
 - 5 This component has been in place long term (over 1 year) and is integral to the governance structure
3. The roles, obligations, accountabilities, and delimitations of all levels of management are clearly stated in the bylaws and outline their role(s) on each identified nursing council.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporating has been created
 - 3 Initial implementation is underway
 - 4 This component has been recently implemented
 - 5 This component has been in place long term (over 1 year) and is integral to the governance structure
4. The role of the chief nursing executive/officer (CNE/CNO) is identified, and her/his role in the professional governance structure and relationship to the organization's governing body is clearly outlined.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporating has been created
 - 3 Initial implementation is underway
 - 4 This component has been recently implemented

- 5 This component has been in place long term (over 1 year) and is integral to the governance structure
- 5. The bylaws have been approved by the nursing coordinating/executive council.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporation has been created
 - 3 Initial implementation is underway
 - 4 This component has been recently implemented
 - 5 This component has been in place long term (over 1 year) and is integral to the governance structure
- 6. The bylaws have been approved by the organization's chief executive officer.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporating has been created
 - 3 Initial implementation is underway
 - 4 This component has been recently implemented
 - 5 This component has been in place long term (over 1 year) and is integral to the governance structure
- 7. The bylaws have been approved by the organization's board of directors.
 - 0 Not incorporated in the governance structure
 - 1 Commitment to incorporating in the future
 - 2 A plan for incorporating has been created
 - 3 Initial implementation is underway
 - 4 This component has been recently implemented
 - 5 This component has been in place long term (over 1 year) and is integral to the governance structure