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MUSC Health

Objective/Overview

As a result of MUSC Health's prestigious Magnet designation (awarded in 2015), the redesign and redeployment of a functional, robust shared governance construct was essential. Given our commitment to nursing excellence, illustrated by empirical outcomes, the Chief Nursing Information Officer/Chief Analytics Officer and the Professional Excellence/Magnet Program Director collaborated to ensure that Nursing Informatics was embedded in the fiber of each new council creation, ultimately developing frontline nurses' informatics competencies necessary to transform data into wisdom. We ensured that each council had appropriate informatics representation and education, providing a strategic liaison between our newly formed "Analytics & Informatics" portfolio and the newly redesigned shared governance councils. Through the use of information structures, information processes, and information technology, each council was truly set up to succeed!

Leveraging technology to improve outcomes requires that unit-based and organizational-level councils, all of which are comprised of direct caregivers, understand that the EHR value paradigm has shifted from one that emphasizes technical issues to one that focuses on clinical excellence. We ensured that council members were able to articulate what unnecessary practice variability meant, and what clinical decision support tools are. We also established a framework for how to incorporate evidence-based practice and predictive analytics at the point-of-care.

While collectively all aim to achieve positive clinical performance outcomes, historically informatics was not considered a core competency in meeting these collective goals. Analytics was perceived as a barrier to success, and in many cases nurses felt intimidated by anything technology-related. By embedding Nursing Informatics in each council, and ensuring adequate education and support, we were able to clarify misperceptions and set the councils up to make data-driven decisions. The development of tooling (dashboards, clinical decision support mechanisms), insights (predictive analytics), automation, and standardization has poised our new shared governance construct to truly lead change.

By weaving informatics resources and competencies into nursing excellence, clinical nurses across the continuum of care are now driving decisions related to technology design, information procurement, and workflow optimization: ultimately 'moving the needle' to maximize positive patient outcomes!

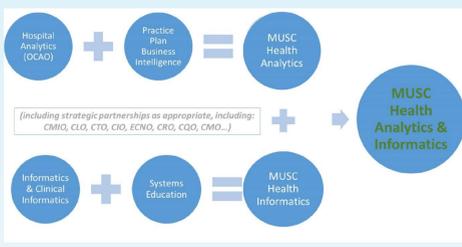
Shared Governance



To contribute to the standards of a High Reliability Organization (HRO), the purpose of the Nursing Shared Governance is to provide a structure and promote a culture which empowers all Registered Nurses employed by MUSC to take ownership of nursing practice, processes, and systems based on evidence that will benefit patients, inter-professional teams, and nursing staff at every level.

Analytics/Informatics

MUSC Health boasts a newly restructured Analytics & Informatics Portfolio inclusive of analytics reporting, foundations, data science, core informatics, solutions consulting, systems education & user adoption.



MUSC Health Mission, Vision, Values & Core Competencies

MUSC Health Mission
We improve health and maximize quality of life through education, research, and patient care

MUSC Health Vision
Leading health innovation for the Lives we touch

MUSC Health Values
Compassion, Teamwork, Diversity, Accountability, Innovation

MUSC Health Slogan
"Changing What's Possible"

MUSC Health Core Competencies
Perfōrmance Excellence & High Reliability



Examples of Embeddedness

Transformational Leadership (TL): The scope of practice of the Nursing Transformational Leadership Council is to promote behaviors, strategies and activities that are in line with the organizational strategic goals

- Workgroup's finalized definitions for goal setting, including Magnet® definitions
- NSI data and highlighted units that are and aren't outperforming in each NDNQI benchmark; patient satisfaction, nurse engagement, and RN education and certification. Where appropriate, an evidence-based presentation of economic impact of NSI data was also shared.

Structural Empowerment (SE): The scope of the Structural Empowerment Council is to ensure competent staff and continuous learning environments to increase the level of staff expertise and knowledge.

- Nursing Certification Data, guidance, and reporting
- Clinical ladder presentations and support

Exemplary Professional Practice (EPP): The scope of the Exemplary Professional Practice Council is to support the collaboration and decision making that nurses participate in every day that governs the care they provide.

- BCMA compliance goals & barrier removal
- CPM Upgrade and Code Narrator integration
- Double check under High Alert Policy on Insulin Drip
- Study effectiveness of patient story
- Development of quality indicator displays on inpatient units

New Knowledge & Innovation (NKI): The scope of the New Knowledge and Innovation Council is to promote the development, utilization, and dissemination of nursing research and technology.

- Clinical nurse training opportunities
- Library resources for research projects – how do I find the best evidence for my Evidence Based research projects?
- Clinical nurse involvement in design and implementation of workflow and technology that improves work efficiency and clinical outcomes.
- Value Institute's role in evidence based research
- Each council member is committed to completing Collaborative Institutional Training Initiative training and will serve as a resource to foster a culture of clinical inquiry

Healthy Work Environment (HWE): The scope of the Healthy Work Environment Council is to advance structures, systems, programs, and policies that promote quality care, productive teams, and satisfied staff.

- Scheduling Guidelines Revisions in tandem with Value Institute (data-driven decisions & revisions!)
- Reward & Recognition: Increased knowledge of available awards and improving award nomination volume
- Improving employee satisfaction scores with regard to unit communication and collaboration

Overview of MUSC Health

MUSC Health is an Academic Medical Center in Charleston, SC and was established in 1824. The health system is comprised of more than 100 outreach locations, clinical affiliations with numerous health care partners, and a robust telehealth network. MUSC Health sees more than one million patient encounters annually.



MUSC Health employs over 10,000 people. MUSC is also a premier university, including schools of all Health Professions. More than 2,700 students in six colleges (Dental Medicine, Graduate Studies, Health Professions, Medicine, Nursing, and Pharmacy) study for degrees at the baccalaureate, masters, doctoral, and other professional levels.

MUSC Health's mission, vision, and values are closely aligned with the mission, vision, values and strategic plan of the larger MUSC enterprise (known as Imagine 2020). The mission, vision, and values (MVV) of MUSC Health are measured and care team members are held accountable for achieving the MVV, through operational goals (pillars) and metrics. MUSC Health strives to deliver excellent care to all patients through the core competencies of high reliability and performance excellence. MUSC Health has adopted the Joint Commission model of high reliability, which is composed of a culture of safety, leadership engagement, and robust process improvement. A high culture of safety is built with a culture of learning, a culture of reporting, and a just culture.

