

Exhibit TL6.a

Role Descriptions: PNSO Local Shared Governance Committees

Overview	Manager	Chair	Vice-Chair	Member	AA	Other
<p>RN involvement is mandatory at a level that is within their professional goals--at a minimum, must stay informed. Accountability for all roles is mandatory.</p>	<p>Success of SG relies heavily on management support. The Management Committee is one venue for sharing ideas for success.</p>	<p>Term is one year. Positive change agent. Proactively collaborate/negotiate and follow up with manager. Coordinate meeting logistics & facilitate the meeting itself. Actively engage members of committee. Ensure follow-up tasks are completed and outcomes achieved. Mentor vice-chair to become chair next year; delegate/divide tasks as appropriate. Communicate central PNSO initiatives and goals; support PNSO themes, and actively collaborate with central PNSO committee counterparts.</p>	<p>Learn the role of chair; lead meetings in absence or in collaboration with chair, gain experience in planning meetings.</p>	<p>Attend and actively participate in meetings, read minutes and prework and come to meeting prepared. Offer feedback, inform chair of unit issues, institutional issues. Solicit feedback from staff. Each RN needs to be involved or participate in at least one committee.</p>	<p>Helps the Chair with meeting support: Room assignment, meeting reminders, minute taking, post and archive documents, track membership list, maintain email distribution lists.</p>	<p>Staff that are not members of the committee--need to be accountable for outcomes and meeting minutes, practice changes. Awareness tips: Post organizational charts on units and during Friday B45 have administrators ask staff about their quality boards</p>
<p>Duties</p>	<p>Educating, guiding, and mentoring. Hold committees accountable:</p> <ul style="list-style-type: none"> • Determine overall goals and vision for the group with Chairs • Ensure meetings are taking place. • Facilitate staff participation. • Ensure that nursing practice, quality, research, & professional development are addressed monthly. • Ensure minutes are archived. • Ensure communication takes place regularly with staff about issues & progress per committee. • Ensure committee goals & tracked outcomes are meeting unit & org-wide needs. 	<ul style="list-style-type: none"> • Collaborate with Manager and Coach on goals & progress. • Work with AA to set up support routine for meeting logistics. • Create Agenda for meetings; • Invite guest speakers if needed; • Facilitate the meeting, • Educate/mentor members and vice-chair. • Review/approve minutes, & communicate progress reports to staff • Ensure follow-up on assigned tasks/action plans, • Ensure members communicate with unit colleagues, • Track outcomes & report quarterly to PNSO & Mgr. 	<ul style="list-style-type: none"> • Learn the role of Chair; actively discuss tips & challenges they learn throughout the year. • Help motivate members • Help educate unit staff on goals & outcomes, • Serve as time keeper to keep meetings on track, • Perform follow-up tasks, or other delegated tasks on behalf of Chair 	<ul style="list-style-type: none"> • Identify issues & bring solution ideas to committee. • Attend meetings and actively participate; • Follow through on assigned tasks, • Notify chair if unable to attend. Negotiate with Mgr if recurrent attendance issues arise. • Be a champion of change among unit peers who aren't on that committee 	<p>Proactively work with Mgr & Chair to:</p> <ul style="list-style-type: none"> • Schedule meeting rooms; • Create agenda, • Coordinate guest speakers if any, • Send meeting reminders to members & speakers, • Distribute prework & followup work if any, • Take meeting minutes, including attendance • Archive/post minutes once approved by chair, • Help compile periodic Outcomes Reports 	<p>Decide as unit if committee will be RN-only, or consistently interdisciplinary, or as invited ad-hoc members for specific issue. Interdisciplinary guests as an optional role--there as invited guest to offer expertise but not voting member If interdisciplinary, Nursing aspects must be included as a distinct topic.</p>

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Overview	Manager	Chair	Vice-Chair	Member	AA	Other
<p>Partnering with unit staff</p>	<ul style="list-style-type: none"> • Create expectations for staff participation. • Communicate the process, expectations, roles, and responsibilities for nurses. include in orientation. • Include role-specific accountability & development in evaluations. • Consider Collab or newsletter as communication venues. • Encourage journal clubs for EBP (Library's many online journals). 	<p>Followup on members that do not attend without prior notification. Coach and mentor the vice chair, facilitate meeting. communicate with staff and other committee chairs. Communicate to PNSO at large outcomes, and minutes</p>	<p>Accuracy of attendance list, minutes are submitted,</p>	<p>Network of communications: Each committee member will be assigned a small consistent group of staff members to communicate with, one on one. Using these relationships,</p> <ul style="list-style-type: none"> • Gather issues and input for meeting agenda topics, and • Communicate key takeaways and outcomes within a week after each meeting. 	<p>Make sure chair reads minutes in appropriate amount of time for posting</p>	
<p>Measuring Outcomes</p>	<p>Productive meetings with measurable outcomes in practice, research, quality and professional development.</p> <ul style="list-style-type: none"> • Report measured outcomes' progress quarterly through reporting channels, & to PNSO@virginia.edu for Magnet evidence. 	<p>Productive meetings with measurable outcomes in practice, research, quality and professional development</p> <ul style="list-style-type: none"> • Report measured outcomes' progress quarterly through reporting channels, & to PNSO@virginia.edu for Magnet evidence. 	<p>Productive meetings with measurable outcomes in practice, research, quality and professional development</p> <ul style="list-style-type: none"> • Readiness to assume Chair role the following year, per self-assessment & Mgr, Chair & Member feedback. 	<p>Productive meetings with measurable outcomes in practice, research, quality and professional development.</p> <ul style="list-style-type: none"> • Conversant in committee goals, ongoing projects, outcomes to date, and local & central committee contacts, for any colleague who asks. 	<p>Productive meetings with measurable outcomes in practice, research, quality and professional development.</p> <ul style="list-style-type: none"> • Helps Chair & Mgr execute communication plan with all staff members on outcomes. 	<p>Local staff who aren't on committees are accountable for:</p> <ul style="list-style-type: none"> • Awareness of & contact with local Chairs/Committee; raise issues. • Awareness of ongoing projects & outcomes; how to access meeting minutes. • Supporting practice changes planned by local & central committees.

Routine Tasks for Committee Chairs

Plan the Committee Year

- ❑ With your manager, negotiate the amount of **time** you'll be able to dedicate to committee business. Decide what tasks, if any, the **Vice-Chair** will have, other than covering in the event of your absence. Identify committee **members** and negotiate the amount of time they can spend; if there are prior team members, try to balance a 50-50 mix of experienced and new members. Don't forget to plan time for prework & follow-up, not just meeting time.
- ❑ With your manager, set **SMART Goals** for the committee to achieve (*template in Toolkit*), and target dates for completion. Be sure to incorporate unit action plans for Quality and Employee Engagement. Schedule monthly or quarterly progress **checkpoints** with your manager, to assess progress and offer a chance to change goals to meet the organization's need. Include your PNSO **Coach** in these discussions and scheduled checkpoints, as appropriate.
- ❑ With your manager, identify the **Administrative Assistant** who will provide consistent support for your and your committee: assist with **room scheduling**, audiovisual technology if needed, email dissemination, and especially **minute-taking** and archiving. Together, plan to meet the committee's recurrent needs.
- ❑ Plan your communication routine. To reach your committee members: create an **Email Distribution list**. To reach your unit colleagues: ask your manager about the best way to mass-communicate - whether to cascade through the manager, or through creating your own distribution list. (For routine monthly updates about committee business, your committee members should establish a **Communication Tree**: get a list of unit staff from your manager, and assign each committee member a small group of names to build a monthly consistent *face-to-face* personal communication relationship with; it's more effective than impersonal mass emails, and offers an empowering, relationship-based way to broadly participate with Agenda items and other feedback.) Be sure to adhere to UVAHS Guidelines for Email Etiquette.
- ❑ Review the PNSO's **shared agenda topics** for each month, and reserve a 15-minute segment of your monthly agenda time to cover these topics; this builds an important foundation of shared governance knowledge across our entire nursing staff. Your PNSO Central Committee counterparts should let you know if there are any topics to cover on their behalf each month; proactively invite their input, and please actively funnel your own committee's input into monthly Central Committee discussions: that's the essence of shared governance!
- ❑ Become familiar with the central **Archive** location for meeting minutes and other meeting documents, Z:/Clinical/Shared Governance. Because this is a shared drive used across all areas, please be cautious about interacting with folders outside your own unit's, and **NEVER store sensitive data there** (no PHI, addresses, SSNs, MRNs, Employee IDs, financial info, etc.). Also, your committee may decide to set up a **Collab** site for virtual discussions and broad participation with unit staff – if so, please make sure that all materials are *also* archived in the central shared drive location, and follow the same precautions about sensitive data; Collab is NOT secure. [The PNSO offers Collab training opportunities in February each year – check NetLearning in January, or email PNSO@virginia.edu to schedule a separate session for your unit].

Monthly Committee Routine

- ❑ Before the meeting,
 - Collect monthly **Agenda** items from colleagues on unit & from Central Committee counterparts. Check Cabinet Bullets & Practice News for relevant items. Schedule guest speakers to present at your meeting, if needed. Structure your Agenda with time limits per topic, using the Agenda / Minutes Template (*see Toolkit*) – that way it's easy to take minutes on the same document.

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- Send the Agenda and related **prework** items (documents to review or information to collect) to your committee members about a week before the meeting. Confirm your room reservation and audiovisual logistics are in place.
- **Facilitate** the meeting, sticking to the planned timeframes per topic (Vice-Chairs often serve as time-keepers). Summarize key points to help your AA take brief, accurate minutes.
- At the end of the meeting, summarize:
 - **Key Takeaways** – each committee member should communicate these with their designated Communication Tree unit colleagues within a week after the meeting.
 - **Decisions Made** at the meeting
 - **Action Items** / Follow-up, with Owners & Deadlines
- After the meeting,
 - Remind committee members to **communicate** Key Takeaways with colleagues.
 - Disseminate **Minutes** to teammates for review & approval, and store them with other meeting documents in the central Archive. Keep a hardcopy in that month's tab of your committee binder, if desired, for easy reference.
 - Track **Followup Action Items** to ensure completion. Check monthly for progress.
 - **Escalate** issues and input to Central Committee, and/or Coach & Manager, as appropriate.
 - Learn what the **Central Committee** has been working on, and communicate that to teammates and/or unit-wide, as appropriate. Add to your own future agenda, if needed.

Monthly-to-Quarterly Progress Check

- **Review** your minutes and reflect on Decisions Made, Outcomes Achieved, and Challenges Encountered/Lessons Learned. Connect these back to your SMART Goals and, if possible, point out concrete ways your work has improved key org-wide metrics, e.g. reduced Length of Stay, reduced Infections. This makes progress reporting easy, whether at quarterly checkpoints or as part of your annual report. You can also use it as a basis for discussing how it's going with Coach/Manager, and for strategizing about improvements needed next year with your Vice-Chair.
- Meet at your scheduled **checkpoints** with your Manager and PNSO Coach, to troubleshoot any challenges you encounter, and ensure you're making progress as expected on behalf of your unit. Adjust your plans, if goals change.
- Submit semi-annual **Outcomes Reports** to PNSO.
- **Learn as you go.** Discuss with your Vice-Chair, and perhaps with your committee as well: are the meetings & teamwork as efficient and effective as they could be? What should you: keep doing, stop doing, start doing?

Wrap Up the Year; Transition to Next Chair

- **Transition planning:** In the 3rd to 4th Quarter, ask your Vice-Chair what additional learning experiences or practice they need, in order to take over as committee leader next year. Consider allowing them to prepare for, facilitate, and follow up after a meeting during the latter half of the year, when they can still discuss their challenges with you as mentor. Some committees choose to facilitate the December or January meeting in tandem, before the Vice-Chair assumes solo leadership.
- Discuss **Final Accomplishments** for the year with your Manager and PNSO Coach. The Vice-Chair should schedule the next year's planning discussions/membership negotiations with the Manager.
- Submit your final **Outcomes Report** to the PNSO.
- **Celebrate** & thank your team's hard work! They should share with their colleagues all the final accomplishments achieved on their behalf. Also, set their expectations about their terms of office: some may return next year, some may rotate off so new members have a chance to participate.