



Driving Engagement Through Structure: Implementing Council Day and Protected Time to Enhance Shared Governance

Katherine Rich, MSN, RN, C-EFM
Amanda Kenczewicz MSN, RN
Shannon Biltz, BSN, RN, CEN
2026

 **Health.**
West Chester Hospital

Meet the Speakers!

Katherine Rich, MSN, RN, C-EFM

- Shared Governance President

Shannon Biltz, BSN, RN, CEN

- Shared Governance VP

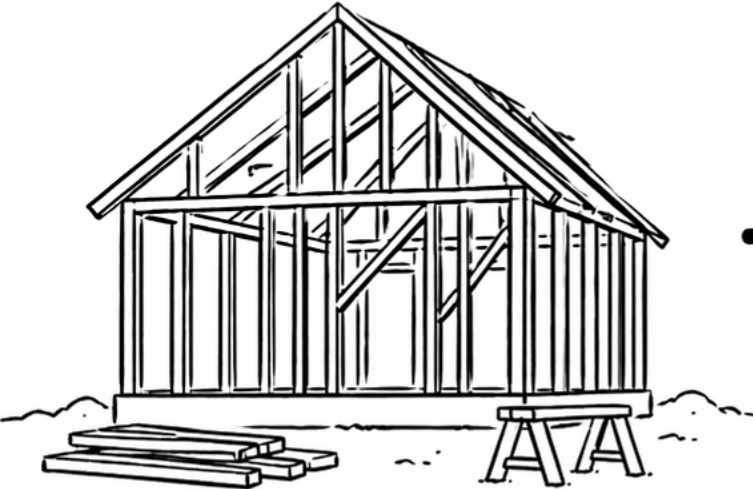
Amanda Kenczewicz, MSN, RN

- Magnet Program Manager

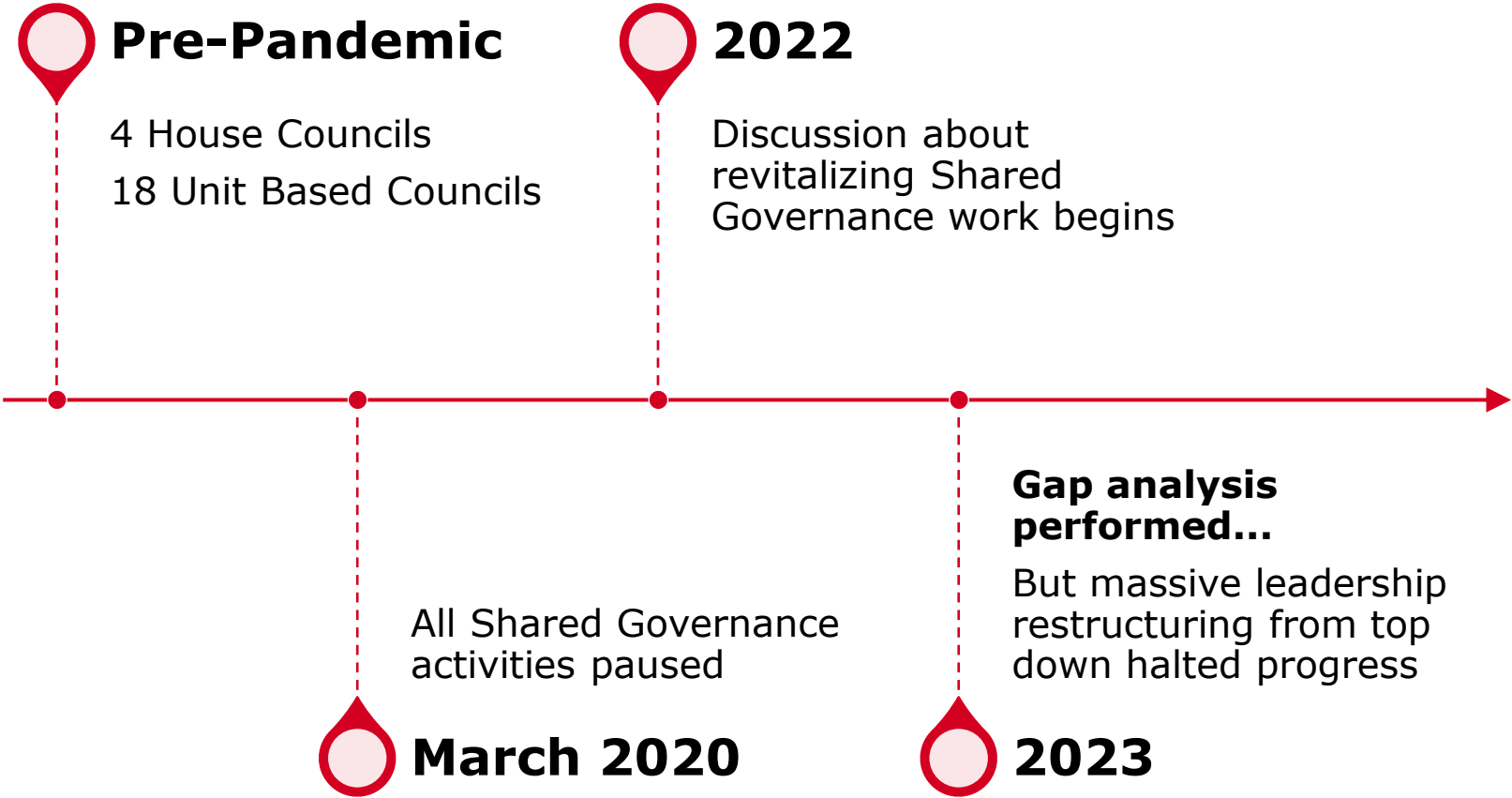


We (the presenters) have no real or perceived conflicts of interest that relate to this presentation.

Our Shared Governance Journey

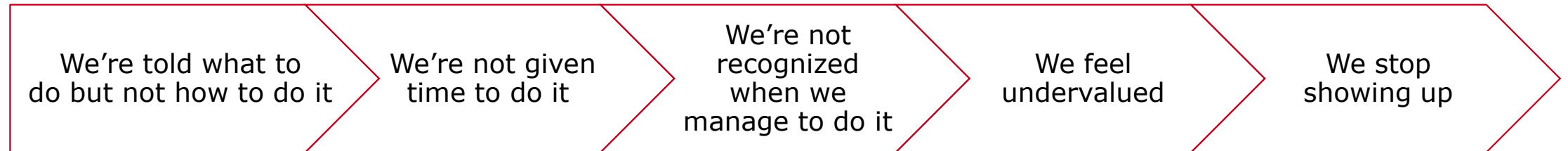


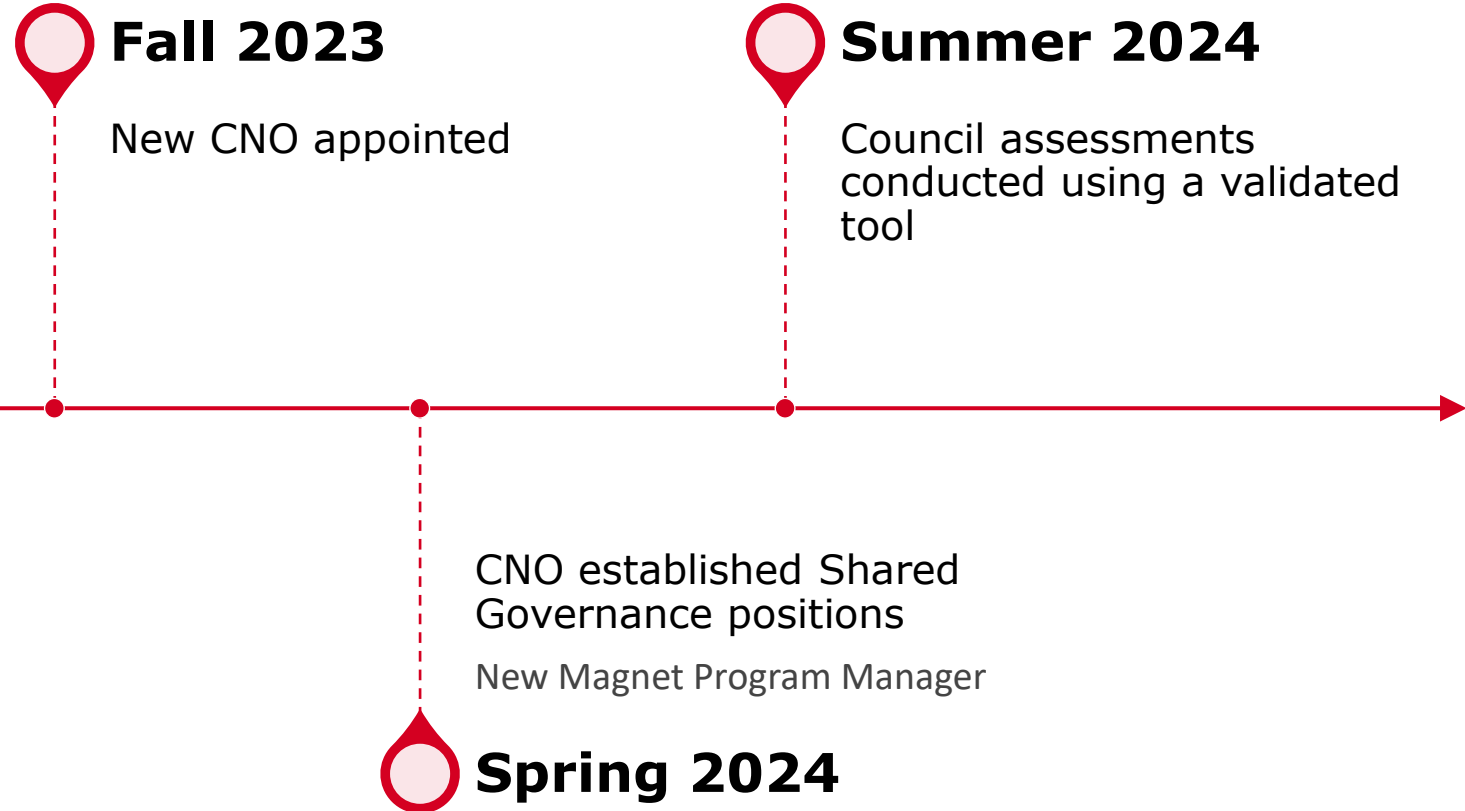
Shared Governance During the Pandemic



Key Issue:

Lack of Accountability





Shared Governance is a collaboration between frontline staff and formal leadership teams.

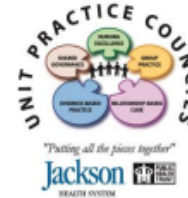
It empowers frontline staff with a voice in decisions impacting their practice, their patients, and the work environment.





JACKSON HEALTH SYSTEM UNIT PRACTICE COUNCIL (UPC) FUNCTIONALITY MEASUREMENT TOOL

Developed March 2009 by Beverly Fray, UPC Coordinator
Revised May 2010



In an effort to assess the functional level of your UPC and provide the necessary resources to **your** UPC, please follow the link in the e-mail and complete the survey. **Please complete the survey if you are a UPC Chair or UPC Facilitator.** If you facilitate multiple UPCs, complete ONE SURVEY FOR EACH UPC. If your UPC's unit is closed or your UPC has not been operational, please indicate this in question #1. If you are not sure how to answer a question, your answer should be NO and if you are sure, then your answer should be YES. If the survey was sent to you mistakenly, please forward it to your UPC Chair/Facilitator. Thank you.

1. Name of UPC:
2. What is today's date?
3. Name of UPC Chair:
4. I am a: UPC Chair UPC Facilitator
5. If you are a UPC Facilitator, how many UPCs do you facilitate?
6. Name of Nurse Manager/Manager:
7. Are your UPC meetings planned for the year? Yes No
8. Is the UPC sufficiently knowledgeable about unit-specific data such as NDNQI scores, PRC scores, falls, infection rates, pressure ulcer prevalence and other outcome data relevant to your particular unit/area? Yes No
9. Are UPC minutes recorded by the UPC Recorder or designee and distributed to all relevant parties - UPC Coordinator, Nurse Manager/Manager, director and staff?
Yes No

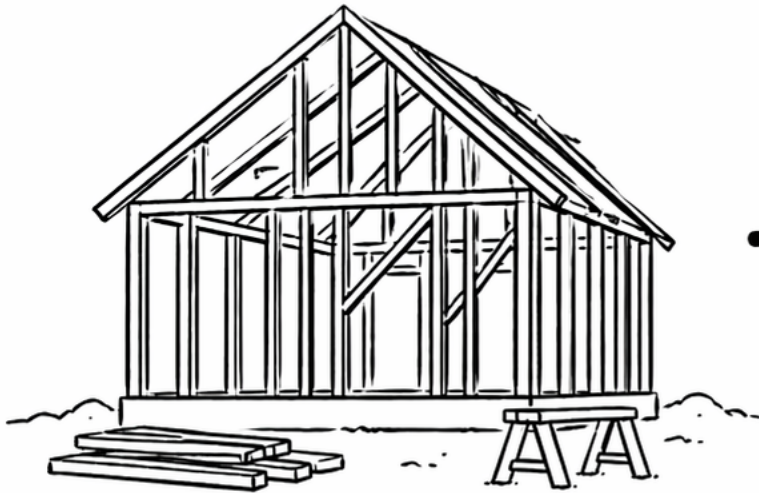
Clinical Staff:

- No paid, protected time for SG activities
- Lack of structure, clear vision & expectations
- Lack of communication & confidence in the SG system

Formal Leadership:

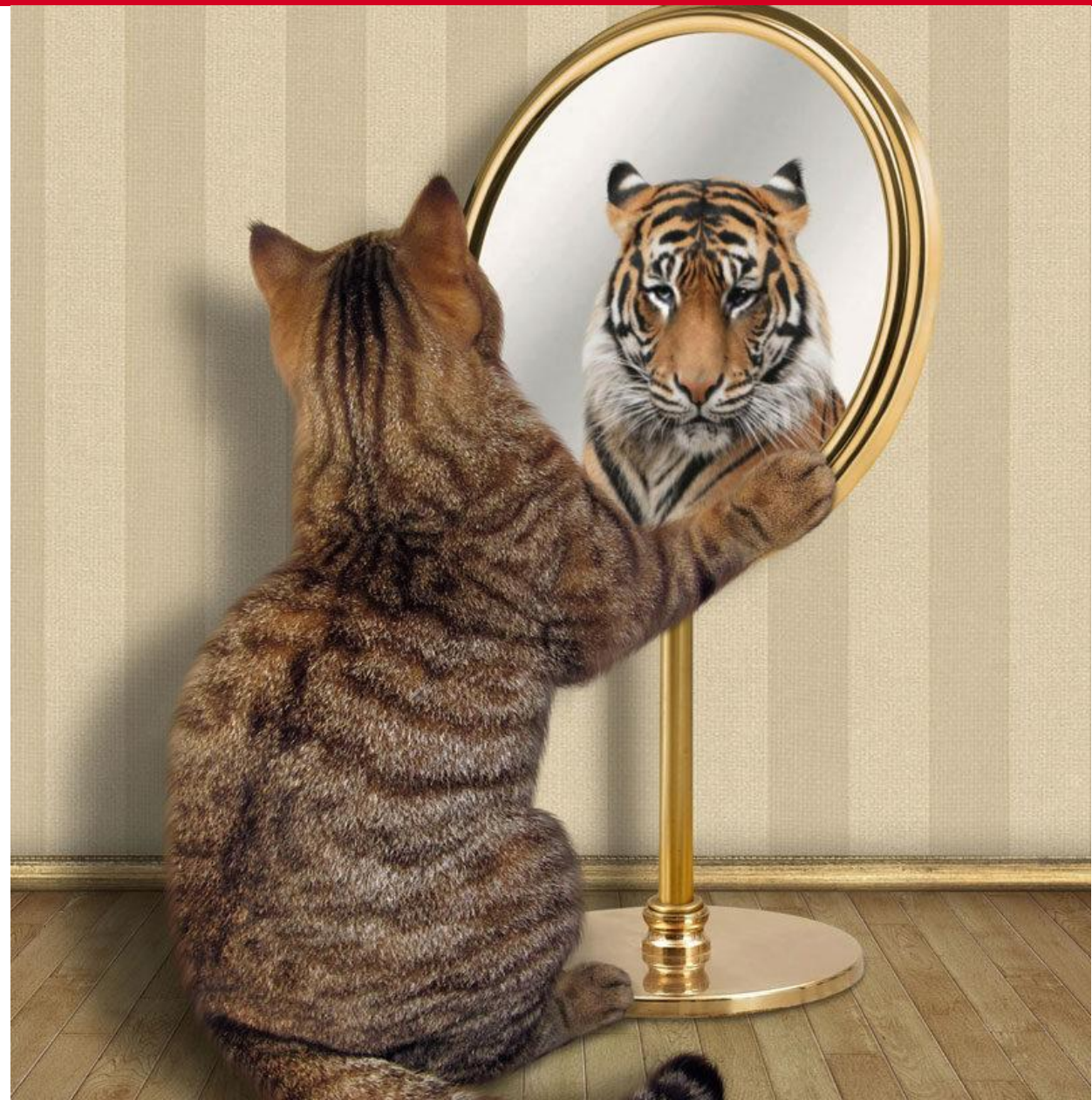
- Lack of understanding of SG & how it works effectively
- Productivity concerns

Building the Structure



Unit participation

UBC self-reporting
functionality



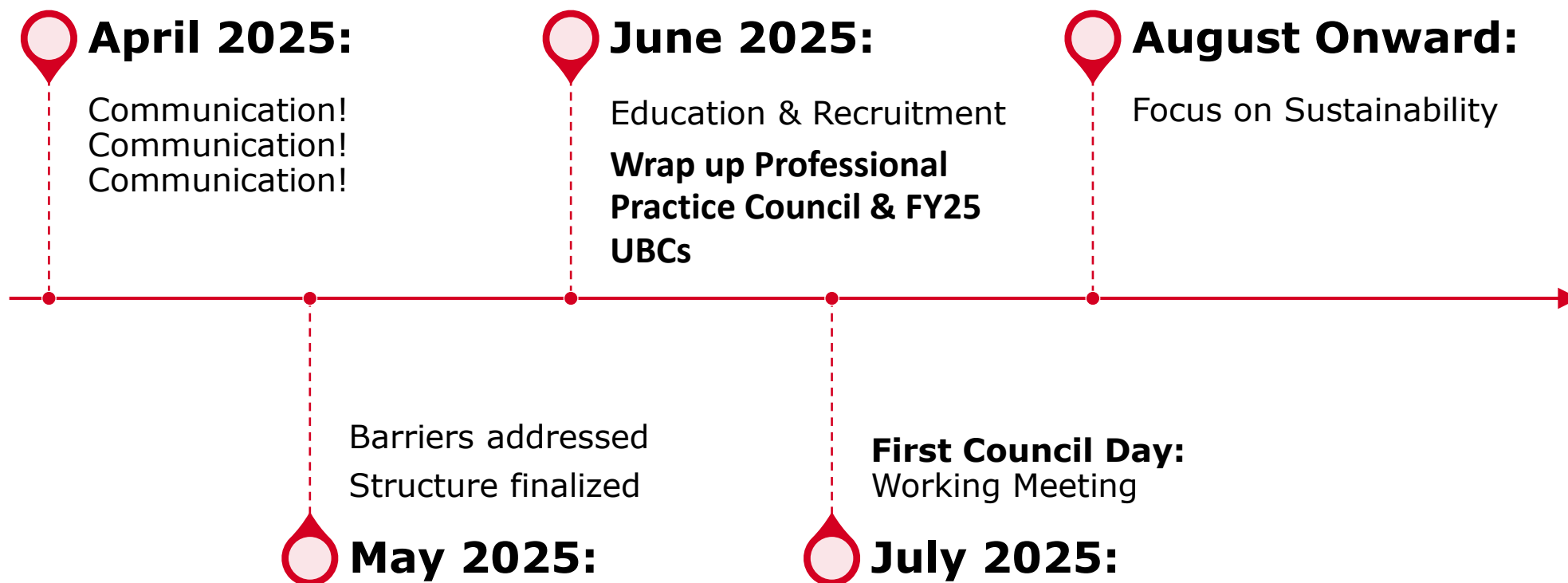
Evidence-based recommendations:

- SBAR to CNO for paid, protected time
- Shared Governance workshops updated & re-introduced
- A Coordinating Council was established

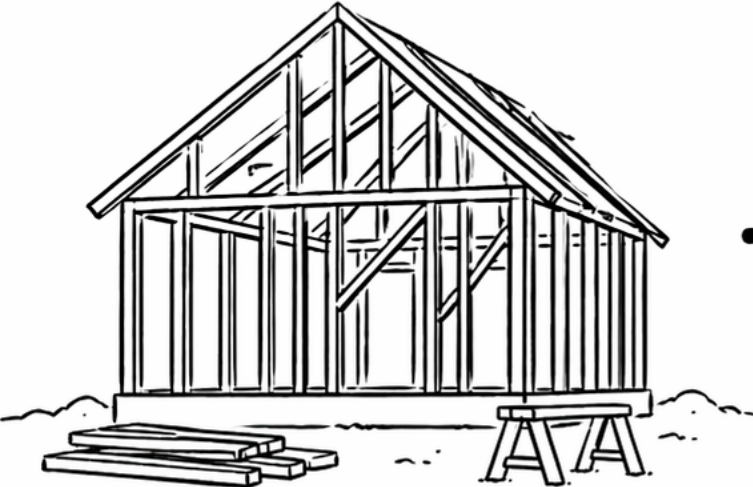
Council Day Design:

- Streamlines shared governance activities
- Allows for a block of paid, protected time to simplify scheduling

0800-0900	0800-0900	0930-1100	1100-1115	1115-1230	1230-1330	1330-1500	1515-1530
Safety & Experience Champions	Breakfast Break	Professional Practice Council- Nursing Excellence	Break	Professional Practice Council- Policy & EBP/Research	Lunch Break	Coordinating Council- <ul style="list-style-type: none"> House & UBC councils report out Opportunities for feedback and discussion Recap of next steps, action items, and dissemination Updates from system level councils Open Q&A 	Quarterly: Nursing Care Committee
Supplies & Materials Sub-Committee		Employee Engagement Council- Events and Survey		Employee Engagement Council- Daisy & Rose			
UBC/Sub-Committee Working Time		Quality Council- Falls & Neuro		Quality Council- HAPIs & Pain			



Our Shared Governance Journey





Communication is Key

- Informal conversations
- Formal check-ins
- Strategic planning



Continual improvement

- Standardization
- Incorporate feedback
- Closed loop communication

FY25 Goal Results:

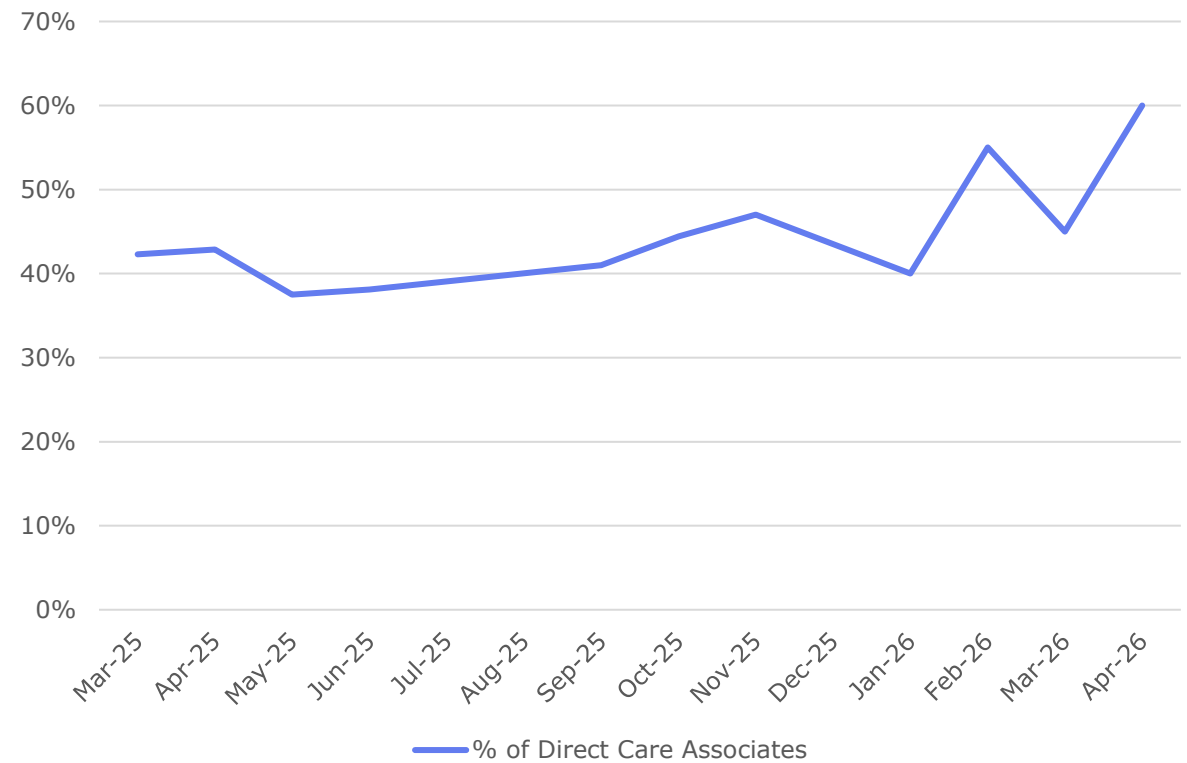
Average attendance: 60% to 88%

UBC Functioning: Improved from 75% to 87.5%

FY26 Goal

Direct-care staff attendance at 51% or greater

PPC/Coordinating Council Attendance



Turnover Rates:

In July of 2024, the first-year nursing turnover rate for the organization was **12%**, and the overall associate turnover rate was **32.9%**

As of June 2025, the first-year nursing turnover rate was **9%**, and the overall associate turnover rate in October 2025 was **20.1%**

Moving from "Present" to "Participating"



Our Shared Governance Journey



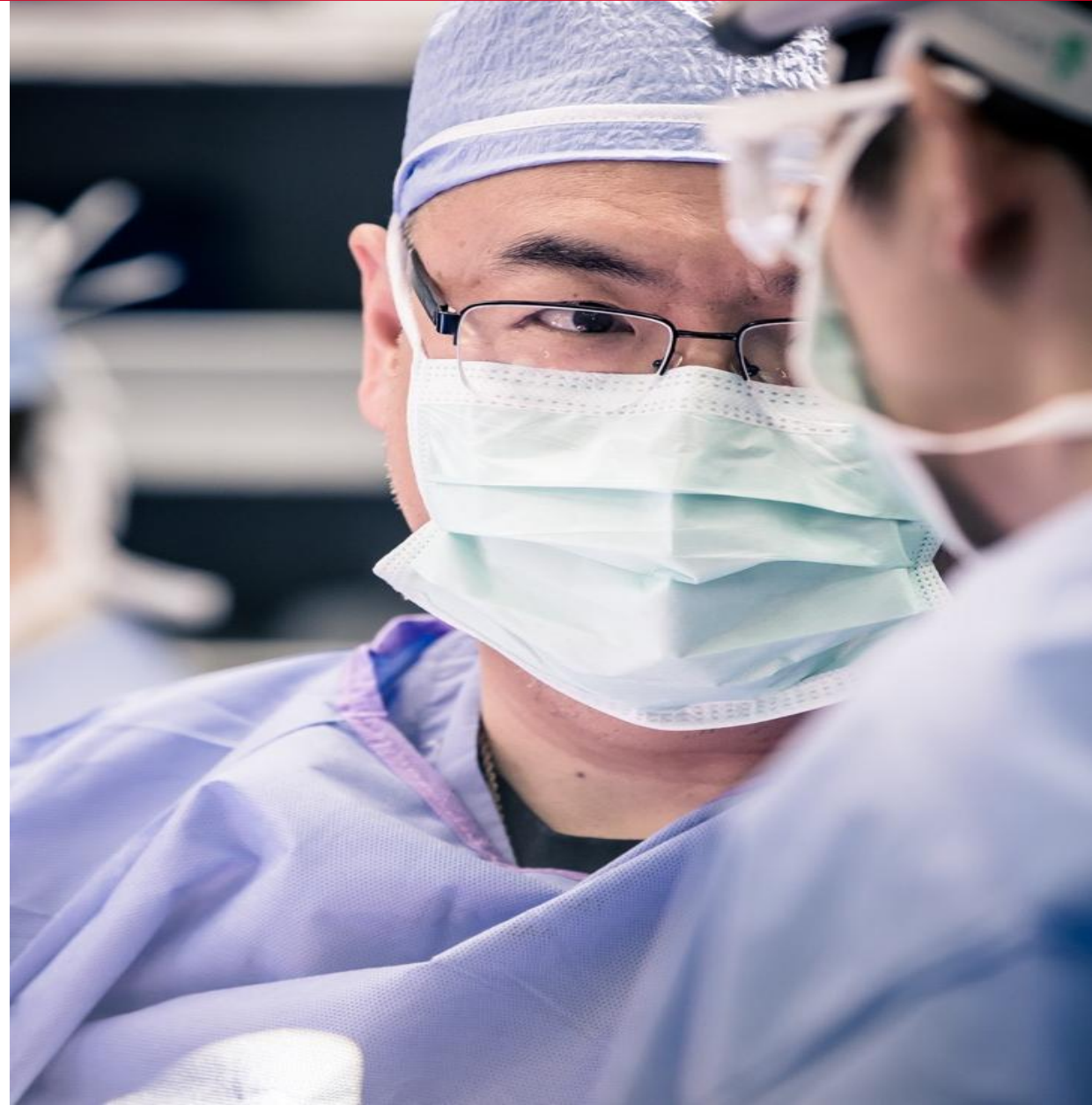
Current Frontline Staff Feedback:

House Councils:

- Meaningful growth
- The homebase for action

Unit Based Councils:

- The structure is in place
- Now how do we engage?



- Focused Single-Issue Approach
- Time-Bound
- Aligns Professional/Shared Governance with Nursing Values
- Opportunity for Leader-Nurse Partnership

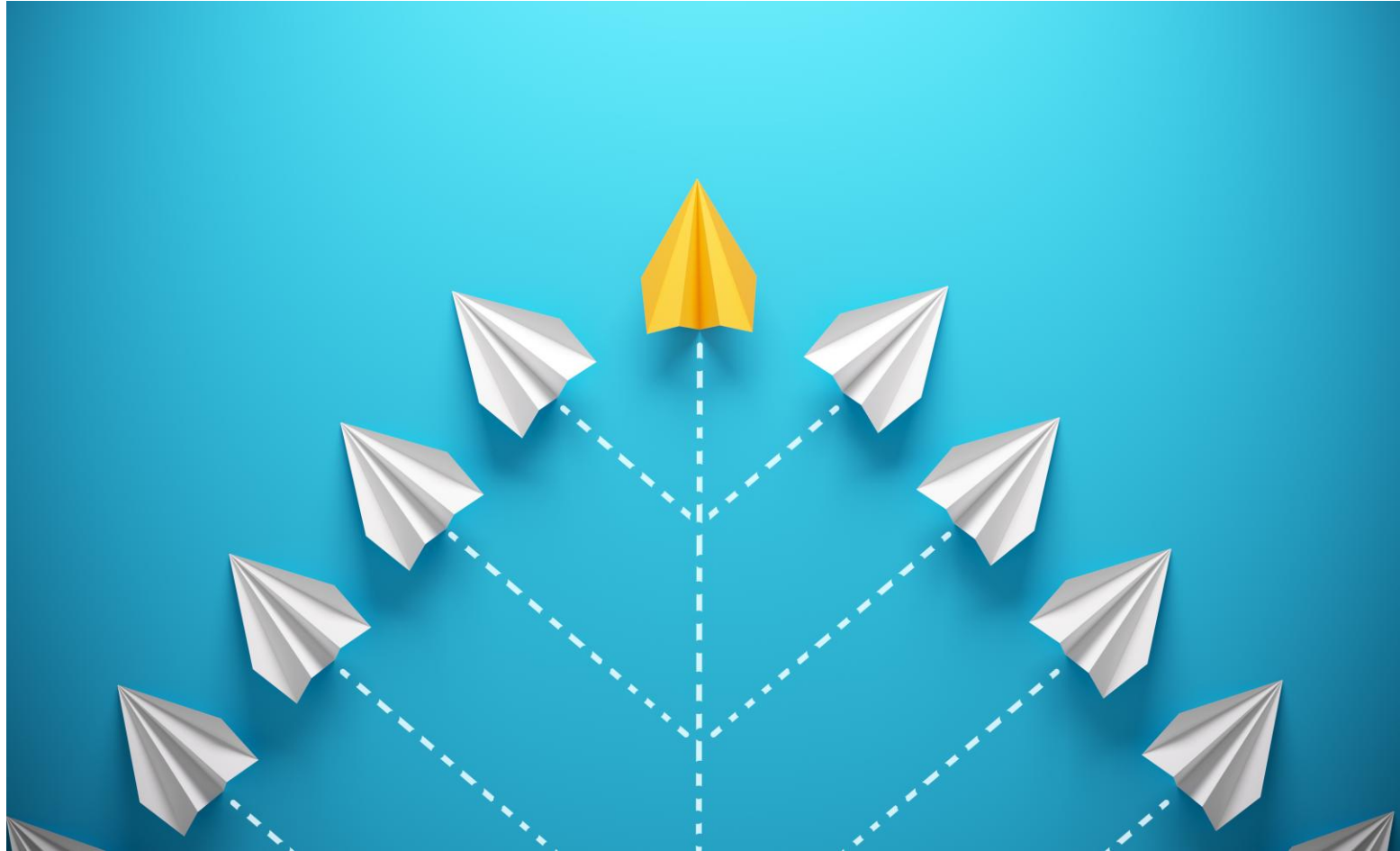


2026 Pilot Plan

- Start of Month: Orientation and Planning
- Mid-Month: Sprint Execution
- End-of-Month: Review and Recognition



- Progress Toward Goals
- Increased Engagement
- Fosters Collaboration



Consistency, accountability, and a robust Shared Governance structure have led to increased engagement and participation, contributing to decreasing overall turnover.



Conclusions



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Q & A

 LTC HealthTM

Thank you!

Connect with us:

WCH-SharedGovernance@uchealth.com

Katherine.Rich@uchealth.com

Shannon.Biltz@uchealth.com

Amanda.Kenczewicz@uchealth.com

