

Balancing Leader Accountability and Staff Council Work for High Performance

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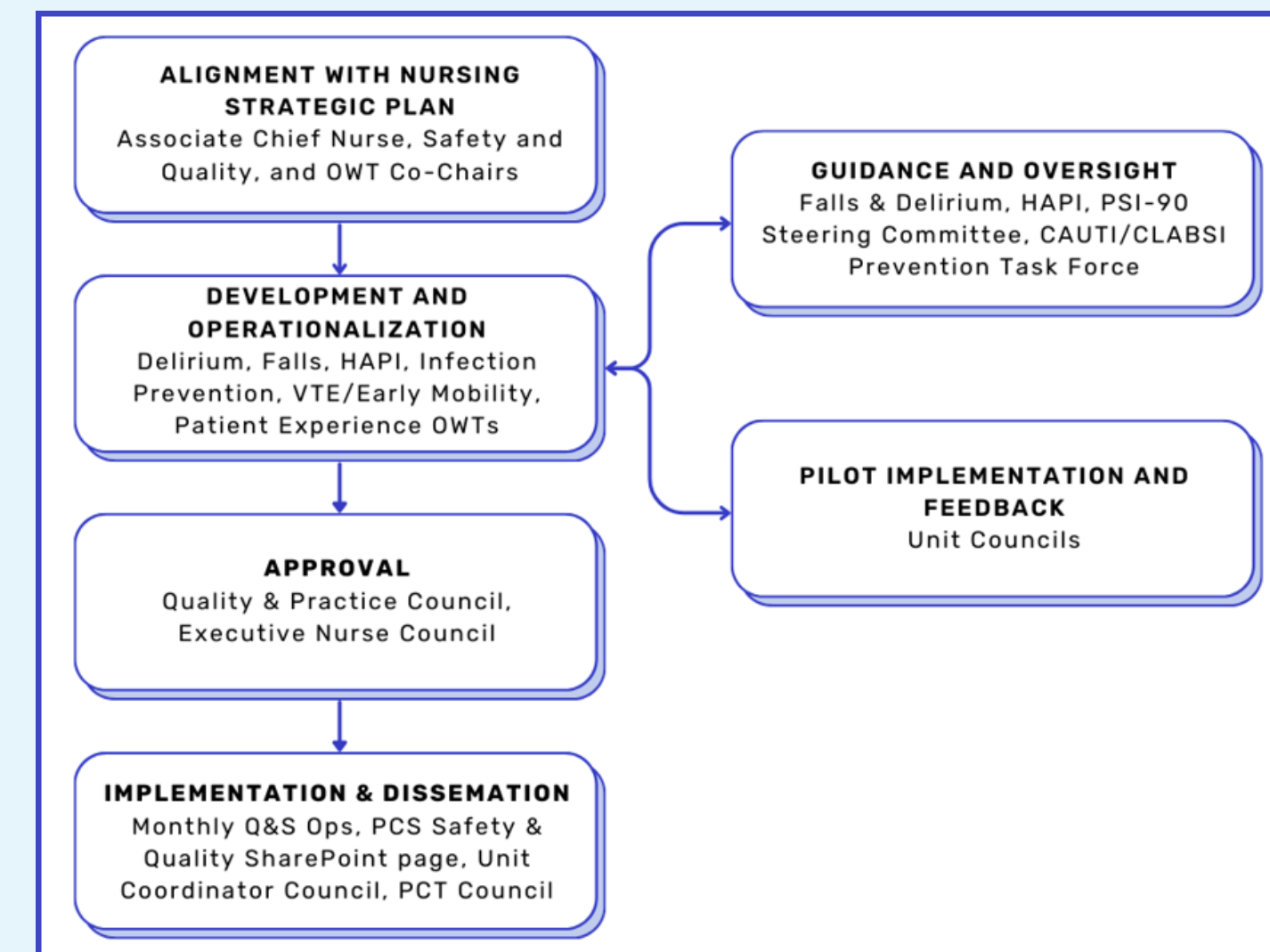
Goal

To improve nurse-sensitive indicator (NSI) outcomes by rebalancing accountability across leadership, governance councils, and unit-based teams—ensuring strong staff ownership through unit councils while maintaining clear leadership accountability to accelerate performance.

Background

- Unreliable coordination among unit-based councils and central quality and safety councils
- Insufficient accountability structures within Nursing Leadership Council
- In 2024, five teams comprised of nursing leaders embedded in clinical practice worked with unit and central governance councils and clinical experts on harm prevention through attention to nurse-sensitive indicators (NSIs).
 - Hospital Acquired Infection (HAI)
 - Fall Prevention
 - Hospital Acquired Pressure Injury (HAPI)
 - Early Mobility / Venous Thromboembolism (VTE) Prevention
 - Delirium
 - Patient Experience (New Feb 2026)

Operational Work Teams



Key functions:

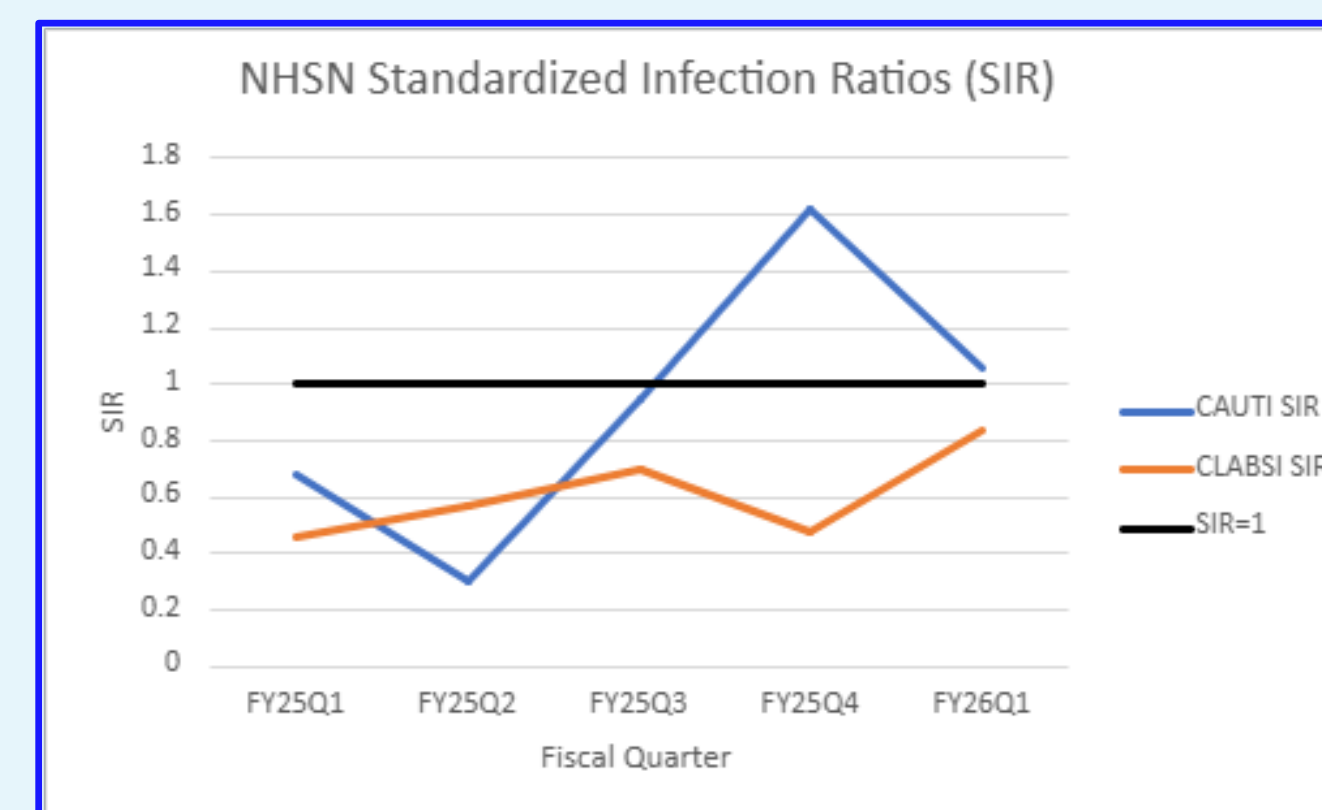
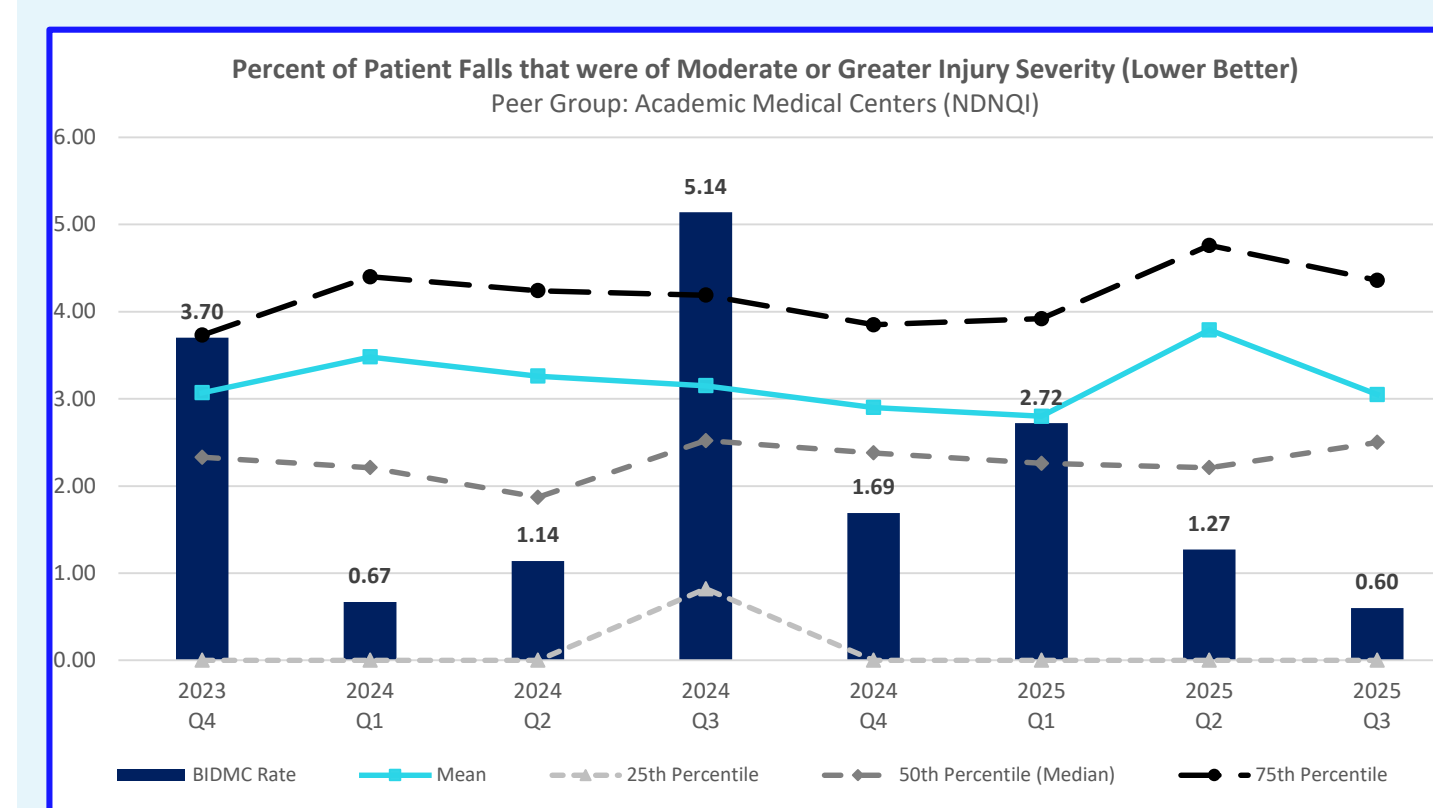
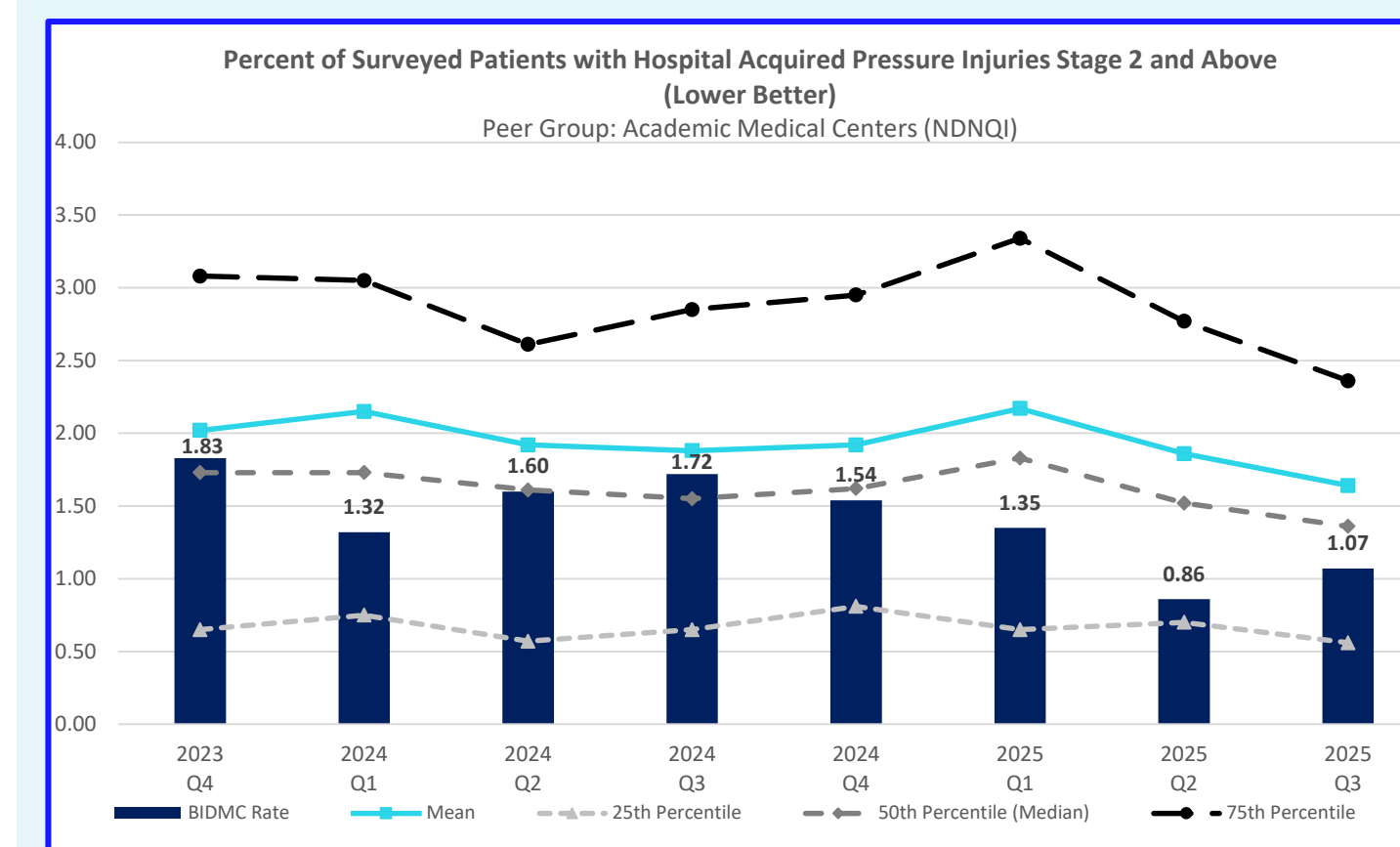
- Leadership accountability at the unit level
- Align evidence-based guidelines.
- Support and empower unit councils to identify specific strategies for improvement.
- Communicate standardized education, practice and evaluation for implementation on all units.

Select OWT practice standards and initiatives



Results

OWTs strengthened communication, accountability, and reliability across the organization, serving as a bridge toward sustainable council-led performance improvement.



Implications for Nurse Leaders

- Clear accountability accelerates shared governance impact
- Dyad leadership strengthens translation from data → practice
- Reliable communication structures matter as much as interventions
- Councils perform best when supported by visible, consistent leadership

Discussion and Next Steps

- OWTs provide opportunities to coach nursing leaders and clinical staff in the process of performance improvement
- Ensure spread beyond the work team – re-evaluate, re-align, and re-educate
- Refocus OWT work based on more recent data, engaging new units to participate in each of the teams
- Expand to new Patient Experience OWT

References

McGinnis, J., Dee, V., Rondinelli, J., & Li, H. (2024). Associations and Predictive Pathways Between Shared Governance, Autonomy, Magnet Status, Nurse-Sensitive Indicators, and Nurse Satisfaction: A Multisite Study. *Journal of nursing care quality, 39*(2), 159–167. <https://doi.org/10.1097/NCQ.0000000000000739>

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