

BACKGROUND

- In 2023, our professional governance council identified a gap in alignment across unit, divisional, and departmental goals. This gap limited nursing impact and engagement. To address this, we implemented a structured, governance-driven approach that combined bottom-up engagement with organizational goal alignment to strengthen nurse ownership of decisions and execution.
- Professional governance models emphasize nurse ownership, accountability, and shared decision-making as drivers of sustainable outcomes.

OBJECTIVES

- Strengthen strategic alignment and nursing influence by integrating professional governance as decision ownership, applying change-management methods to support adoption, and connecting unit-level work to organizational priorities through Objectives and Key Results (OKRs), while tracking culture indicators over time.

Governance-Driven Alignment

Integrating Three Reinforcing Elements

Mechanism • Method • Map

Mechanism



Professional Governance

Own professional accountabilities
 Make decisions through councils
 Maintain visibility via reporting

Ownership

Councils

Method



Change Management

ADKAR® supports adoption
 CLARC guide leader behaviors
 Build trust & manage resistance

ADKAR®

CLARC

Map



Strategy Execution

OKRs link unit to organization
 Set Professional Practice Priorities
 Track progress with dashboards

OKRs

Dashboards



Outcome

Measurable improvement in culture indicators across repeated survey timepoints

RESULTS

From March through July of 2025, findings from the internally developed Qualtrics survey of professional governance representatives demonstrated improvement. Below are the top three categories that improved.

- Conflict resolution:**
 - Agreement increased by 21%
 - Disagreement decreased by 91%
- Recognition of nursing function and abilities:**
 - Agreement increased by 45%
 - Disagreement decrease by 75%
- Respect for nurse's role in patient care :**
 - Agreement increased by 13%
 - Disagreement decreased by 50%

Mayo Nursing Council Change Management Results

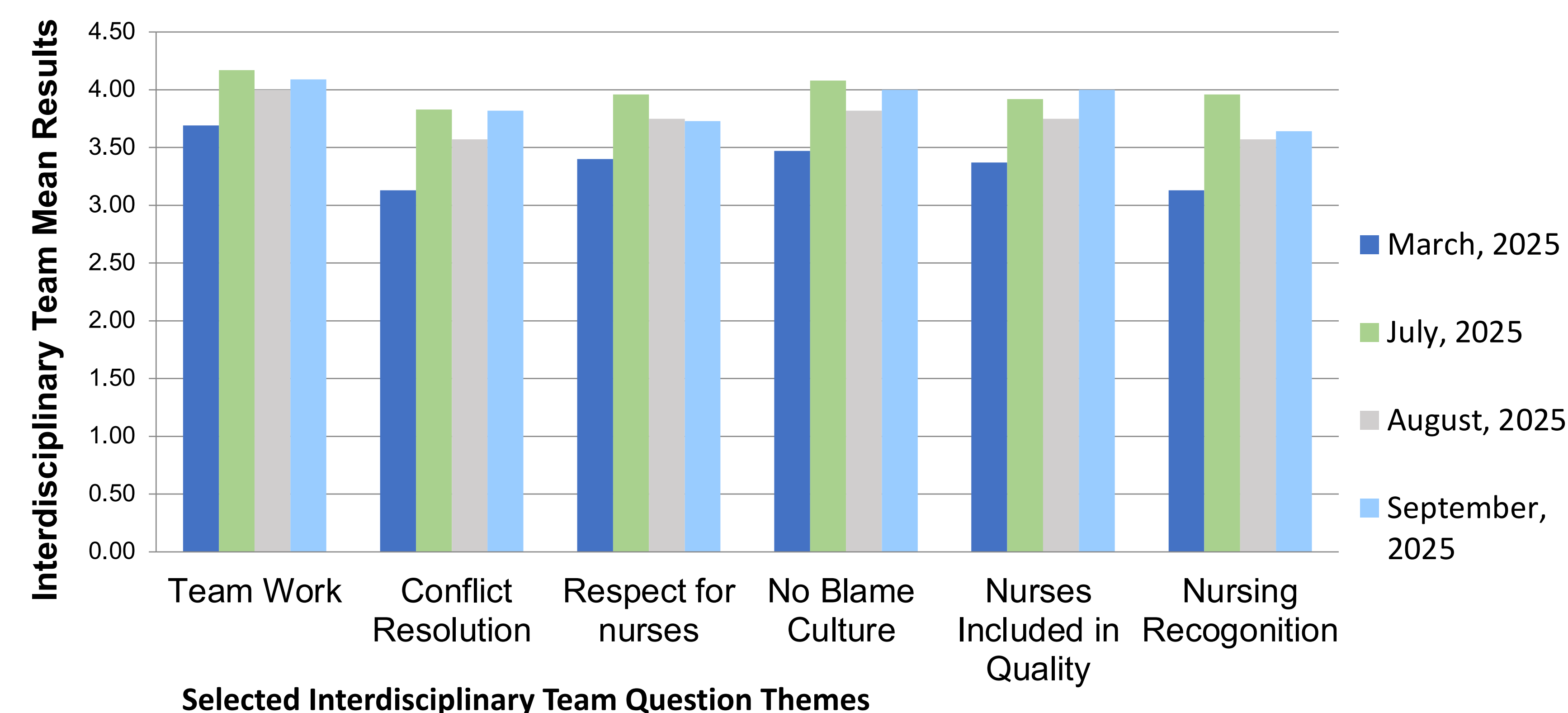


FIGURE 1: Results from internally developed Qualtrics Survey comparing results over time

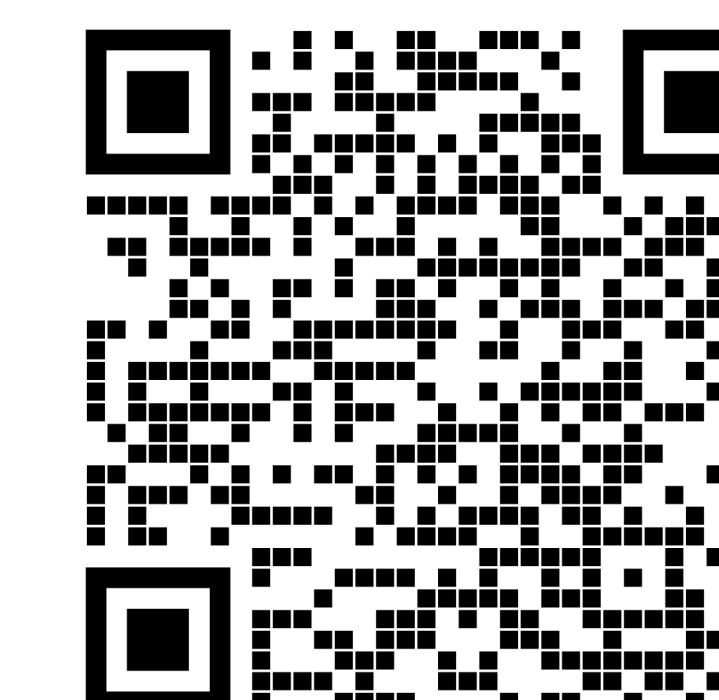
CONCLUSION

Professional governance paired with deliberate change management and OKR-based strategic execution can strengthen alignment, elevate nursing influence, and support cultural transformation while maintaining operational responsibilities. Education in adoption and leader behaviors provides practical tactics that can support sustained engagement, communication, and measurable improvement.

Nurse Leaders can operationalize this approach by:

- Using OKRs to hardwire alignment from unit priorities to organizational goals.
- Applying ADKAR® to identify adoption barriers and tailor interventions.
- Activating CLARC roles (Communicator, Liaison, Advocate, Resistance Manager, Coach) to strengthen bidirectional communication and change adoption.
- Maintaining a repeatable survey cadence to monitor culture indicators while strategy is executed.
- Ensuring visibility through tactic teams, simple dashboards, and governance reporting pathways.

REFERENCES



CONTACTS

