What is Shared Governance?
Shared Governance is a model that provides structure for nurses from all settings and roles to participate in shared decision making that affects nursing practice, quality improvement, professional development, and research. It serves as a vehicle for creating and managing change and preparing for a desired future (Porter-O’Grady). As professionals, nurses are responsible for the outcomes of their individual work and the shared outcomes of the organization. The model will look different in every organization since it is based on its mission, vision and values, however all models will have four foundations of work; practice, quality, learning and generating new knowledge (research).

Shared Governance Model at UVA:
The Professional Nursing Staff Organization (PNSO). The Professional Nursing Staff Organization provides the mechanism for the discipline of Nursing to establish, uphold, and communicate its values and standards within the University of Virginia Health System. The PNSO has adopted several core documents and texts to fulfill its guiding mission. These documents and texts include:
- The PNSO Vision Statement
- The PNSO Values Statement
- A Professional Practice Model
- Nursing Care Delivery System
- Evidence-Based Practice Statement
- The Nursing Strategic Plan
- The PNSO Bylaws
- The PNSO Operational Guidelines

The Nursing Cabinet reviews these documents and texts and revises this list every three years and as needed.
PNSO membership includes all registered nurses employed by the University of Virginia Health System. Participation in shared governance is a professional responsibility.

Structure of our model:
The PNSO Nursing Cabinet is the governing body of the nursing organization and includes the Chief Nursing Officer and representatives from a cross section of nursing practice areas. The PNSO Nursing Cabinet provides oversight for the Central Committees and their sub-committees with authority to make decisions regarding clinical practice standards, quality improvement, staff and professional development, and research for nurses.

Local, unit-based committees in each service area/department have representation in each of the Central Committees and partner with them to accomplish the goals of the PNSO. Communication flows between the multiple levels of the organization ensuring that direct care nurses have a voice in governing nursing practice.