Update Information On the *Implementing Shared Governance* Web-Book

Developing clinical models of excellence that frame professional practice have now become standard in most healthcare organizations. What is critical is to establish the principles of full professional engagement and staff ownership in decisions that affect practice, quality, and competence. There are many resources that have emerged over the past 20 years related to the implementation and application of shared governance principles. Tim Porter O'Grady Associates, Inc. has provided the leadership in much of the work done in establishing the principles and designing the approaches to implementing shared governance across clinical organizations. A number of books have been written that clearly articulate the elements and processes associated with shared governance implementation. The best of these has been the text *Implementing Shared Governance* originally published by Mosby.

We've taken all the information published in the textbook on implementing shared governance and created this web-book. Furthermore, we have put this web-book on the Tim Porter O'Grady Associates, Inc. web site in order to facilitate and guide implementation of shared governance in the large number of sites that are now pursuing the development of this approach. Much of the excellent material contained in the original edition, as well as a supporting information, remains available in this web-book for users to apply. There is no cost for this information and users can download these web pages in any way that is helpful to them.

Because of increasing focus on achieving excellence (including meeting the structural and organizational requirements of the AANC Magnet program and the Malcolm Baldridge award), there is increased interest in building professional practice models using a shared decision-making or shared governance approach. The principles and processes outlined in this web-book provide a framework for organization's exploration and implementation of shared decision-making approaches. It is recommended, however, that the reader understand that these are simply principles and practices that form the foundation for shared governance approaches. Each institution and clinical service setting will need to focus these principles in a way that applies to their own culture and service configuration.

Those involved in unfolding shared governance principles should be aware that changing culture is a dramatic and sometimes intense process and is fraught with many challenges. Undertaking major changes in organizational culture requires careful planning and a well defined structure and process. While this web-book is helpful in outlining the elements of design and implementation, it should be one of a number of sources that the shared governance leader uses in implementing such a significant cultural change. At any time in the process, when additional consultation is required, please feel free to contact Tim Porter O'Grady Associates, Inc. at any time.

We hope that you find this newly available Web addition of implementing shared governance to be helpful in the process of developing a truly provider-driven professional practice model. The success of shared governance as an organizational approach for professional practice has been well articulated and validated over the past 20 years. Shared governance has clearly been indicated as an essential constituent of any measure of excellence in professional practice regardless of the setting. We at Tim Porter O'Grady Associates, Inc. hope that this resource is helpful to you and that you will communicate with us regarding your successes and needs. Most of all we wish you the greatest rewards and success in undertaking this important work.

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