

AONE GUIDING PRINCIPLES

FOR RELATIONSHIPS AMONG NURSING AND SUPPORT SERVICES IN THE CLINICAL SETTING

These guiding principles are intended to inspire discussions among nurses and support service teams in a way that may not have taken place previously.

Chief Nursing Officer as the Catalyst for Change

- Engage the senior executive team and governing board to achieve partnership and leadership consensus in pursuit of new models.
- Set clear expectations for a culture of inclusion and collaboration.
- Exhibit leadership skills aligned with the AONE Nurse Executive Competencies.
- Be visible and model collaborative behaviors such as structured rounding and appreciative inquiry.

Inclusive Shared Governance

- Create models of care that promote collaboration and participation by nursing and support services groups.
- Shift current paradigms to include support services as members of the patient care team that supports the environment.
- Establish flexible organization structures that breakdown silos and create alignment.
- Promote shared-decision making, ownership, initiative and followthrough.

Clear Scope of Practice

- Establish clear responsibilities, accountabilities and applicable education for all team members—nursing and support services.
- Focus nursing resources on clinical care functions; articulating what nurses can do against the perception
- Facilitate professional development and talent management across the collaborative team.

Shared Ownership of Patient Needs

- Develop realistic, mutually agreed upon goals that are measurable.
- Align expectations across collaborative teams through a performance management system that rewards the relationship between nursing and support services.
- Ensure that the patient experience is the focus of all services.
- Help all staff, both nursing and support services, to find a sense of meaning and purpose in their work through patient-focused goals.

Culture of Mutual Respect and Recognition

- Bridge gaps and barriers created by professional, cultural and generational differences.
- Cultivate sincere, authentic relationships that are grounded in trust and respect.
- Encourage a sense of equity and facilitate shared appreciation of nursing and support service jobs.
- Reward and recognize all members of the team for their impact on the patient experience.

Safer, Less Stressful Physical Environment

- Provide a healing environment that is suited to the shared purpose of caring for patients and their families.
- Enable nurses to spend more time with patients by keeping supplies and equipment at hand and bringing services to the patient.
- Create a work environment that addresses the physical and emotional needs of staff.
- Optimize technology to enable collaboration, communication, service provision and culture change.

Continuous, Open Communication

- Develop a common, patient-focused language that can be used by both nursing and support services groups.
- Establish a communication plan that disseminates key messages and decisions to all levels—in both nursing and support services.
- Implement mechanisms to measure and act on interdepartmental satisfaction and feedback.
- Communicate in ways that are culturally and linguistically appropriate.

These guiding principles were developed in collaboration with ARAMARK Healthcare.

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