



Figure 1. General Theory of Effective Multilevel Shared Governance Framework (reprinted with permission from Joseph and Bogue4)

Reads as steps from bottom:

Team Foundations

1. Skillfully managing group formation and tasks
2. establishing group identity and normative expectations
3. focusing on driving change in nursing practice

Empowering

4. Achieving the active support of management
5. working toward outcomes that help the organization face challenging trends
6. Enabling Excellence in patient safety

Aligning

7. Self-defining and directing a local patient care improvement agenda
8. Cemonstrating leadership for nursing in practice excellence
9. Leading across disciplines to improve patient outcomes

Top step:

Self-directing nursing teams advancing proficiencies, practices, and organization goals