



Origination 1/1/1998
 Last Approved 2/8/2024
 Effective 2/8/2024
 Last Revised 2/8/2024
 Next Review 2/7/2027

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 Policy Area SMH Nursing Administrative
 Applicability University of Rochester - Strong Memorial Hospital

2.3 Professional Nursing Council Bylaws

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PREAMBLE

- A. Nursing Practice is responsible for the nursing care and nursing management of patients admitted to and/or treated at University Rochester Medical Center (URMC). In addition to caring for patients and their families, nursing staff contribute to the education of students and other health professionals through teaching and role modeling, and by creating and maintaining an environment conducive to quality patient care and quality learning experiences. Through participation in research activities and evidence-based practice, nursing staff contribute to the advancement of knowledge of nursing practice, health care and health care delivery systems.
 - B. The Chief Nursing Executive (CNE) is responsible for nursing practice at URMC. The CNE executes responsibilities for the management and operation of Nursing Practice programs and the delivery of nursing services through its shared governance philosophy and structures.
- NAME**
- C. The name of this organization is the Professional Nursing Council (PNC) of URMC.
- PURPOSE**
- D. The PNC is a well-developed shared governance model that provides nurses of all levels with the opportunity to participate in decision making at unit, service, and organizational levels. The PNC works to support the autonomy and empowerment of nurses and is an important element of nursing practice's infrastructure. This structure is a component of the URMC Professional Practice Model (PPM). The PPM demonstrates the centrality of the patient and family at URMC and represents nursing's commitment to patient safety and quality outcomes through interdisciplinary collaboration, clinical leadership, and the ICARE values. The model contains shared decision-making processes and a multi-

directional communication structure that includes the CNE, nursing organization leadership, and nursing staff.

E. The PNC is established to guide the continuing development of nursing practice at URM. The PNC provides advice to the CNE of URM relative to the practice of nursing. Specifically, the purposes of the council are to:

1. Identify and address the nursing practice needs of all members of the nursing staff at URM.
2. Provide an integrated structure for nursing practice.
3. Participate in the development and dissemination of the standards of nursing practice in conjunction with the medical center quality and safety programs and the tenants of the Magnet Recognition Program.
4. Promote quality nursing care of patients and families.
5. Influence, contribute to and support the professional education of students and staff.
6. Encourage and support scientific inquiry for the continual improvement of nursing practice and health care.
7. Promote the continuing development of professional nursing within URM.
8. Promote University-sponsored community outreach activities throughout the hospital and surrounding communities.

F. Functions

The functions of the PNC are:

1. Conduct the affairs of the PNC.
2. Plan the agendas for meetings of the PNC.
3. Receive professional nursing concerns related to nursing practice and to refer these to the appropriate council/committee(s) of the PNC or the shared governance structure of nursing practice.
4. Monitor the performance of councils/committees and consider and act upon the recommendations of the committees through referrals to the appropriate offices or committees in the shared governance structure of nursing practice.
5. Disseminate information to the general membership.
6. Provide educational and service outreach opportunities to nursing practice.

MEMBERSHIP

G. The membership of the PNC of URM consists of all Registered Nurses (RN's), Licensed Practical Nurses (LPN's), and Nurse Practitioners (NP's) employed by URM.

H. Although all nursing staff are members of the PNC, unit's and/or service areas select a **unit representative** to attend the monthly PNC meetings.

I. Eligibility for the role of PNC Unit Representative

Eligibility criteria to serve as a PNC Unit Representative include:

1. Full or part time employee (including those who are a part of the In-House

Staffing or Weekend Contract programs) who have completed one full year of employment or its equivalent as an RN/LPN at URMHC, who hold a Nursing Practice Career Pathway between RN 2 and RN Senior 3, with primary nursing clinical care responsibilities, are in good standing and maintain a performance evaluation rating of "successful" or higher on their most recent evaluation.

- a. Nurses who are participating in special employment programs (i.e.: Per Diem, excluding NPIP) or are hired via a travel agency are able to participate in PNC functions outside of their contractual working clinical hours at the discretion of their Nurse Manager.
 - b. Per diem nurses shall not serve as a unit representative.
2. Nurses who are participating in special employment programs (i.e.: Per Diem, excluding NPIP) or are hired via a travel agency are able to participate in PNC functions outside of their contractual working clinical hours at the discretion of the Nurse Manager. Supported by unit/service leadership
 3. Strong interpersonal, communication, and collaborative skills
 4. Evidence of leadership
 5. Interest in service excellence and role modeling the Strong Commitment and ICARE behaviors

NOTE:

6. Per the Nursing Practice Career Pathway eligibility and maintenance criteria RN 2/Sr. 2/3/Sr. 3, this role supports Nursing Practice Career Pathway organizational contribution requirements
7. For RN educational/experience requirements(s) see Nursing Administrative Policies & Information Manual, Section 12 Nursing Practice Career Pathway, [Policy 12.3a](#) Minimal Eligibility and Maintenance Criteria: RN 2 - Sr. 3 or Section 13 Nursing Practice Career Pathways, [Policy 13.2a](#) Licensed Practice Nurses Eligibility Guidelines and Maintenance Criteria.

J. Duties/Expectations of PNC Unit Representatives

1. Represent their clinical area in a professional, respectful manner, and role model the Strong Commitment and ICARE behaviors
2. Provide input when requested at PNC meetings and by the CNE.
3. Responsible for disseminating information obtained at monthly PNC meetings to their clinical areas in a timely fashion.
4. Responsible for selecting and participating in one of the current sub-councils.
5. Please refer to [Policy 12.3a](#) Eligibility Guidelines and Maintenance Criteria: RN 1 – Senior 3 role description of the PNC Unit Representative.
6. If not meeting expectations of being a PNC Unit Representative you may be removed at the recommendation of PNC leadership, in collaboration with the nurse's unit leadership.

K. Unit Representation Selection

Representatives and alternates to the PNC are selected or elected by unit staff and management.

1. In the event that a representative and/or alternate is unable to complete his/her term, the unit's nurse manager will designate a replacement.
2. Length of representation is at the discretion of the individual clinical areas.
3. Nurse Managers and Assistant Nurse Managers should only act as a representative for a short and temporary time period while identifying a new representative.

L. PNC Unit Representative Office Time

PNC representatives should receive a total of 4 dedicated education hours per month. This includes attending the monthly PNC meetings, attending the monthly sub-council meeting of the representatives' choice, participating in activities of the council and sub-council, and disseminating information to their home unit and/or service area. The receipt of PNC office hours by a staff nurse functioning in the role of PNC unit representative is dependent upon the individual unit needs and acuity and is not to be combined with other dedicated hours.

M. Distribution of Representation by Department/Service/Group

Distribution of PNC representation is based on the number of authorized full-time equivalent positions in each department, service or group. Each unit and/or service area is expected to identify an appropriate number of staff to serve as representatives of the Professional Nursing Council.

N. The PNC is composed of staff representatives from:

1. Each nursing practice unit
2. Ambulatory care areas
3. Hospital procedural units
4. Offsite locations

O. In addition, the following nursing leadership personnel are included in monthly council representation:

1. One nurse manager from each service
2. One advanced practice nurse from each service
3. One assistant nurse manager from each service
4. Specialty services (I.e.: WOC Nurse, CNR)
5. Nursing Practice Financial Manager
6. CNE

OFFICERS

P. The officers of the PNC shall be elected by the PNC representatives. The officers shall be a President, Vice-President and Unit Shared Governance Council (USGC) Leader.

1. In the event that a position is vacant, the CNE reserves the right to appoint an individual or create a role to serve the councils best interest and facilitate the

work of the council.

Q. Eligibility of Office

Eligibility criteria to run for the PNC President and Vice President, this is an elected position:

1. Full time employee (including In-House Staffing and Weekend Contract programs), in good standing, who has completed one full year of employment or its equivalent as an RN at URMHC, holds a Nursing Practice Career Pathway between RN Senior 2 and RN Senior 3, with primary nursing clinical care responsibilities and maintains a performance rating of "successful" or higher
2. Active PNC unit representative of the PNC for a minimum of one year.
Note: Active can be defined as having attended at least 80% of the PNC meetings for the past year and also attending and participating in their chosen sub-council's meetings.
3. Supported by unit/service leadership
4. Strong interpersonal, communication, and collaborative skills
5. Interest in service excellence and role modeling the Strong Commitment and ICARE behaviors
6. Evidence of leadership skills
7. For educational/experience requirements(s) see Nursing Administrative Policies & Information Manual, Section 12 Nursing Practice Career Pathway, [Policy 12.3a](#) Minimal Eligibility and Maintenance Criteria: RN 2 - Sr. 3.
*Those nurses who are hired outside of "Nursing Practice" or are participating in special employment programs (i.e.: Per Diem) shall not hold officer positions.
**Unique situations will be managed on a case-by-case basis.

Eligibility criteria to run for the USGC Leader, this is an elected position:

- R. Full time employee (including In-House Staff and Weekend Contract programs), in good standing, who has completed one full year of employment or its equivalent as an RN at URMHC, holds a Nursing Practice Career Pathway between RN Senior 2 and RN Senior 3, with primary nursing clinical care responsibilities and maintains a performance rating of "successful" or higher
- S. Active Unit Council Chair representative of the PNC for a minimum of one year.
Note: Active can be defined as having attended at least 80% of the USGC Chair meetings for the past year and also attending and leads their unit's USGC meetings.
- T. Supported by unit/service leadership
- U. Strong interpersonal, communication, and collaborative skills
- V. Interest in service excellence and role modeling the Strong Commitment and ICARE behaviors
- W. Evidence of Leadership skills
- X. For educational/experience requirements(s) see Nursing Administrative Policies & Information Manual, Section 12 Nursing Practice Career Pathway, [Policy 12.3a](#) Minimal

Eligibility and Maintenance Criteria: RN 2 - Sr. 3.

*Those nurses who are hired outside of "Nursing Practice" or are participating in special employment programs (i.e.: Per Diem) shall not hold officer positions.

**Unique situations will be managed on a case-by-case basis.

Y. Election of Officers

1. The election of PNC officers is conducted at a fall meeting/retreat.
2. Election of officers of the PNC will take place by secret ballot of the PNC representatives in attendance at the meeting with which voting is occurring.
3. The President presents a slate of candidates to the PNC. Election to office is by a majority of the PNC.
4. Officers serve until their successors are elected by the Professional Nursing Council.

Z. Term of Office

The PNC elected officers assume office on January 1 or date closest based on scheduling time blocks. All terms expire December 31 (or date closest based on scheduling time blocks) of the year elected to office based on term. The PNC President will serve a term of 2 years, for term to begin on an even year. The PNC Vice President will serve a term of 1 year, term limits of two consecutive years. The USGC Leader will serve a term of 2 years, for a term to begin on an odd year.

AA. Vacancies

In the event of a vacancy occurring in the office of President, the Vice-President will assume the responsibilities of the office. If there are simultaneous vacancies in President and Vice-President Offices, the CNE will appoint an Acting President until an election by the PNC can be held. The voting requirements for special elections shall be the same as set forth in the Election of Officers section.

AB. Duties of Office

See Appendix A

AC. Administrative support for the PNC is provided by assigned Administrative Assistant.

The duties of the Administrative Assistant include:

1. Support the activities of the PNC to include:
 - a. Facilitate catering needs, meeting room reservations and conducting the general correspondence of the PNC.

MEETINGS

AD. The PNC meets the third Wednesday of every month, and/or discretion of the CNE or PNC President.

1. URMC's nurses are invited to attend monthly meetings of the PNC and an educational retreat hosted by the PNC.
2. Special meetings of the representatives may be called at the request of the President to address specific Nursing Practice development and other needs as they arise.
3. PNC meetings are open to all nursing staff.

AE. Quorum

1. A quorum shall consist of the representatives of the PNC present at the meeting.
2. Recommendations to the CNE require the approval of a majority of the Professional Nursing Council.

AF. Voting

1. All representatives of the PNC are eligible to vote.
*Agency hired (i.e.: traveler) nurses are not eligible to vote.

AG. Attendance

1. We believe the dynamic energy of our council benefits from PNC representative attendance and participation; therefore, it is the expectation that each unit and/or service area will maintain representation at the monthly PNC meetings for at least 80% of the meetings.

ADVISORY COUNCIL

AH. Advisory Council

The PNC maintains an Advisory Council that is comprised of the CNE, PNC Officers, the PNC Advisors, Sub-Council Advisors, Leadership co-chairs and Staff co-chairs of the PNC sub-councils. The PNC Advisory Council meets twice per year, with agendas set by the CNE and PNC President. Special meetings of the Advisory Council may be called as needed to address specific Nursing Practice needs as they arrive.

PNC SUB-COUNCILS

Purpose of PNC Sub-Councils

The PNC sub-councils represent principles of interesting to nursing practice. Sub-councils may be sunset or created based on evolution and/or needs of nursing practice. Sub-councils are maintained by an Advisor, Leadership co-chair and Staff co-chair(s). With the advice and input from the Advisor and Leadership co-chair, the Staff co-chair(s) lead and maintain their individual sub-council. The Staff co-chair provides input to the PNC President and the Chief Nursing Executive relative to the practice of nursing and serves as liaison to nursing staff to address the nursing practice needs at URMH.

Membership of PNC Sub-Councils

Any nurse may be a member of a PNC sub-council. Membership is not dependent on being the PNC unit representative. Although it is a requirement for PNC Unit Representative to attend and participate in a monthly sub-council meeting of the representative's choice.

1. Full or part time employee (including those who are a part of the In-House Staffing or Weekend Contract programs) who has completed one full year of employment or its equivalent as an RN/LPN at URMH holds a Nursing Practice Career Pathway between RN 2 and RN Senior 3, with primary nursing clinical care responsibilities and maintains a performance rating of "successful" or higher.
2. Nurses who are participating in special employment programs (i.e.: Per Diem Tier II, excluding NPIP) or are hired via a travel agency are able to participate in PNC functions outside of their contractual working clinical hours at the

discretion of the NM.

3. Duties/Expectations of PNC Sub Council Members

- a. Represent their clinical area in a professional, respectful manner, and role model the Strong Commitment and ICARE behaviors
- b. Provide input when requested at PNC meetings and by the CNE.
- c. Responsible for disseminating information obtained at monthly PNC meetings to their clinical areas in a timely fashion.
- d. Responsible for selecting and participating in one of the current sub-councils.
- e. Please refer to [Policy 12.3a](#) Eligibility Guidelines and Maintenance Criteria: RN 1 – Senior 3 role description of the PNC Unit Representative.
- f. If not meeting expectations of being a PNC Unit Representative you may be removed at the recommendation of PNC leadership, in collaboration with the nurse's unit leadership.

AI. The PNC maintains ten sub-councils. The ten sub-councils have been named:

1. Ambulatory Sub-Council (AC)
2. Clinical Practice Sub-Council (CPC)
3. Cultural Inclusion Sub-Council (CIC)
4. Magnet Champion Sub-Council (MCC)
5. Professional Development Sub-Council (PDC)
6. Nursing Practice Safety Council
7. Research and Evidence Based Practice Sub-Council (REBP)
8. Scheduling and Safe Staffing Sub-Council (SASS)
9. Nursing Ethics Council
10. Strategic Nursing Wellness Council

AJ. Each sub-council's leadership is comprised of an Advisor, Leadership co-chair and Staff co-chair(s). An advisor for each sub-council is appointed on advice from the CNE. Each sub-council is co-chaired by a person in leadership (Leadership co-chair) and a RN (Staff co-chair) at URMH that holds a Nursing Practice Career Pathway between RN 2 and Senior 3, with primary nursing clinical care responsibilities. LPNs are eligible to be a staff co-chair alongside a RN.

AK. The staff co-chairperson is elected by the members of the sub-council or appointed by the CNE or council advisor, if necessary.

AL. Vacancies of a sub-council

1. The CNE reserves the right to fill vacancies as they occur within the Advisor role
2. The CNE, PNC Advisors, or Sub-Council Advisor(s) reserve the right to fill

vacancies of the Leadership Co-chair or Staff Co-chair role as they occur

AM. Term

1. Sub-Council Advisor: negotiable based on the council's specialty
2. Leadership Co-Chair: 2 – 4 years (PNC Advisors discretion to extend terms)
3. Staff Co-Chair: 2 years (PNC Advisors discretion to extend terms)
I: If a Staff co-chair is promoted to a leadership role (I.e.: ANM, NM, CNL, etc.), the Staff co-chair has 6 months to vacate their position

AN. Duties

See Appendix A

AO. Staff Co-Chairperson Meeting

1. The PNC maintains a monthly meeting for all staff co-chairs of the PNC sub-councils. The staff co-chair meeting is intended to provide staff co-chairs with helpful information and education related to their role as well as support for their role as a co-chair to a sub-council. The staff co-chair meeting is held on the third Wednesday of the month, with the exception of the months that the Advisory Council meets. The agenda is set by the PNC Advisor and PNC President or Vice-President.
2. The staff co-chairperson should receive a total of four dedicated education hours each month, dependent upon unit needs and acuity and not to be combined with other dedicated hours, to facilitate attending meetings and completing the duties required of a staff co-chairperson, as outlined in the role description (See [Policy 12.3a](#) Eligibility Guidelines and Maintenance Criteria: RN 2 – Senior 3).

*Those nurses who are hired outside of "Nursing Practice" or are participating in special employment programs (I.e.: Per Diem) shall not hold officer positions.

**Unique situations will be managed on a case-by-case basis.

UNIT SHARED GOVERNANCE COUNCIL COLLABORATING STRUCTURE

Purpose of PNC Unit Shared Governance Council (USGC)

The PNC USGC represents the individual unit/department-based Unit Shared Governance Councils. The USGC is maintained by the USGC Leader. Unit Shared Governance Councils serves as a platform for shared decision making at the unit level between unit leadership, nursing staff and ancillary staff members to address nursing practice needs of that individual unit/department

Membership of USGC Collaborating Structure

Any nurse who is their unit's Unit Shared Governance Council Chair or Co-Chair. A Unit Shared Governance Council (USGC) Chairperson is a Registered Nurse that has been identified as an outstanding role model, committed to the continuing development of nursing practice on their unit. The Unit Shared Governance Council Chairperson leads their unit shared governance council and helps to empower and support council representative. They serve as liaison between leadership and unit staff to address the nursing practice needs on their individual unit.

- AP. Each unit-based Unit Shared Governance Council is Chair and/or Co-chaired by a RN at URMHC that holds a Nursing Practice Career Pathway between RN 2 and RN Senior 3, with primary nursing clinical care responsibilities.
- AQ. The Unit Shared Governance Council is Chair and/or Co-chaired is elected or appointed based on the individual unit's Unit Shared Governance Council bylaws.
- AR. Term limits are set by the individual unit's Unit Shared Governance Council bylaws.
- AS. Full or part time employee (including those who are a part of the In-House Staffing or Weekend Contract programs) who has completed one full year of employment or its equivalent as an RN/LPN at URMHC holds a Nursing Practice Career Pathway between RN 2 and RN Senior 3, with primary nursing clinical care responsibilities and maintains a performance rating of "successful" or higher.
- AT. Duties
See Appendix A
- AU. USGC Meetings
1. The PNC maintains a monthly meeting for all USGC Chairs and Co-Chairs. The USGC Chairs and Co-Chairs meeting is intended to provide USGC Chairs and Co-Chairs with helpful information and education related to their role as well as support them in their role. The USGC Chairs and Co-Chairs meeting is held on the first Wednesday of every month. The agenda is set by the PNC Advisor and USGC Leader.
 2. The USGC Chairperson should receive a total of 4 Shared Governance office hours each month to facilitate chairing the USGC, attending meetings, and completing the duties required of a USGC Chairperson, as outlined above. The receipt of Shared Governance office hours by a staff nurse functioning in the role of USGC chairperson is dependent upon the individual unit needs and acuity and is not to be combined with other dedicated hours (See [Policy 12.3a](#) Eligibility Guidelines and Maintenance Criteria: RN 2 – Senior 3).

*Those nurses who are hired outside of "Nursing Practice" or are participating in special employment programs (i.e.: Per Diem) shall not hold officer positions.

**Unique situations will be managed on a case-by-case basis.

AMENDMENTS

These bylaws should be reviewed every three years to ensure they are still appropriate and pertain to current PNC activities and can be amended at any time by the CNE.

Appendices:

Appendix A:

PNC Role	Dedicated Hours	Overall Duties
PNC President	20 hours/week 80 hours/month 160 hours/8-week time block	<ul style="list-style-type: none"> To conduct the affairs of the Professional Nursing

	<p>*Please note: This role receives protected office hours and is paid from an account separate from the nurse's home unit, therefore said office hours are not subject to the nurses' home unit needs and acuity.</p>	<p>Council.</p> <ul style="list-style-type: none"> • To preside at all meetings of the Professional Nursing Council. • To manage the activities of the Professional Nursing Council. • To set goals for PNC and facilitate goal setting for the PNC sub-councils. • To assist the sub-council chairpersons in the appointment of leaders for the standing committees on advice from the Professional Nursing Council. • To call special meetings of the Professional Nursing Council. • To appoint ad hoc committees as the need arises. • To serve as an ex-officio member of all committees. • To receive professional nursing concerns related to nursing practice and to refer these to the appropriate councils/committee(s) of the PNC or the shared governance structure of nursing practice. • To monitor the performance of committees and to consider and act upon the recommendations of the committees through referrals to the appropriate offices or sub-councils of PNC • Manage and maintain the budget of PNC • To disseminate information
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		<p>to the general membership.</p> <ul style="list-style-type: none"> • To produce the bi-monthly URM Nursing Connect newsletter • To conduct elections when applicable. • To support initiatives brought forth by nursing practice • To schedule, coordinate and run the bi-annual PNC advisory meeting • To present at Nurse Residency Program related to PNC's function and purpose • To enhance communication between USGC and Nursing Practice: <ul style="list-style-type: none"> ◦ Professional Nursing Council Intranet SharePoint Site ◦ Nursing Intranet Site • Collaborate with the CNE, PNC Advisor(s), Advisory Council to plan the annual PNC retreat • Facilitate and host the PNC retreat • To develop and implement NNW activities based on feedback from the NNW committee, CNE, PNC Advisor(s), Advisory Council and staff nurses • To assist on committees where needed and or appropriate: <ul style="list-style-type: none"> ◦ Magnet Committee
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		<ul style="list-style-type: none"> ◦ NNW Committee ◦ Other Hospital/ University based committees <ul style="list-style-type: none"> • Per Nursing Practice Career Pathway eligibility and maintenance criteria RN 2 - Sr. 3, this role supports Nursing Practice Career Pathway's organizational contribution requirements • Term: 2 years, to begin on an even year <p>*Please see Policy 12.6 Nursing Practice Careers Pathways for a more detailed and in-depth responsibility list.</p>
PNC Vice President	<p>12 hours/week 48 hours/month (96 hours/8-week time block)</p> <p>*Please note: This role receives protected office hours and is paid from an account separate from the nurse's home unit, therefore said office hours are not subject to the nurses' home unit needs and acuity.</p>	<ul style="list-style-type: none"> • To assume the duties of the President in the absence of the President • To assist the President in the performance of duties. • To conduct the Staff co-chair monthly meeting. • To communicate and collaborate amongst PNC President and sub-council leadership • To maintain records of member attendance and activity • To coordinate the monthly education series; collaborate with the PNC Nurse Planner and hosting sub-council • Provide guidance to the sub-council staff co-chairperson(s) as they facilitate their education series. • To assist the President in

		<p>planning and facilitation of activities for NNW</p> <ul style="list-style-type: none"> • To assist the President in planning the annual PNC retreat • To attend and help facilitate the annual PNC retreat • To enhance communication between USGC and Nursing Practice: <ul style="list-style-type: none"> ◦ Professional Nursing Council Intranet SharePoint Site ◦ Nursing Intranet Site • Per Nursing Practice Career Pathway eligibility and maintenance criteria RN 2 - Sr. 3, this role supports Nursing Practice Career Pathway's organizational contribution requirements • Term: 1 year, term limits of two consecutive years <p>*Please see Policy 12.6 Nursing Practice Careers Pathways for a more detailed and in-depth responsibility list.</p>
PNC USGC Leader	<p>12 hours/week 48 hours/month (96 hours/8-week time block)</p> <p>*Please note: This role receives protected office hours and is paid from an account separate from the nurse's home unit, therefore said office hours are not subject to the nurses' home unit needs and acuity.</p>	<ul style="list-style-type: none"> • To conduct affairs of the Unit Shared Governance Council (USGC) • To preside at all USGC meetings where Unit Council Chairs (unit based) will come together for information sharing sessions • To facilitate Unit Council Chair orientation meetings for staff nurses newly elected into the chairperson

		<p>role on their unit</p> <ul style="list-style-type: none"> • To set goals for USGC and facilitate the achievement of the goals • To call special meetings of the USGC • To maintain an accurate and up to date list of Unit Council Chairs • To maintain records of member attendance and activity • Record meeting minutes and obtain approval, in a timely fashion • To collaborate with the PNC President • To receive professional nursing concerns related to nursing practice and to refer these to the appropriate councils/committee(s) of the PNC or the shared governance structure of nursing practice. • To enhance communication between USGC and Nursing Practice: <ul style="list-style-type: none"> ◦ USGC SharePoint Site ◦ Nursing Intranet Site • Per Nursing Practice Career Pathway eligibility and maintenance criteria RN 2 - Sr. 3, this role supports Nursing Practice Career Pathway's organizational contribution requirements • Term: 2 years, to begin on an odd year <p>*Please see Policy 12.6 Nursing Practice Careers Pathways for a more</p>
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		detailed and in-depth responsibility list.
PNC Advisor	Exempt	<ul style="list-style-type: none"> • To collaborate with the respective PNC officers, Sub-Council's Advisor, Leadership Co-chair and Staff Co-chair, to support, advocate PNC and the Sub-Council • To participate in all meetings of the PNC, including weekly advisor and PNC officers meeting • Advise on budget on the of PNC • Advise, share expertise and engage in collaborative decision-making • Mentor and empower PNC officers regarding the PNC's activities and projects. • Consult on challenges and advocate at executive level to remove barriers and ensure resources for PNC activities. • Advocate for PNC inclusion in nursing practice and hospital initiatives • Facilitate connections for the PNC Officers (i.e.: introduction emails) • To collaborate on the monthly education series; collaborate with the PNC Officer, PNC Nurse Planner and hosting sub-council • Responsibilities to be negotiable based on the evolving needs of PNC • Perform environmental scans and bring important

		<p>information forward</p> <ul style="list-style-type: none"> • Participate in PNC and PNC activities (i.e.: retreat, advisor meetings, NNW, etc.)
PNC Sub-Council Advisor	Exempt	<ul style="list-style-type: none"> • To collaborate with the respective Sub-Council's Leadership Co-chair and Staff Co-chair, to support, advocate and partner with the Sub-Council • To participate in all meetings of the respective Sub-Council • To advise, share expertise and engage in collaborative decision-making with the sub-council. • Mentor and empower Leadership and Staff Co-chairs regarding the Sub-Council's activities and projects. • Consult on challenges and advocate at executive level to remove barriers and ensure resources for sub-council activities. • Advocate for sub-council inclusion in nursing practice and hospital initiatives • Facilitate connections for the sub-council co-chairs (i.e.: introduction emails) • Collaborate in the plan and hosting of one education series per calendar year • Responsibilities to be negotiable based on the evolving needs of the sub-council leadership team. • Perform environmental scans and bring important

		<p>information forward to the council</p> <ul style="list-style-type: none"> • Facilitate administrative and financial support for council activities (i.e.: AA support for meeting minutes), as available • Participate in PNC and PNC activities (i.e.: retreat, advisor meetings, NNW, etc.) • Term to be negotiable based on the council's specialty
PNC Sub-Council Leadership Co-Chairperson	Exempt	<ul style="list-style-type: none"> • To collaborate with the respective Sub-Council's Advisor and Staff Co-chair • Advocate for sub-council inclusion in nursing practice and hospital initiatives • Co-facilitate meetings and activities of the sub-council with the Staff Co-Chair • To participate in sub-council meetings • To manage the activities (i.e.: agenda setting, helping to secure speakers, oversight of project occurring within the council, etc.) • To call special meetings as needed • To appoint ad hoc work groups as the need arises. • Collaborate in the plan and hosting of one education series per calendar year with the staff co-chair • To serve as a mentor and resource to the Staff Co-chair • Participate in PNC and PNC

		<p>activities (i.e.: retreat, advisor meetings, NNW, etc.)</p> <ul style="list-style-type: none"> • Recommended Term: 2 – 4 years (PNC Advisors discretion to extend terms) • Responsibilities to be negotiable based on the evolving needs of the sub-council leadership team.
PNC Sub-Council Staff Co-Chairperson	<p>Current: 4 hours/month</p> <p>*Please note: This role should receive scheduled office time, subject to the nurse's home unit needs and acuity. Not to be combined with other dedicated hours</p>	<ul style="list-style-type: none"> • To preside at all meetings of the respective Sub-Council meetings • To set the monthly agenda with the Leadership co-chair and Advisor of the respective sub-council • To complete meeting minutes in a timely fashion • To keep accurate and complete attendance records and follow up with multiple absences • To communicate and/or collaborate with other sub-councils • To develop/review goals, mission and purpose statements of the sub-council • To plan and host one education series per calendar year • To assist in planning activities of the councils • To assist in NNW planning and activities • To assist in PNC retreat planning • To attend the monthly PNC meeting and disseminate the information back to their

		<p>sub-council</p> <ul style="list-style-type: none"> • To attend monthly Staff Co-chairperson meetings and biannual Advisory Council meeting • Per Nursing Practice Career Pathway eligibility and maintenance criteria RN 2 - Sr. 3, this role supports Nursing Practice Career Pathway's organizational contribution requirements <i>*If someone moves into a leadership role (i.e.: ANM) they have 6 months to finish their term</i> • Term: 2 years (PNC Advisors discretion to extend terms) <p>* Please see Policy 12.6 Nursing Practice Careers Pathways for a more detailed and in-depth responsibility list.</p>
PNC Unit Representative	<p>Current: 4 hours/month</p> <p>*Please note: This role should receive scheduled office time, subject to the nurse's home unit needs and acuity. Not to be combined with other dedicated hours</p>	<ul style="list-style-type: none"> • To attend the monthly PNC meeting and disseminate the information back to their unit • Elicit feedback from staff on their individual unit prior to PNC meetings and shares this feedback during the open forum(s) of the monthly PNC meeting • Serves as an active member of one of the PNC sub-councils of their choosing <p>PNC Representatives serve as liaisons to the nursing staff and work collaboratively with the Chief Nursing Executive in order to:</p> <ul style="list-style-type: none"> • Address the nursing practice needs at URMH of all members of the nursing staff.

		<ul style="list-style-type: none"> • Identify and problem solves issues that affect Nursing Practice staff. • Provide an integrating structure for professional nursing practice. • Participate in the development of and promulgation of the standards of nursing practice in conjunction with the medical center quality assurance programs. • Promote quality nursing care of patients and families. • Influence, contribute to and support the professional education of students and staff. • Encourage and support scientific inquiry for the continual improvement of nursing practice and health care. • Promote the continuing development of professional nursing within URM. • Per Nursing Practice Career Pathway eligibility and maintenance criteria RN 2 - Sr. 3, this role supports Nursing Practice Career Pathway's organizational contribution requirements <p>* Please see Policy 12.6 Nursing Practice Careers Pathways for a more detailed and in-depth responsibility list.</p>
Unit Shared Governance Council (USGC) Chairperson	<p>Current: 4 hours/month</p> <p>*Please note: This role should receive scheduled office time, subject to the nurse's home unit needs and acuity.</p>	<ul style="list-style-type: none"> • To preside at all Unit Shared Governance Council meetings of the unit

	<p>Not to be combined with other dedicated hours</p>	<ul style="list-style-type: none"> • To set the monthly agenda with the Nurse Manager/ Leadership team • To work with unit leadership to follow up on action items • To complete meeting minutes in a timely fashion and disseminate to unit staff • To keep accurate and complete attendance records and follow up with multiple absences • To develop and review; goals, bylaws and mission and purpose statements annually • To attend USGC chairperson council meeting monthly • Appointment/election is determined by the unit's Unit Council's bylaws • Term limits are determined by the unit's Unit Council's bylaws • Per Nursing Practice Career Pathway eligibility and maintenance criteria RN 2 - Sr. 3, this role supports Nursing Practice Career Pathway's organizational contribution requirements <p>* Please see Policy 12.6 Nursing Practice Careers Pathways for a more detailed and in-depth responsibility list.</p>
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Attachments

[image1.png](#)

Approval Signatures

Step Description	Approver	Date
Final Approval and Posting	Cindy Berry	2/8/2024
Subject Matter Expert	Tamara Eis	2/8/2024
Owner	Tamara Eis	2/8/2024

Applicability

University of Rochester - Strong Memorial Hospital

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