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Governance and Collective Bargaining

Chapter 17

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Topics for today:

- *Goals of collective bargaining
- *Interest based bargaining
- *Questions and concerns
- *Governance
- *Nurses' role in governance
- *Alternative models for governance

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Collective Bargaining

Does the image of nursing conflict with the idea of collective bargaining?

What is collective bargaining?

Should nurses form or join unions?

- why?
- why not?



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Goals of Collective Bargaining

To equalize power between management and employees

- basic economic issues (contract)


To protect the employee against arbitrary treatment and unfair labor practices

- grievance procedure established

Maintain and promote professional practice

- nurses can keep and ↑ control over own professional practice


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Questions about Collective Bargaining

- Is it unprofessional?
- Is it ethical? (strikes or work slowdowns = patient abandonment??)
- Is it divisive?
- Is there a threat to job security?


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Concerns with Collective Bargaining

- Representation- who is to be the representative?
- Nursing supervisors- employees or management?
- 1994 Supreme Court decision- LPNs in nursing home in Ohio: supervisors or no?


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Interest Based Bargaining

*mutual gains, 'win-win', or best-practice bargaining- based on the idea that the way to achieve a mutually beneficial contract is to create an environment in which all parties can openly discuss all issues to the fullest extent. Is this realistic in the 'real world'?

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Interest Based Bargaining


Process:

- selection of issues
- discussion of interests
- generation of options
- establishment of standards to measure the options
- measurement of the options
- development of solution

*steps done jointly = joint decision making

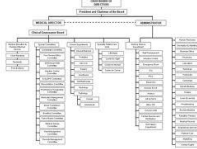
*positive relationship after contract decided (J strikes with collective bargaining)

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Governance

Definition:
the arrangement o
hierarchy of powe
within an
organization and
how power flows
through the
organization



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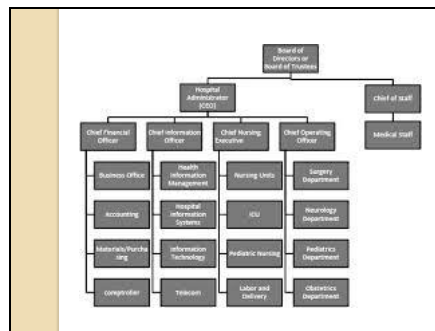


Nursing and Governance


The establishment and maintenance of social, political and economic arrangements by which nurses maintain control over their practice, their discipline, their working conditions, and their professional affairs

Not just 'bottom rung' input any more!

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Nurses' Role in Governance

- self-governance is a concept that is important to all professions!
- as nursing responsibilities ↑ with advancing technology and changes in the healthcare system, nurses now recognize that their *responsibilities* far exceed their *authority* to influence their own practice
- nurses have challenged the traditional governance structure at a number of levels with varying success


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Nurses' Role in Governance

- many nursing administrator positions have now moved into positions of power in the healthcare system (earlier slide!)
- nurses have gained ↑ control over their practice by fostering change in the organizational structure of facilities:
 - *decentralization of authority
 - * ID of professional nurses as peers
 - *↑ responsibility for directing and planning care given to client in facility
 - *agreement on the philosophy & goals of nursing care


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Alternative Models for Governance

- *Board of Nursing Model
 - deals with matters like credentials and standards of care
 - creates a large number of admin. personnel
 - nursing structure is similar to medical
- *Contracting for Nursing Services Model
 - fee-for-service: bill for nursing care separately
 - difficult to implement (hard to set pay scale, ensuring adequate staffing, paying ancillary help)
 - administration would then lose control over the nursing staff

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Alternative Models for Governance

- *Shared Governance
 - power and authority are transferred to nursing staff rather than being seated in nursing administration
 - decentralization of the nursing administration structure is the key!
 - goal- involve professional nurses in the decision-making process at all levels to ensure that their knowledge and expertise are used to deliver the highest quality of care possible
 - source of power is in the clinical areas rather than administrative

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Professional nurses have the **power** to produce change and deal with the future of healthcare successfully if they **get involved!** How?



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See you next class.....

Please do your readings & bring thoughtful questions!

