

# A Concept Analysis: The Importance of Shared Planning in Nursing Practice

Ailine Yoan Sanger<sup>1\*</sup>, Frendy Fernando Pitoy<sup>2</sup>

<sup>1</sup>Fakultas Keperawatan, Universitas Klabat, Airmadidi Manado

<sup>2</sup>School of Advanced Studies, Saint Louis University, Baguio City, Philippines

\*[ailinesanger@unklab.ac.id](mailto:ailinesanger@unklab.ac.id)

## ABSTRACT

Shared planning is not always a commonly used term, but the principles it represents are highly relevant and frequently applied in nursing practice. Shared planning fosters a supportive work environment which encourages brainstorming and collective problem-solving, that can lead to more effective interventions and strategies. Without shared planning, healthcare professionals may feel isolated, unsupported and feel frustrated, contribute to conflict and further impact on patient care. **Purpose:** The purpose of this concept analysis is to help to clarify, explore and gain deeper understanding of the core definition of shared planning. **Methods:** This study utilized a design by Walker and Avant’s method of analyzing a concept. **Findings:** The result showed that the concept of shared planning in healthcare represents effective communication, team coherence, and collegial relationships. The antecedents which influence these attributes are roles and responsibilities, supportive organizational culture, training and education, and patient and family engagement. The consequences following the concept's occurrence are improved patient outcomes, increased efficiency, reduction in errors and professional development. **Value:** The concept analysis of shared planning has its empirical referents to an effective communication which helps build trust among healthcare professional members. All team members have a sense of unity and are responsible for achieving the same health related objectives for the patient. Respect for the contributions of all team members fosters a collaborative environment in which the input of everyone is valued. It is believed that this analysis would help advance knowledge and future research.

**Keywords:** Nurses, nursing practice, shared planning.

## INTRODUCTION

Shared planning is not always a commonly used term, but the principles it represents are highly relevant and frequently applied in nursing practice. There are several underlying principles that represents shared planning such as the concepts of collaborative care, care coordination, and interdisciplinary teamwork which are essential for delivering comprehensive, patient-centered care (Luther et al., 2019). Shared planning is described as a process where multiple healthcare professionals, including nurses, physicians, therapists, and other specialists, work together to develop and implement a holistic care plan for patients.

This involves an active participation from the healthcare professionals, patients and families to ensure all aspects of a patient’s care are addressed in a unified manner, adaptable to the changing needs (Moyers & Metzler, 2014).

Shared planning fosters a collaborative and supportive work environment where the healthcare professionals can rely on each other for help and advice. Nurses frequently engage with other experts, therapists, and healthcare professionals in their role as team members (Regan et al., 2015). Morley and Cashell (2017) add that in these kinds of cooperative settings, it provides opportunities for nurses to learn from their colleagues and other team members, share knowledge and develop new skills. It encourages brainstorming and collective problem-solving, which can lead to more effective interventions and strategies.

Patients seeking medical assistance often have complex medical needs that require multidisciplinary care. Shared planning promotes comprehensive assessment, collaborative decision making and coordinated care delivery. Diverse teams can approach problems from different angles and come up with more innovative solutions (Stutsky & Laschinger, 2014). Without shared planning, healthcare professionals may not have a comprehensive understanding of patient’s current condition, the ongoing care needed and the treatment goal. This can be viewed as a significant gap in nursing practice. Nurses and other healthcare professionals may feel isolated, unsupported and feelings of frustration. These factors can contribute to physical and emotional exhaustion and a diminished sense of accomplishment in their work (Sibbald et al., 2021).

Inadequate shared planning also led to incomplete and inconsistent care delivery, where essential part of patient care may be neglected. It also can cause conflict and further impact patient care. This increases the risk of medical errors which increase the risk of adverse events, patient harm and other preventable complications (Sibbald et al., 2021). In some cases, failure to do so can have legal and ethical implications that may lead to breaches of professional standards or regulatory requirements (Robertson, 2023).

Through shared planning, healthcare professionals are able to share responsibilities and promote mutual support which is crucial in maintaining morale and well-being during challenging times. If one team member is unavailable or facing difficulties, others can step in to assist, ensuring continuity of care and reducing stress. By distributing tasks more evenly, team members can avoid excessive overtime and have more time to recharge. This ensures that no single individual is overwhelmed by the demands of patient care (Emich, 2018).

The purpose of this concept analysis helps to clarify, explore and gain deeper understanding of the core definition of shared planning and identify its essential components based on current scholarly evidence and other literature.

## **METHODS**

This study utilized a Walker and Avant’s method of analyzing a concept. It consists of eight approaches including: selecting a concept; determining the purpose of the analysis; identifying all possible uses of the concept; determining the defining attributes; identifying

the model case; identifying borderline, related, contrary cases; identifying antecedents and consequences and defining empirical referents (Walker & Avant, 2019).

## RESULTS AND DISCUSSION

Nurses play an essential role in the delivery of healthcare. Bauer and Bodenheimer (2017) mentioned that nurses are often at the forefront of patient care and ensure a holistic approach to patient care by working closely with other healthcare professionals to shared planning. Shared planning refers to the collaborative process by which healthcare professionals work together to develop and implement patient care plans. Shared planning requires consistent communication among all members of the team about patient’s care. It is a fundamental element that underpins a successful shared planning in nursing practice. Clear communication within nursing practice helps in setting achievable goals with other team members (Freeman, 2017).

Shared planning promotes continuous learning and professional development in nursing practice. Nurses have the opportunity to collaborate on care decisions, learn from each other’s experience, and stay updated on best practices and emerging treatments. This collaborative environment fosters a culture of continuous improvement and innovation in patient care (Reid et al., 2018).

Shared planning thrives in an environment characterized by trust and respect among healthcare professionals. It helps to recognize and value each other’s expertise and contributions. It also fosters a sense of shared responsibility in nursing practice. This mutual respect enhances the quality and comprehensiveness of patient care (Scholl et al., 2014).

### *Determine the Defining Attributes*

A review of related literature related to shared planning in nursing practice. These attributes have been chosen for their consistent presence in the literature to clarify the concept of shared planning. The following are the revealed attributes:

**Table 1.**  
*Defining Attributes*

Attributes	Source
Effective communication	McInnes et al., 2015; Acai et al., 2017; House & Havens, 2017; Campbell et al., 2020; Prentice et al., 2020; Endris et al., 2022; Larsson et al., 2022; Prentice et al., 2020; Rowan et al., 2022
Team coherence	McInnes et al., 2015; Sangaleti et al., 2017; Larsson et al., 2022
Collegial relationships	Sangaleti et al., 2017; Campbell et al., 2020; Prentice et al., 2020

**Effective Communication.** Effective communication in nursing practice is essential for ensuring safe, high-quality patient care and fostering positive relationships in nursing practice. It facilitates the exchange of essential information among healthcare professionals

to develop a comprehensive and integrated care plan, to meet the diverse needs of the patients and enhance overall healthcare outcomes (Endris et al., 2022).

In healthcare settings, conflict may arise due to differences in opinions, priorities, or communication style. There are several strategies for effective communication, such as clear and concise information exchange, active listening and respectful dialogue. Nurses should be able to communicate clearly and concisely to ensure accurate understanding among healthcare team members and even the patients (O’Hagan et al., 2014). It is essential in resolving conflicts and maintaining positive working relationships. It ensures that relevant information is shared among team members as it serves as the basis for collaborative decision making and coordinated care delivery (Rowan et al., 2022).

**Team Coherence.** Team coherence is essential for fostering effective collaboration in nursing practice. It refers to the extent to which healthcare team members work together effectively towards common vision and goals. Each member of the team should understand their roles, responsibilities and contributions to achieving goals. When the teams are aligned with their objectives, they work collaboratively and are committed to achieve positive outcomes through shared planning (Larsson et al., 2022).

There should be a sense of unity and collaborate seamlessly. It goes beyond mere collaboration and extends to a deeper level of shared identity, purpose and belonging within the team. Diverse perspectives and contributions are also valued within the team and each unique strength of the team is being recognized. Such supportive environment empowers and motivate create a coherent team that could contribute to their best efforts (Sangaleti et al., 2017).

**Collegial Relationships.** Collegial relationships are founded on mutual respect for each other’s expertise, knowledge and contributions. Each healthcare professionals value the skills and perspectives of their colleagues, which foster a trusting environment as all members is considered important in caring for patient. Collegial relationships support constructive conflict resolution. Healthcare professionals approach conflicts with respect, listen actively to each other’s viewpoints, and work together to find solutions that benefit patient care. It is also considered essential for promoting collaboration, enhancing patient care quality, and creating a supportive work environment within the team (Sangaleti et al., 2017; Rowan et al., 2022).

### **Constructed Cases**

**Model Case.** Butet is a 55-year-old woman, admitted to the hospital with complications from heart failure. Nona, the nurse, ensures that critical information about Butet’s condition, medications and progress is communicated accurately and promptly among nursing team members. During a shift handover meeting, the nursing team discuss the condition and care plans for the patient and together they establish goals for Butet’s treatment by prioritizing tasks based on patient acuity needs and needs. These goals are communicated and aligned across all team members. Nona demonstrates mutual trust and respect with each team member’s expertise and contributions to patient care. She values diverse perspectives and collaborating collegially to achieve the common goal. With this atmosphere, Nona feels empowered to voice concerns, seek guidance and work together to address challenges in patient care.

**Borderline Case.** Noni is a nurse working in a busy medical-surgical unit of a hospital. She has been part of the nursing team for several years and is known for her strong clinical skills and dedication to patient care. She used to provide a concise update on patient status and any changes in condition to ensure continuity of care by sharing the care plans with other nursing team members in charge of the patient’s condition. While nurses generally respect each other’s clinical expertise, there have been instances of tension and disagreements over patient care decisions. This has occasionally strained collegial relationships and teamwork.

**Related Case.** During morning rounds, Dr. Alo leads a team of doctors and nurses to review patient cases in the surgical ward. Keke, the nurse, provides all updates on patient conditions, reports any changes and discuss care plans. Dr. Alo listens to the information provided but occasionally interrupts or dismisses nurses’ concerns without consideration. Dr. Alo’s behavior undermines the team’s collaborative decision-making process, as Keke feels her input is undervalued. The lack of respect creates tension and inhibits effective teamwork and overall patient care delivery.

**Contrary Case.** In a busy emergency department, nurses frequently face high patient volumes, time pressures and critical situations. Nurses may struggle to convey critical patient information effectively due to interruptions and chaotic environments in emergency departments, compromising patient safety and care coordination. Due to a stressful and fast-paced environment, it escalates tensions and conflicts among nursing staff, leading to inefficiencies in care delivery. Eventually it hinders cohesive coordination that promotes respect among nurses and impact patient care outcomes.

### ***Antecedents and Consequences***

Determining the antecedents and consequences aids in clarification. Antecedents pertain to events or incidents that happen and take place before the occurrence of the concept. As for the consequences, these are the situations or events that follow the concept's occurrence, or the concept's outcomes (Walker & Avant, 2019). The antecedents of shared planning are roles and responsibilities where all healthcare professionals involved in shared planning (Aspinall, 2022), supportive organizational culture which refers to a context where leaders actively support and model collaborative practices that stresses teamwork and shared decision-making (Yom et al., 2014), training and education where the healthcare professionals acquire the abilities required through chances for ongoing learning and continuing education (Lehane et al., 2019), and patient and family engagement ensuring their participation in the care planning process, since this will enhance results and satisfaction (Pelletier & Stichler, 2014).

The consequences of shared planning are improved patient outcomes (Gausvik et al., 2015), increased efficiency which indicates that patients receive timely and proper care and that resources are used more effectively, reduction in errors and professional development which enhances the healthcare professionals’ capability and skills when it comes to work efficiently with other team members (Cloete, 2015).

### ***Empirical Referents***

Based on the concept analysis of shared planning, it come up with the empirical referents to an effective communication which helps build trust among healthcare professional members. It entails the open discussion of care plans, modifications and any concerns in order to facilitate more optimal decision making. All team members work together, coordinating their efforts to deliver integrate care (Poku et al., 2019). McAllister et al., (2018) added that each has a sense of unity and responsible for achieving the same health related objectives for the patient. Respect for the contributions of all team members fosters a collaborative environment in which the input of each individual is valued. It demonstrates a high level of trust in one another and feel at ease sharing their ideas and concerns. Such trust facilitates collaboration and enables constructive conflict resolution.

## CONCLUSION

As shown in figure 1, the concept of shared planning in healthcare represents a profound transformation in the manner by which patient care is coordinated and delivered. The literature used a method of idea analysis to discover the characteristics that define shared planning. The concept of shared planning has become clearer with the use of the antecedents, implications, and empirical referents. It is recognized as an effective communication, team coherence, and collegial relationships. It is believed that this analysis would help advance knowledge and future research.

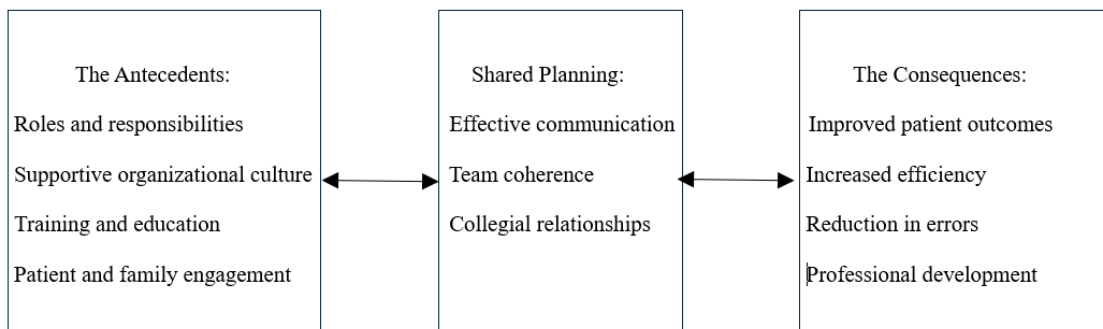


Figure 1.  
 Conceptual Model of Shared Planning



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