Advocacy and Influence TL4

- Provide one example, with supporting evidence, of the CNO's leadership that led to a strategic organizational change.

CNO Leadership
On July 12, 2018, Chief Nursing Officer Cindy Boily, MSN, RN, NEA-BC was named the Executive Champion of the system-wide Leader Standard Work Executive Steering Team (EST). The purpose of this high-level executive team is to align practices across WakeMed Health & Hospitals that will positively affect patient and family experience. Boily’s role as the Executive Champion for EST is to be the primary contact between The Studer Group and WakeMed; as such, she serves as the subject matter expert for leadership goal setting based on best evidence. (Evidence TL4-1, July 12, 2018 WW2E Leader Standard Work Meeting Minutes)

Strategic Organizational Change Including Nursing and Other Departments
Boily’s strategic organizational change was the 2019 launch of standard work behaviors for all WakeMed leaders to align with the WakeMed Health & Hospitals strategic plan. Leadership behaviors that were consistent, “every time” behaviors, as envisioned and chartered by Boily, could be tied to and positively impact the organizational Mission, Vision, and Values, and more specifically to the strategic goal of creating and maintaining an “Extraordinary Team.”

At the July 2018 EST meeting, Boily explained how the new Leader Standard Work aligned with the WakeWay to Excellence (WW2E) strategic plan and the individual Leader Compacts. During this meeting, Boily established the foundational behaviors that would guide all WakeMed leaders. (Evidence TL4-1, July 12, 2018 WW2E Leader Standard Work Meeting Minutes) (Evidence TL4-2, Organizational Strategic Plan) Boily continued the conversation at the August 2018 Patient and Family Experience Oversight Committee (PFEOC), where she reiterated the key behaviors for leader standard work. (Evidence TL4-3, August 2018 PFEOC Meeting Minutes)

In September 2018, Boily presented the new leader expectations at the WakeMed Management Staff Meeting, whose members include every formal leader in every department, including nursing, across the WakeMed system. Boily outlined the 5 Leader behaviors that every leader should role model: be present, 10/5 rule, escort individuals, owner versus renter, and beginning meetings with wins. She explained that these behaviors were to be role modeled by all leaders and infused into the staff members being led.

Once the Standard Leader Work competencies were established and communicated across the system, Boily’s next step was to introduce Senior Leader Rounding to highlight the Leader Standard Work behaviors. WakeMed senior executive leaders round on employees in all departments throughout the health system with the goal of providing visible support to department leaders, role modeling the standard leader behaviors and recognizing staff members for their work. Senior executives participating
in Senior Leader Rounding include the Chief Financial Officer, Chief Operating Officer, Chief Medical Officer, Chief Informatics Officer, Chief Legal Officer, Senior Vice-President of Human Resources, Vice-President of Government Affairs, Vice-President of Compliance and Privacy, Vice-President of Marketing and Communication, and the Chief Strategy Officer. Other goals of Senior Leader Rounding include increasing the visibility of senior leaders; promoting trust and open communication; reassuring, engaging and recognizing staff members; and connecting the dots for staff members regarding organizational decisions and outcomes. These behaviors, as role modeled by the executives, make Boily’s Standard Leader Work behaviors visible and help to spread them. As Boily and the other Senior Executive Leaders demonstrate the behaviors, other leaders and their staff members will be empowered to do the same.

In an interview in the October-November 2018 organizational newsletter, *Microscope*, Boily explained that Senior Leader Rounding was launched to standardize and increase the time leaders spend on units and in work spaces. Executives being visible and spending time interacting with patients, families and team members would have the outcome of an empowered workforce, an understanding of challenges faced by the staff and an improved patient experience, which are key WakeMed Health & Hospital strategic goals. (Evidence TL4-4, October-November 2018 *Microscope*)

At the February 2019 Transformation Guiding Task Force (TGTF) meeting, chaired by President and Chief Executive Officer Donald Gintzig, Boily emphasized the importance of senior leaders getting to know all staff members and their contributions to the care of patients and families. Senior Leader Rounding is a tangible method of role modeling the foundational behaviors that Boily continues to champion. (Evidence TL4-5, February 5, 2019 Transformation Guiding Task Force Meeting Minutes)

One measure of the success of Senior Leader Rounding has been its impact on the satisfaction of WakeMed employees. In the June 2019 Employee Engagement Survey administered by Success Profiles, employees responded to several questions about senior leadership. Questions targeting senior leaders, Vice-Presidents to the President/CEO included: ‘I am allowed to make decisions to solve problems for my patient/customers’; and ‘I have confidence in our organization’s senior leadership. Results were impressive: Staff making decisions for their patients/customers rose from 78.61 in 2018 to 79.25 in 2019. Confidence in senior leaders rose from 76.95 in 2018 to 77.58 in 2019. The Leadership Index is an overall measurement of leadership questions, which also increased from 78.61 in 2018 to 79.25 in 2019. Standard leader behaviors and the resulting visibility of Senior Leaders have boosted the confidence of the workforce and has empowered employees in their care of our patients and families.