Advocacy and Influence TL7

➢ Choose 3 of the following (one example MUST be from ambulatory care setting, if applicable):
  a. Provide one example, with supporting evidence, of succession-planning activities for the nurse manager role.
  b. Provide one example, with supporting evidence, of succession-planning activities for the APRN role.
  c. Provide one example, with supporting evidence, of succession-planning activities for the AVP/nurse director role.
  d. Provide one example, with supporting evidence, of succession-planning activities for the CNO role.

Example b: Clinical Nurse Specialist
Clinical nurse specialists (CNS) at WakeMed Health & Hospitals serve as the clinical leader for a program or specialty area of nursing practice. CNSs have clinical expertise and understand evidence-based practice and improvement science. CNSs also collaborate, consult, educate and mentor others to ensure the translation of evidence into practice (research utilization), standardize care and develop policy. Each CNS uses an interprofessional approach to design care that is effective, efficient, safe and representative of the WakeMed Professional Practice Model, CARES. CNSs are selected for the role based on their clinical expertise, ability to influence the practice of others and potential to impact nursing practice in the organization and beyond.

Succession Planning Activities
At WakeMed, CNS succession plans begin with the identification and recruitment of potential candidates. Current CNSs are proactive in identifying WakeMed clinical nurses who show potential for the role and encouraging them to consider pursuing an advanced practice CNS degree. For those who decide to return to school, WakeMed CNSs serve as preceptors during clinical practicums of WakeMed nurses who enroll in the CNS program at Eastern Carolina University (ECU), the only school in North Carolina that offers the CNS curriculum. While being precepted, WakeMed CNS students are encouraged to attend regular CNS meetings and collaborate with the CNSs on WakeMed projects. Sometime before they graduate, WakeMed CNS students are encouraged to meet with formal leaders to discuss job opportunities. By the time WakeMed CNS students graduate from the ECU program, relationships have been fostered and opportunities for full-time employment as a WakeMed CNS have been evaluated.

Kelley Reep, BSN, RN, CCRN-CMC, Educational Resource Specialist, Cary Hospital, is an example of a WakeMed nurse who wanted to pursue her MSN in an advanced practice role. The WakeMed CNS group partnered with Reep during her time in ECU’s CNS curriculum. It quickly became apparent to CNS Kristi Reguin-Hartman, MSN, APRN, ACNS-BC and CNS Jennifer Elliot, MSN, APRN, ACNS-BC, PCCN that Reep would make an outstanding addition to the WakeMed CNS team, and they began activities related to succession planning.
Reguin-Hartman and Elliot’s multi-faceted investment in Reep’s development included enculturation to the CNS role as it is practiced at WakeMed. For example, they encouraged Reep to attend and participate in the CNS group’s monthly lunch meeting during which they update one another on projects, issues that have arisen, etc. Reep also attended the October 17, 2018 CNS Collaborative meeting, which exposed her to the specialty practices and the work of the CNS team at WakeMed. (Evidence TL7b-1, October 17, 2018 CNS Collaborative Meeting) Reep was also made aware of the upcoming North Carolina CNS Extravaganza, where she ended up presenting her student poster.

At the April 17, 2019 CNS Collaborative meeting, Reep shared that she would be presenting “Using Twitter for Professional Growth” at the NCNA Council of Clinical Nurse Specialists on May 7, 2019. After CNS Mike Urton, DNP, APRN, ACNS-BC provided education on the SAVE Act currently under legislative review and the importance of advocating for the CNS role, Reep contacted her state representative to express her support for this important bill. (Evidence TL7b-2, April 17, 2019 CNS Collaborative Meeting) Educational preparation and CNS networking enabled Reep to develop the professional and clinical leadership skills needed in the CNS role.

Pat Woltz, PhD, RN, Director of Research and Evidence Based Practice, to whom the CNS group reports, was intentional in guiding Reep through her first clinical inquiry project and poster presentation, which she delivered at a state-level conference. (Evidence TL7b-3, Reep Email, Conference) Woltz was instrumental in supporting Reep’s goal of becoming a CNS. She mentored Reep through the creation of an evidence-based poster that led to a poster presentation at the critical care conference in 2018 and the CNS extravaganza in 2019. Woltz prepared Reep for the presentations by inviting her to first present at the WakeMed Health & Hospitals Nursing Research and Evidence-Based Council.

As Reep got closer to graduation from ECU, Woltz hired her into an educator role with the CNS group in Raleigh (a lateral move) to enable Reep to build relationships and be further mentored by the group in preparation for the CNS role. This decision was made in anticipation of a CNS role being available upon Reep’s graduation and successful national certification, anticipated in August 2019. (Evidence TL7b-4, Woltz Move to Raleigh Email) The time and effort devoted to preparing Reep for the CNS role demonstrates how WakeMed’s Division of Nursing invests in succession planning for the APRN role.