

EP11

Provide one example, with supporting evidence, when nurse(s) collaborated with a Nurse AVP/Nurse Director and/or Nurse Manager during budgeting to acquire new or redistribute existing resources.

Example: Nurse Leader Collaborates with Nurse AVP to Acquire New Clinical Nurse Specialist FTE

Resource Need

Quality outcomes are a Division of Nursing strategic focus that aligns with the WakeMed Health & Hospitals mission, vision, and values. The clinical nurse specialist (CNS) role involves practice in three spheres: direct patient care, nursing practice, and organizational level. CNSs provide expertise and support to direct care clinical staff, help drive practice changes, and bring a focus on evidence-based practice. CNSs, who are master's or doctorate-prepared, are certified in a clinical specialty and work with a specific patient population.

In June 2020, the first and only CNS FTE was allocated to cover 120 medical-surgical beds at Cary Hospital and 40 beds in the North Hospital medical-surgical inpatient units. The CNS who filled this role was Susan Boyd, MS, APRN, AGCNS-BC, Medical-Surgical Clinical Nurse Specialist. At that time, Boyd was the only CNS covering Cary and North.

A new space opened in 2021, adding 16 beds at the Cary campus. Recruiting for clinical staff was negatively impacted across the organization by the COVID-19 pandemic. With the number of newly hired clinical nurses and agency staff, nursing leadership was challenged in keeping up to date on evidence-based practices and basic orientation.

Collaboration between Nurse Director and Nurse Executive during Budgeting

Brigit Piercy, MHA, BSN, NEA-BC, RN-BC, Nursing Director of Med-Surg at Cary Campus, assessed the increased number of beds and the quality data, noting an increase in CAUTIs, CLABSIs, HAIs, and falls over the previous fiscal year. Piercy began exploring initiatives and strategies to improve patient outcomes.

In June 2021, Piercy met with Sabrina Tyndall, DNP, MSN, RN, NEA-BC, Executive Director, Nursing, Cary Hospital, to review the budget and advocate for an additional clinical nurse specialist at the Cary Campus. ([Evidence EP11-1, June 2021 1:1 Meeting between Director and Executive Director](#))

Acquisition of New Resources

As Tyndall recognized the benefits of the clinical nurse specialist for evidence-based practice and patient outcomes, she coordinated with the following to add 1 FTE and hire an additional clinical nurse specialist: Pat Woltz, PhD, RN, Director of Nursing Research, EBP and Clinical Nursing Resource Services, Nursing Administration; Tom

Hughes, MHA, FACHE, Senior Vice President & Administrator, WakeMed Cary Enterprise; and Linda Walker, Cary Finance Manager.

In August 2021, Tyndall met with Hughes to present projects and outcomes from the CNS role work completed by Boyd. This demonstrated to Hughes the benefit of the role. Tyndall and Woltz exchanged email confirmation of the plans, and Tyndall explained that an FTE for an additional CNS position had been approved for Cary for FY 2022. Tyndall requested that Woltz post the position with the goal of having a candidate be on board by October 1, 2021, Woltz collaborated with Human Resources to post the CNS position, which Finance and Human Resources approved for posting within seven days of the request. ([Evidence EP11-2, Email Correspondence Confirming FTE, August 26, 2021](#))

Kaytlin Atwood, MSN, APRN, AGCNS-BC, RN-BC, Clinical Nurse Specialist, was hired to the position supporting evidence-based care and quality improvement initiatives in a medical-surgical role at Cary Hospital in December 2021. Atwood specializes in the care of geriatric patients and renal/urology patients, infection prevention, staff development, and community health. ([Evidence EP11-3, Kaytlin Atwood, MSN, APRN, AGCNS-BC, RN-BC Announcement, December 8, 2021](#))