

## EP12EO

Provide one example, with supporting evidence, of the organization meeting a targeted goal at the organization level, for improvement in the nurse turnover rate associated with clinical nurses' participation in nursing retention activities.

- Applicant organizations may use a maintenance goal if the organization nurse turnover rate is < 10%.

### Example: Nurse Retention Activities

#### Nursing Retention Activities Involving Clinical Nurses

The WakeMed Health & Hospitals Strategic Plan is represented by a pyramid with 10 aspirational goals, one of which is "Extraordinary Team: Recruit, Retain, and Develop." The Nursing Strategic Plan aligns with the organization Strategic Plan in focusing on attracting and retaining nursing talent through visible authentic leadership, shared decision-making, and collaboration.

The mission of the WakeMed Recognition and Development (RAD) Council is to improve patient outcomes and nursing engagement by retaining and developing top nursing talent. The RAD Council monitors turnover rates and collaborates on organizational initiatives that promote and sustain an engaged nursing workforce. WakeMed's Marketing and Communications department is a key partner of the RAD Council in working to recognize nurses' contributions.

The monthly RAD Council meetings are co-led by Taylor Bisette, MSN, RN, MEDSURG-BC, Supervisor/Educator, 6B Orthopedics, and Haley Jones, BSN, RN, MEDSURG-BC, Supervisor/Educator, 6B Orthopedics. The council includes the following members:

- Joey Gibson, RN, Clinical Nurse II, 5W Surgery Trauma, Cary
- Jen Reiner, RN, Lactation Consultant, Labor & Delivery
- Haleigh Jones, RN, Clinical Nurse II, 1B CEA
- Alexandra Mobley, BSN, RN, Clinical Nurse III, 2W Intermediate Care, Cary
- Charlamay Jones, BSPH, BSN, RN, PCCN, Clinical Nurse, 3B Cardiology
- Wendy Wilson, BSN, RN, Clinical Nurse IV, Raleigh Operating Room
- Destinee Tate, RN, Clinical Nurse, 3C Rehab
- Regina Patterson, BSN, RN, Clinical Nurse III, 3W Surgery Trauma
- Crystal Maloy, BSN, RN, RN-BC, Clinical Coordinator, Pre/Post, Cary
- Joey Gibson, RN, Clinical Nurse I, 3W Surgery Trauma
- Karen Reavis, MSN, RN, RCIS, NE-BC, CRNI, Manager, Invasive Cardiology Cath Lab, Cary
- Karsen Kimball, BSN, RN, Clinical Quality Specialist, Ambulatory Care Services
- Serena Burdick, BSN, RN, PCCN, Clinical Supervisor/Educator 2E, Cary
- Kaytlin Atwood, MSN, APRN, AGCNS-BC, MEDSURG-BC, Medical-Surgical Clinical Nurse Specialist, Clinical Nursing Resource Services Team

- Sharon Turner, MSN, RN, CV-BC, Supervisor/Educator 5B, Intermediate Neuro Care
- Telissa Avilla, BSN, RN, RN-BC, Supervisor/Educator, North ICU and Intermediate Care
- Jaime Penninger, BSN, RN, RN-BC, Nurse Manager, 5C Medical Surgical Intermediate
- Megan Swink, MSN, RN, NEA-BC, Manager, Invasive Cardiology
- Dianna Knight, DNP, RN, NEA-BC, Executive Director, Patient and Family Experience and Med/Surg Nursing
- Harriet Stephenson, DNP, RN, NPD-BC, Director, Nursing Education
- Jill Whade, DNP, RN, NEA-BC, CPN, Magnet Program Director
- Brenda Lewter, PACE, Executive Office Coordinator

RAD Council members participate in and lead nursing-specific recognition activities throughout the year. These initiatives include the DAISY Award, DAISY Team Award, DAISY Leader Award, Certified Nurses Day celebrations, Nurses Week celebrations, and the Professional Extraordinaires That Always Lend Support (PETALS) Award.

In addition to writing nominations themselves, WakeMed clinical nurses help distribute DAISY Award and PETALS Award nomination forms to patients, family members, visitors, and interprofessional partners, encouraging them to complete a paper form or submit their nomination on the external website. Clinical nurses read DAISY and PETALS Award nominations during staff meetings, huddles, and unit council meetings.

Each month, one RAD Council clinical nurse member reviews 150-200 DAISY and PETALS Award nominations to select 10-15 nominations for the final round. All RAD Council members review the blinded nomination forms and vote on them at the monthly meetings. They contact the winner's nurse leader to arrange a surprise recognition on the unit when the clinical nurse is working. Clinical nurses on the RAD Council and clinical nurses working on the winner's home unit participate in the DAISY Award recognition by either reading the nomination, passing out the gifts, and/or celebrating with the winner. An email is sent to the monthly DAISY Award and PETAL Award winners, along with WakeMed nurses and executive leaders.

The DAISY Leader Award and DAISY Team Award nominations are reviewed, voted on, and selected annually by RAD Council clinical nurses. The winners are recognized at a nursing leadership meeting at which the RAD Council chairs present a PowerPoint presentation they created, nominations are read, and gifts are bestowed.

During Nurses Week, RAD Council members round on units with a snack cart, token gifts, and photo boards to celebrate nurses. RAD Council clinical nurses gathered more than 40 different ways to recognize nurses during Nurses Week and distributed the innovative suggestions in an email to all nursing managers.

The Nursing Professional Development Program (NPDP) was created to recognize WakeMed clinical nurses for their contributions to leadership, exemplary professional

practice, improvements, innovation, and best practices to provide outstanding care to patients and families. The NPDP Advisory Board reports to the RAD Council. Nicole Aune, BSN, RN, Clinical Nurse IV, Neonatal Intensive Care Unit, NPDP Advisory Board Chair; Hollie Kohl, BSN, RN, Clinical Nurse IV, Heart Failure Program; and Angela Warren, BSN, RN, CCRN, Clinical Nurse IV, RRT/Code Blue/CV Response Team, recommended that each unit have a designated NPDP champion. This champion would participate in the NPDP, provide two educational opportunities during the year, post the NPDP newsletter on the unit, and talk to clinical nurses about the program during unit staff meetings. This recommendation was passed at the August 2024 meeting NPDP Advisory Board meeting and was presented at the RAD Council meeting. The NPDP clinical nurse unit champions receive points toward the total score for their NPDP application.

In June 2024, the RAD Council created the Supervisor/Educator SuperHero Award to recognize those nurses in formal leadership roles who go above and beyond to support staff members and patients and families. RAD Council clinical nurses participated in developing this new recognition program, including determining the criteria, crafting the trophy, and designing the SuperHero cape. The one criterion for the SuperHero nomination is that it must be written by a clinical nurse. The literature supports the importance of recognition from the people one directly impacts; for example, the most meaningful recognition for clinical nurses is from patients and families. The recognition of supervisors/educators for their actions and behaviors is therefore most meaningful from clinical nurses. RAD Council members vote to select the winners. Six supervisor/educators are recognized annually at a Supervisor/Educator Council meeting in a presentation by the clinical nurse who wrote the nomination.

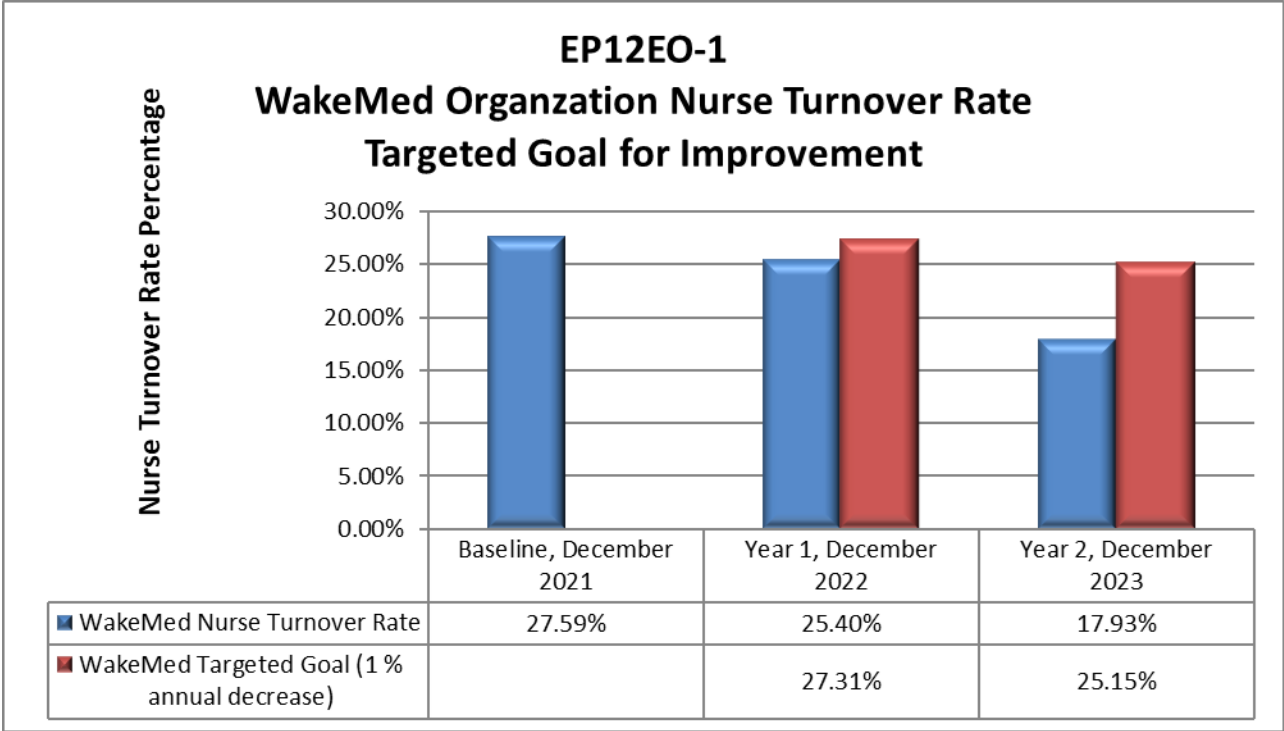
### **WakeMed Health & Hospitals Nurse Turnover Data**

The RAD Council is supported by Cindy Boily, MSN, RN, NEA-BC, Sr. Vice President and Chief Nursing Officer. Boily reviews organization-level nurse turnover reports, workforce projections, and strategies with Sabrina Tyndall, DNP, RN, NEA-BC, Executive Director, Nursing, Cary Hospital; Waqiah Ellis, PhD, RN, NE-BC, BCC, VP, Nursing, Raleigh Campus; and Beth Fifield, MSN, RN, NE-BC, Executive Director, Nursing, WakeMed North, at the weekly Nursing Executive meetings to establish the annual organization-level nurse turnover annual goal. The current turnover rate and annual goal are shared with clinical nurses on the RAD Council, which develops strategies to meet the goal.

### **Stated Goal**

The WakeMed Health & Hospitals baseline nurse turnover rate, for December 2021, was 27.59%.

- Boily, Tyndall, Ellis, and Fifield set a target goal to decrease the nurse turnover rate by 1% by December 2022.
- The target goal for December 2023 set by Boily, Tyndall, Ellis, and Fifield, was to decrease the nurse turnover rate by 1% from the previous year.



(Evidence EP12EO-1, WakeMed Organization Nurse Turnover Rate, Targeted Goal for Improvement)