

TL2

Provide one example, with supporting evidence, of a Nurse Assistant Vice President's (AVP's)/Nurse Director's or Nurse Manager's participation in an initiative that promoted workplace diversity, equity, and/or inclusion and is consistent with the organization's strategic plan.

- Provide a copy of the related organization's strategic plan

Example: Implementation of Ethnic Hair Care Products

WakeMed Health and Hospitals Strategic Plan

The WakeMed Health & Hospitals Strategic Plan includes the expectation that employees will demonstrate the four Wake Way Every Time Behaviors: Respect for People, Commitment and Accountability, Teamwork, and Communication. Demonstrating the Respect for People behavior includes valuing differences, demonstrating compassion and empathy, and respecting privacy while maintaining dignity. ([Evidence TL2-1, WakeMed Health & Hospitals Strategic Plan](#))

The Wake Way Every Time Behaviors are:

- Respect for People
 - Value differences
 - Demonstrate compassion and empathy
 - Respect privacy and maintain dignity
- Commitment & Accountability
 - Make safety your top priority
 - Conduct work with the highest integrity & honor
 - Do your best work at all times
 - Help pursue Kaizen (performance improvement)
- Teamwork
 - Be a team player
 - Support a positive work environment
 - Show pride in WakeMed and the work you do
- Communication
 - Be welcoming, helpful, and polite
 - Be an active and attentive listener
 - Help others learn and understand

Demonstrating these behaviors requires WakeMed employees to continually assess opportunities to meet the needs of a diverse patient population. One important initiative included the purchase of ethnic hair care products for inpatients, demonstrating WakeMed's commitment to valuing differences and maintaining the dignity of its diverse patient population.

According to the organization's mission, which is part of the WakeMed Strategic Plan, Wake Way behavioral expectations are for improving the health and well-being of the

community by providing outstanding and compassionate care to all. This applies to all patients and families regardless of age, race, gender, religion, or ability to pay.

Diversity, inclusion, and access have been fundamental to WakeMed's mission and values for over 55 years. WakeMed's mission is dedicated to improving the health and well-being of the community by providing resources that meet the diverse needs of patients, a positive patient experience, and high-quality, safe care while recognizing the differences in individual needs and preferences. Hair care is an essential part of physical, mental, and social well-being; this may be particularly true for minority patients, as this may be an important cultural consideration. Hospital patients with textured hair lacked the appropriate hair care products during their stay. The available hair care products could cause damage and breakage to textured hair if used long-term. To honor the strategic priority and aspirational goal demonstrating the Wake Way Every Time Behaviors, and understanding the importance of hair care for self-esteem and dignity, nursing launched an initiative to identify, purchase, educate staff on, and distribute ethnically appropriate hair care products.

Diversity, Equity, and Inclusion Initiative

In April 2022, Brianna Foster, BSN, RN, Clinical Nurse, 6A CVIC, and Sydni Nauflett, BSN, RN, Clinical Nurse II, 6A CVIC presented to Elizabeth Cook, MBA, BSN, RN, CCRN-K, Nurse Manager, 6A CVIC, an idea that stemmed from barriers identified when caring for patients with textured hair. WakeMed had three hair care products available to patients: a fine-tooth comb, a combined shampoo/body wash product that contained sulfates, and an alcohol-based shampoo cap. Foster and Nauflett created a situation, background, assessment, recommendation (SBAR) presentation to Cook. They outlined hair care products currently available at WakeMed; the demographics of WakeMed's patient population in Wake County; evidence-based literature on different types of hair care products used by black, indigenous, and other people of color (BIPOC); and suggested products to have available. ([Evidence TL2-2, SBAR Hair Care Project](#))

VP Participation in Project

Recognizing how the initiative supported the organization's strategic plan to demonstrate the WakeWay Every Time Behaviors of valuing differences and maintaining dignity, Cook quickly brought together stakeholders including Waqiah Ellis, PhD, RN, NE-BC, BCC, Vice President of Nursing at Raleigh Campus, to discuss providing hair care products for patients with textured hair.

In May 2022, Ellis eagerly volunteered to support this initiative. ([Evidence TL2-3, Ellis Participation in Project](#)) Ellis partnered with Foster and Nauflett, supply chain leaders, and other stakeholders to bring the idea to fruition. After selecting products, Ellis supported the clinical nurses as they led presentations at the Diversity and Inclusion Council.

Before seeking approval from the Value Analysis Steering Team (VAST), several steps were taken to ensure the selected products would meet the needs of patients with textured hair. On August 26, 2022, the following met to see and feel the hair care products: Foster, Naufflett, Ellis, Cook, and Adriana Hansen, RN, Value Analyst Specialist; Peggy Lassiter, BSN, RN, Value Analyst Specialist; Jeronica Goodwin, PhD, MHA, Sr. VP, Human Resources; Kendall Rush, Workforce Development Specialist; Stacy Wilson, Manager Clinical Rehab Physical Therapist; and Tina Peyton, MHA, MSN, RN, Imaging Services. The team discussed seven products, the pros and cons of each, and how they would be brought into the hospital.

In September 2022, a survey was developed and administered to the DEI Council members to select the final hair care products. The Hair Care Project Team and DEI Council made selections through the survey and also chose another four products. The Hair Care Project Team met on October 24, 2022 to prepare for the November 1, 2022 VAST meeting.

VAST is an executive-led, systemwide committee that reviews the purchasing of new products. In November 2022, Ellis, Foster, and Naufflett presented the hair care product request to VAST members. ([Evidence TL2-4, Powerpoint VAST Request for Approval and Meeting Minutes](#)) As WakeMed did not have hair care products available for different types of hair for BIPOC patients, this team approved support for piloting the hair care products and tracking usage of the supplies.

In April 2023, after receiving approval from VAST and executive administrators across the system, Ellis requested support from nurse leaders who were interested in piloting the products on their units. Her request outlined evidence-based support for the products, a survey for nurse tech and nurse feedback, and a project timeline. ([Evidence TL2-5, Ellis Email to Nurse Leaders](#)) In May 2023, Ellis facilitated a meeting with the pilot department leaders, held virtually to enable leaders from across the system to easily participate. Leaders shared their thoughts about the best approach to increase the likelihood of a successful pilot, and the group decided to develop a survey that would be administered before starting the pilot. The group members used their experiences to recommend specific questions to include in the survey.

Nurse leaders in these areas worked together to design a pilot of the proposed hair products. The Stain Sleep Cap and a wide tooth comb were the two products selected. Nine departments participated in the pilot, held from July 24, 2023, through October 24, 2023: 3C Rehab, 5C, 5A, 3B, 6C, STICU, Mother/Baby, North Medsurg, and 2East at Cary, representing Rehab, Adult Acute Care, Heart and Vascular, Intensive Care, and Women's Services.

Pre- and post-pilot surveys were developed and administered to the pilot units' clinical nurses and nurse techs. On July 24, 2023, 73 clinical nurse and nurse techs responded to the pre-pilot survey, with the following results:

- 58 respondents bring hair care products from home.

- 44 respondents stated there is no current process for obtaining these supplies at WakeMed.
- 16 respondents spend \$25 or less to purchase these supplies for their patients.
- Patients request a brush, wide tooth comb, shampoo, and hair bonnets.

In October 2023, a post-pilot survey was conducted. The post-pilot survey results and feedback from patients and staff indicated that products other than the ones piloted may be better suited for this population. In response, Ellis and Erica Cook, MSN, APRN, AGCNS-BC, PCCN, Clinical Nurse Specialist, sought additional feedback by presenting the pilot and the results to the Nursing Clinical Support Council and the Clinical Nurse Council in December 2023. During these meetings, Ellis and Cook provided background information about the pilot and survey results and asked for feedback on products that staff and patients had specifically asked for and whether the products that had been piloted would fit their patients' needs.

Based on the general comments from staff survey results, which included feedback from patients, the Hair Care Project Team and the nine pilot departments moved forward with the recommendation to implement the use of Stain Sleep Caps and wide tooth combs throughout the system. Go-live for the products began on April 8, 2024.

Consistency of the Initiative with WakeMed's Strategic Plan

By providing hair care products for patients with textured hair types, Ellis, Foster, and Naufflett's leadership in the hair care initiative aligns with WakeMed's Strategic Plan to demonstrate the Wake Way Every Time Behaviors by providing care for all patients.