

TL4a

Provide one example, with supporting evidence, of a Nurse AVP's/Nurse Director's advocacy for resources to support an organizational goal.

Example a: Nursing Director Advocates for Resources Related to Applicant Processing

Organizational Goal

The WakeMed Health & Hospitals Strategic Plan is represented by a pyramid with the patient and family at the top, followed by the mission, vision, and values. The foundation of the pyramid consists of 10 aspirational goals, one of which is "To recruit, retain, and develop an extraordinary team." ([Evidence TL4a-1, WakeMed Health & Hospitals Organizational Strategic Plan](#)) In direct support of this goal, nursing leaders were charged in FY 2022 to complete a project to improve the efficiency and effectiveness of workflow and care delivery that would keep nurses at the bedside and/or reduce nurse manager workload. ([Evidence TL4a-2, FY 2022 Division of Nursing Goals, October 2021](#))

Vice President of Nursing and Nurse Director Advocacy

On May 19, 2022, Kim Willis, MSN, RN, NEA-BC, PCCN-K, Director of Heart Center Operations, met with Waqiah Ellis, PhD, RN, NE-BC, BCC, Vice President of Nursing, Raleigh Campus, to discuss strategies for streamlining the interview process to enhance efficiency and reduce nurse manager workload. The process from first contact with an applicant to offering them a position was complex and not standardized. The existing process depended on nurse managers reviewing resumes, selecting those to be interviewed, and contacting the applicants by phone or email to schedule the interviews. Nurse managers often called candidates who had applied to multiple departments in WakeMed, creating confusion and scheduling conflicts. Nurse managers would also sometimes waste their time contacting applicants who had already accepted a position in another department. Ellis agreed that it was necessary to improve the process for applicants while also optimizing nurse managers' time.

Ellis's advocacy included creating a Hiring Manager Taskforce that consisted of one manager from each service line. The goals of the taskforce were to gain nurse managers' input into the best strategies to streamline the initial contact with applicants across departments, maximize the use of nurse managers' time, and coordinate professional communication with applicants.

The initial meeting of the Hiring Manager Taskforce was held on June 30, 2022, attended by Amy Beasley, BSN, RN, RN-BC, Nurse Manager, 6C Surgery & Trauma; Matt Hafen, MSN, RN, CNL, Nurse Manager, Heart Center Pre-Post Procedure; Chris Smith, BSN, RN, CCRN, Nurse Manager, Medical ICU; Kellie Babson, BSN, RN, CCRN, Nurse Manager, Medical-Surgical; Renee Patton, MSN, RN, CNRN, SCRNP, Nurse Manager, 3C Rehab; Jaime Penninger, BSN, RN, NE-BC, Nurse Manager, 5C Medicine; Benita Smith, BSN, RN, CPEN, Nurse Manager, Brier Creek Emergency Department; and Candice Alford, BSN, RN, NE-BC, Nurse Manager, 3 West Medicine.

The discussion centered on identifying best practices in the hiring of clinical nurses. The agenda included a visioning session with small group work to identify current processes, commonalities, barriers, and best practices; group strengths, weakness, opportunities, threats (SWOT analysis); and developing a standardized process to recommend to the Nurse Manager Council.

On July 14, 2022, Willis summarized the recommendations from the Hiring Manager Taskforce in an email to Ellis to advocate for the resources to support the recommendations. Ellis reviewed Willis' notes from the taskforce meeting, noting the request for quarterly meetings between each recruiter and the managers they support, additional training with Peoplefluent software, standardizing the WakeMed information package presented to applicants, partnering with Talent Acquisition for external hiring events, and sending thank you cards after an applicant accepts a position. ([Evidence TL4a-3, Email communication, July 14, 2022](#)) Ellis approved the proposal, and for the next five months worked with Willis, Alford, and Smith to standardize the processes for identifying, interviewing, and hiring new staff members.

Connection to the Organizational Goal

Streamlining the initial contact with applicants across departments maximizes the use of nurse managers' time and elevates the professionalism of communication with the applicants. As clinical nurses are at the core of improving the health and well-being of the community, it is a priority to recruit and retain clinical nurses who embody the organization's mission efficiently and effectively. Maximizing the use of the manager's time was a crucial part of this project, particularly during the COVID-19 pandemic. Standardizing the hiring process aligned with the organizational goal "to recruit, retain, and develop an extraordinary team."

Acquisition of Resources

The resources that Willis advocated for included the time and talent of the Marketing and Talent Acquisition departments to create a standard applicant package and hiring experience. On October 3, 2022, Alford met with Becky Scolio, Senior Marketing and Communications Specialist, and Sheila Veeder, MHA, BSN, RN, NPD-BC, NE-BC, MEDSURG-BC Manager, Nursing Education, to develop and brand a standardized toolkit for communicating with candidates. The tool included a campus map, details for meeting locations, a nurse candidate reflection tool, the position description, department considerations, and an overview of benefits. Once the standardized work was completed, Ellis emailed a draft of the processes to taskforce members and senior nurse leaders for review and final approval. ([Evidence TL4a-4, Hiring Manager Standard Work Toolkit, November 4, 2022](#)) Alford presented the new hiring manager processes to the Nurse Manager Council, which approved the toolkit. ([Evidence TL4a-5, Nurse Manager Council Minutes with Presentation Link, November 16, 2022](#))

The final toolkit was shared with all nurse managers electronically on December 19, 2022. Ellis and Willis met with Ashley Gower, MBA, MHA, RACR, Director, Talent Acquisition, and Jerome Peele, Manager, Talent Acquisition, to advocate for quarterly

meetings between each nurse recruiter and their nurse managers. These quarterly meetings began in January 2023. Talent Acquisition coordinated with nursing to host external hiring events on August 29, 2023, in Selma, North Carolina, and on September 12, 2023, in Fayetteville, North Carolina. Creating an excellent, standard first impression for nursing candidates aligns with WakeMed Health & Hospital's aspirational goal to recruit and retain an excellent team.