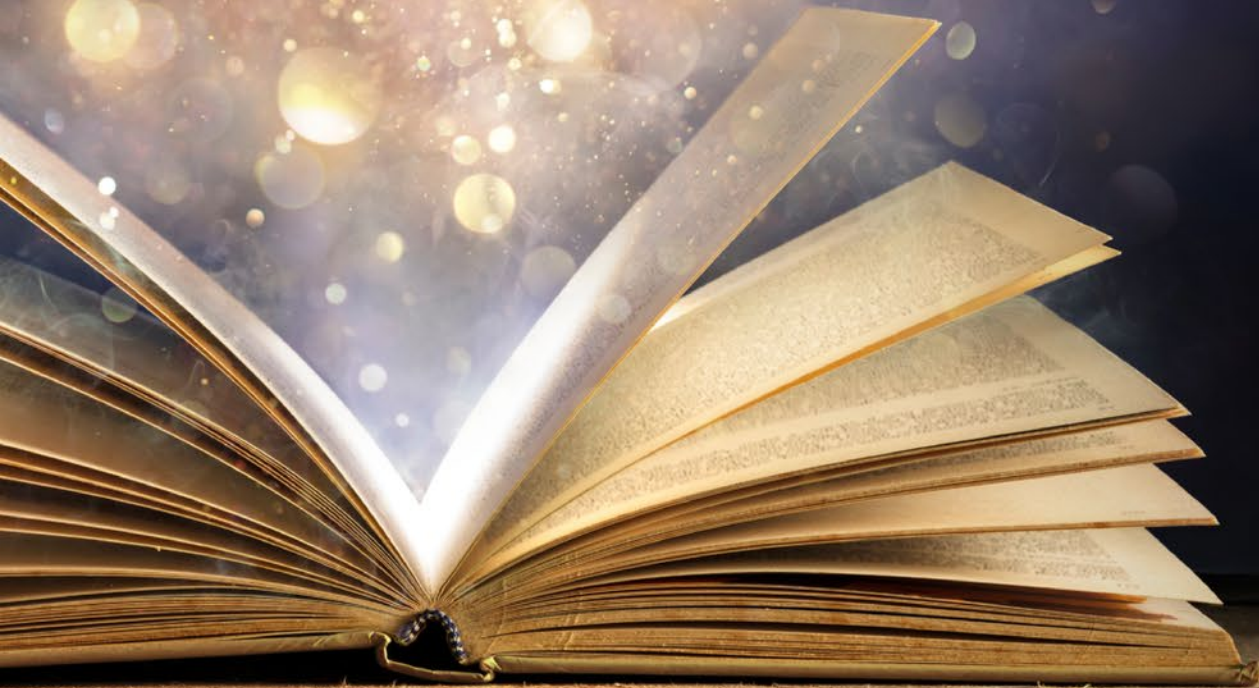


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THE POSSIBILITIES



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# Nurse Executives Peer to Peer Education Meeting

## Bold by Design: A Nurse Leadership Experience

**Gwen Moreland, DNP, NEA-BC, RN**, Acting Dean, College of Nursing and Chief Nurse Executive

UK Healthcare - Vizient Nen Advisory Committee Vice Chair

**Carolyn Davidson, PhD, RN**, Vice President, Patient Care Services and Chief Nursing Quality and Patient Safety Officer

Lehigh Valley Health Network - Vizient NEN Advisory Committee Vice Chair

# Learning Objectives



- Describe innovative leadership strategies that reimagine care delivery, strengthen workforce resilience and elevate the nurse leader's impact on patient and organizational outcomes.
- Discuss practical insights from nurse-led redesigns and emerging workforce trends to inspire bold, sustainable change within your own health system.

# Nurse Manager Redesign: Strategically Focused Leadership for Enhanced Outcomes

**Wendi Goodson-Celerin, DNP, APRN, NE-BC**, Executive Vice President and Chief Nursing Executive

**Yuri Mykoo, MBA, BSN, FACHE**, Sr. Vice President and Chief Nursing Officer

**Cherilyn Ashlock, DNP, RN, NE-BC**, Sr. Director of Nursing Excellence & Magnet Programs

Tampa General Hospital

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**1927**

OPENED WITH 250 BEDS AS TAMPA MUNICIPAL HOSPITAL



ONE OF THE TOP 5 ORGAN TRANSPLANT CENTERS IN THE COUNTRY



**14,000+**

EMPLOYEES, 981 LICENSED BEDS



**700+**

RESIDENT PHYSICIANS AND CLINICAL SITE FOR NURSING TRAINING



**ONE OF TWO**

ADULT PEDIATRIC BURN CENTERS IN FLORIDA



**82-BED** STATE-OF-THE-ART NEUROSCIENCE ICU

**77,000+**

INPATIENT DISCHARGES

**110,603+**

ADULT

EMERGENCY ROOM VISITS

**21,235+**

PEDIATRIC

EMERGENCY ROOM VISITS



**LEVEL 1**

TRAUMA CENTER WITH 5 HELICOPTERS, SERVING 23 COUNTIES

\*Source: TGH Marketing and Communications



# TOP 50 HOSPITALS IN THE NATION IN EIGHT SPECIALTIES AND #1 HOSPITAL IN TAMPA BAY, AGAIN.



NAMED ONE OF THE WORLD'S  
BEST HOSPITALS

5 TIME CONSECUTIVE  
MAGNET RECOGNIZED  
FOR EXCELLENCE

\*Source: TGH Marketing and Communications

# Overview



**01 Redesign Overview – The Why**

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**Wendi Goodson-Celerin, DNP, APRN, NE-BC  
EVP & Chief Nursing Executive**

**02 The Road To Redesign – What & How**

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**Yuri Mykoo, MBA, BSN, FACHE  
SVP & Chief Nursing Officer**

**03 Redesign Strategic Outcomes – Goals & ROIs**

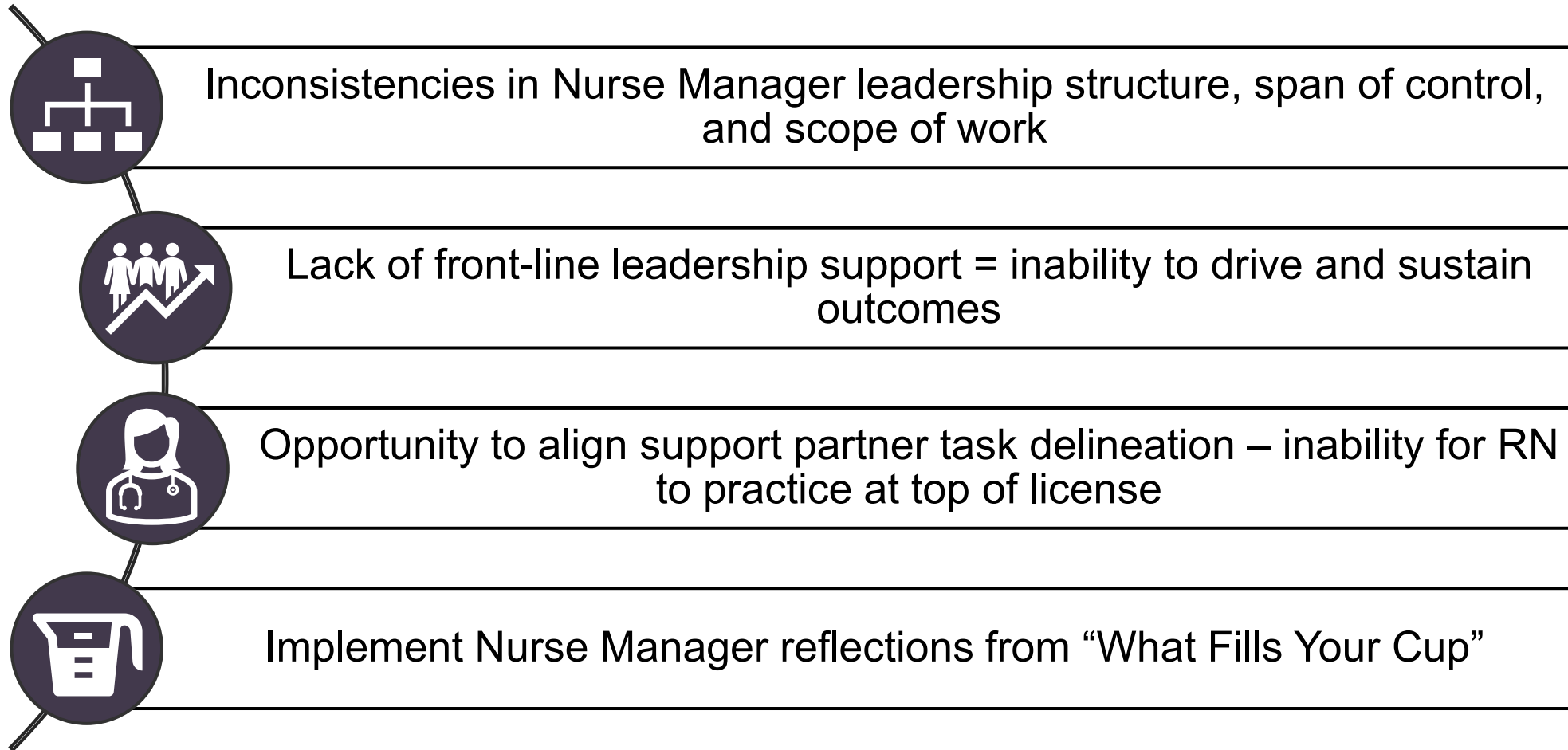
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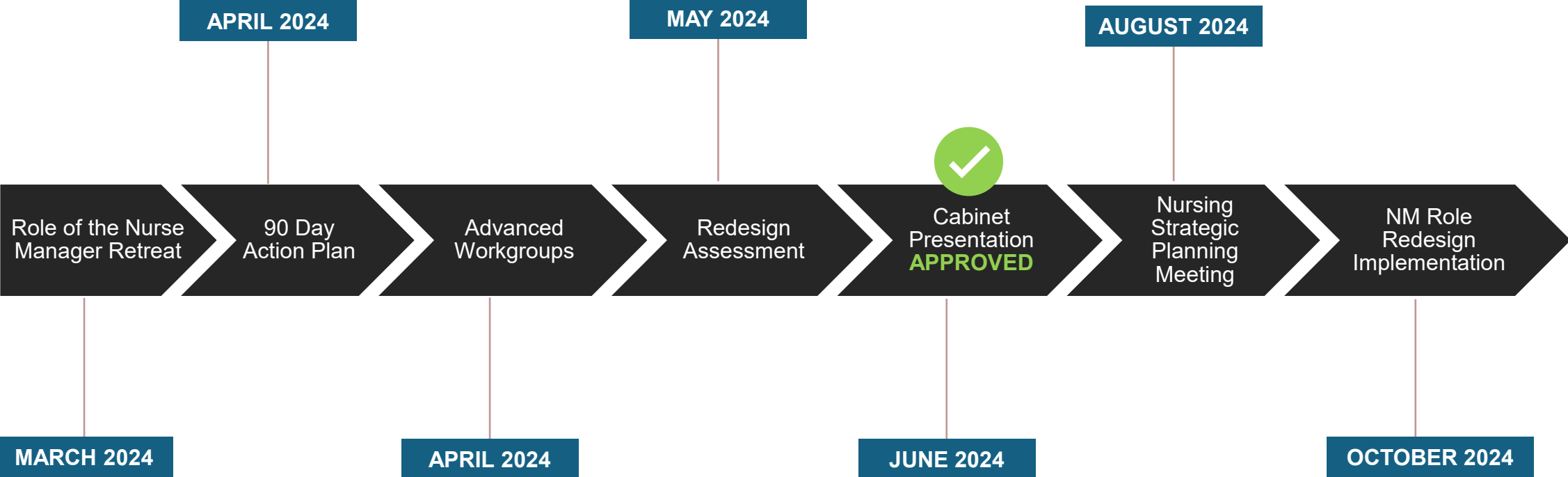
**Cherilyn Ashlock, DNP, RN, NE-BC  
Sr. Director of Nursing Excellence & Magnet Programs**

**04 Redesign Sustainment – Growth & Improvements**

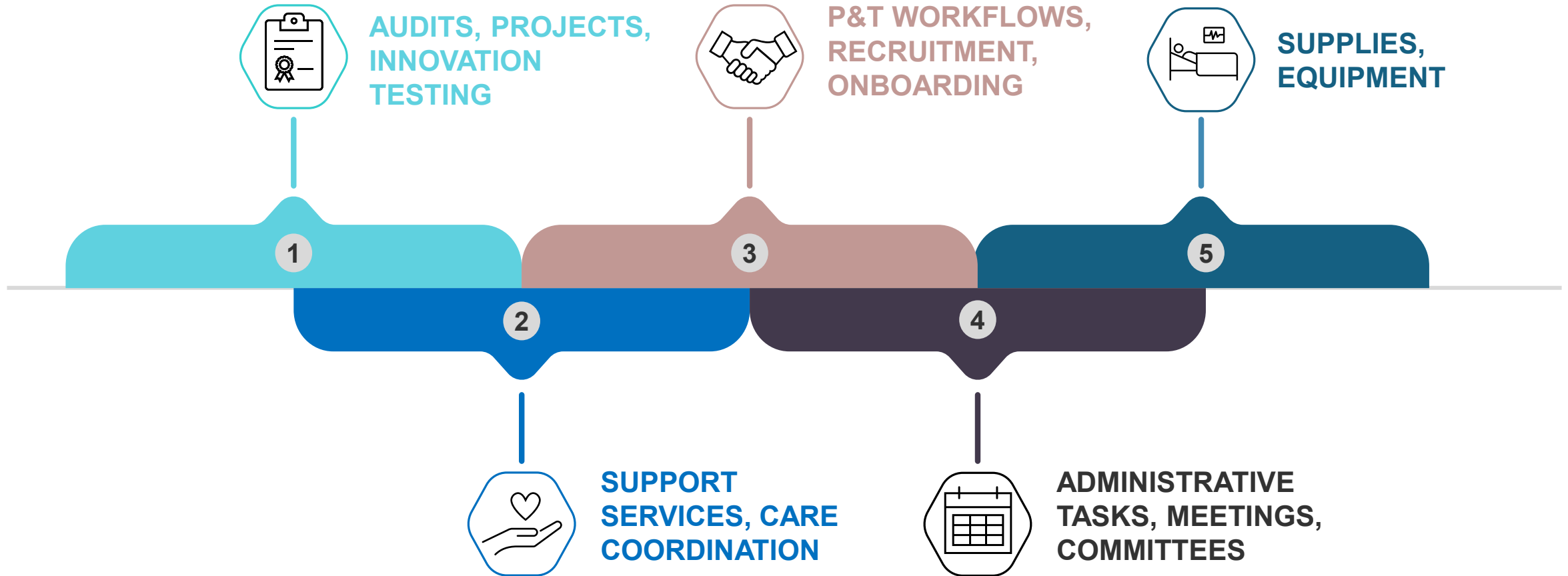
# Redesign the Role of the Nurse Manager: Why?



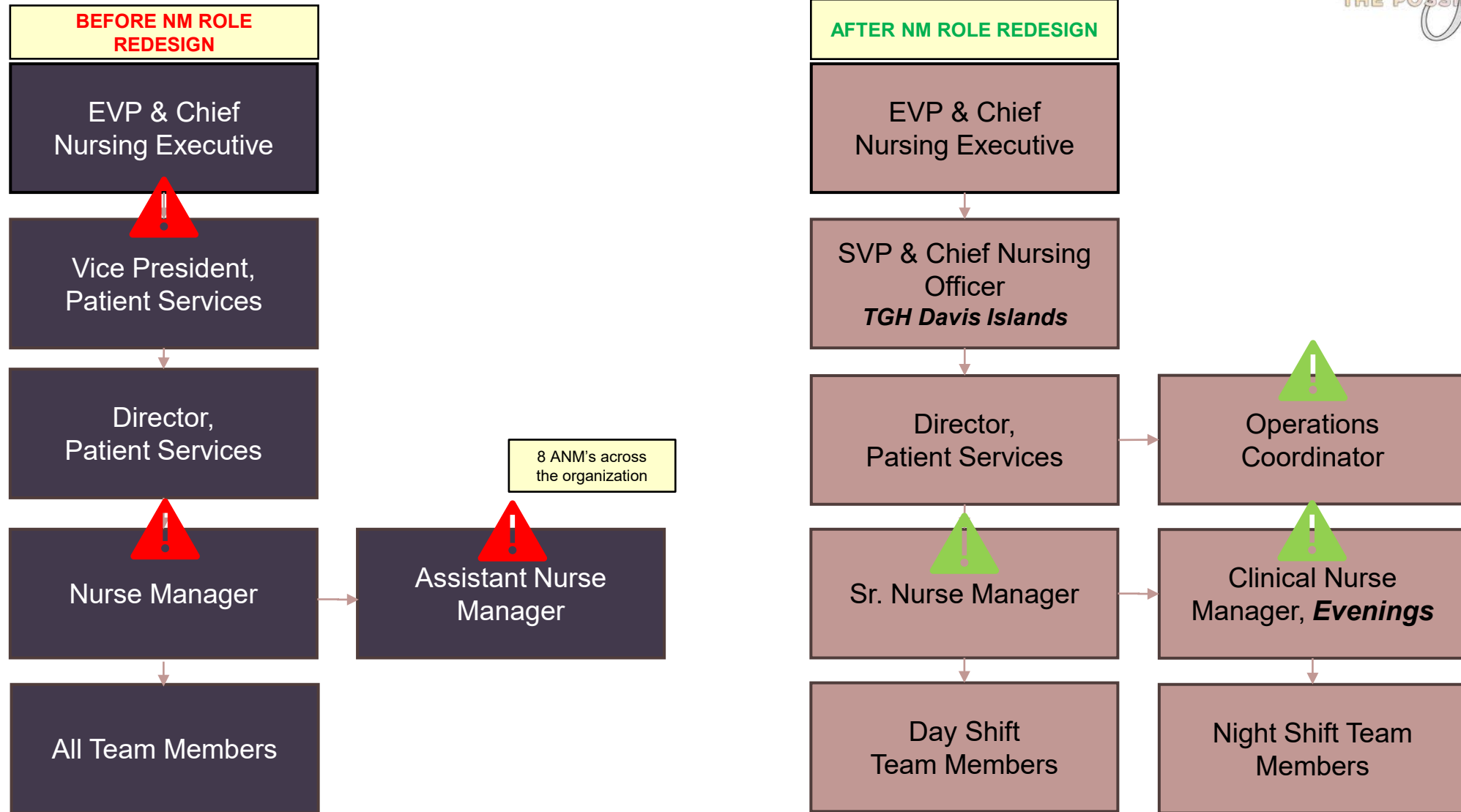
# Redesign Timeline: What and How?



# Advanced Workgroups: Automate, Delegate, Eliminate



# Nursing Organization Restructure



# Nursing Division Realignment



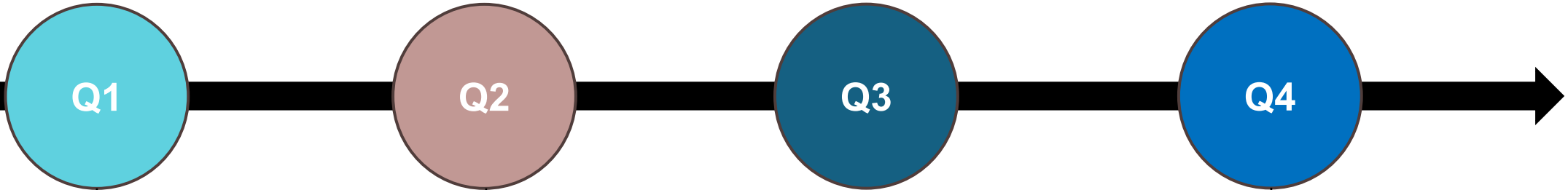
Nursing Divisions		BEFORE NM ROLE REDESIGN	AFTER NM ROLE REDESIGN
		FTE's	FTE's
BEFORE NM ROLE REDESIGN	AFTER NM ROLE REDESIGN		
Medical Critical Care	Critical Care Medicine & Oncology	353	360.96
Medical Acute Care	Acute Care Medicine	340	370.39
Neuroscience & Observation	Neurosciences	416	377.69
Acute Surgical Trauma & Transplant	Transplant & Trauma	582	384.13
Heart & Vascular Services	Heart & Vascular	452	522.41
N/A	Acute Care Surgical	N/A	355.90
Total Nursing Division FTE's		2143	2371.48

  
+ Assistant Director for Division Support

\*Source: TGH Internal Data

# Nurse Manager Support Implementation & Phasing

FY25



Q1



Hired a Director of Patient Services for the Acute Care Surgical Division



Remodeled the Department Assistant role & responsibilities



Hired 6 Clinical Nurse Managers



Elevated Assistant Nurse Managers to Clinical Nurse Managers

Q2



Hired an Assistant Director of Patient Services for the H&V Division



Hired an Operations Coordinator to support 2 Nursing Divisions



Hired 7 Clinical Nurse Managers



Elevated Nurse Managers to Sr. Nurse Managers

Q3



Hired 7 Clinical Nurse Managers



Hired an Operations Coordinator to support 2 Nursing Divisions

Q4

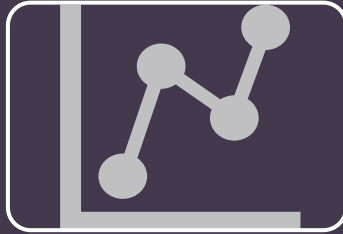


Hired 5 Clinical Nurse Managers



Hiring an Operations Coordinator to support 2 Nursing Divisions

# Redesign Goals & ROI's



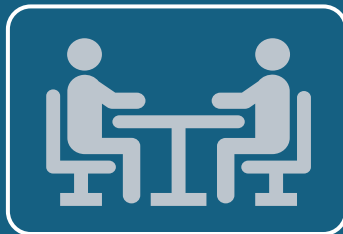
## Quality, Safety, & Patient Experience

- Improved quality metrics: HAI and Falls
- Improved nursing communication scores
- Support progression to quality and safety goals



## Clinical & Operational Excellence

- Improved focus on leadership rounds
- Leadership presence on the off-shift
- Improved accountability for education and training



## Team Member, Leader, & Physician Engagement

- Improved team member engagement and retention (reduced turnover)
- Improved leader-to-staff ratios (consistent 1-1's, coaching, mentoring)

# Redesign Lesson Learned

- Overlap between Sr. Nurse Manager & Clinical Nurse Manager
- Clarification of Standard Work
- Clear Expectations of Sr. Nurse Manager & Clinical Nurse Manager

## Role Delineation



- CEO Support
- Overall organizational nursing growth
- Organizational readiness
- Prioritization of Quality, Safety and Patient Experience to align with Mission

## Ideal Timing

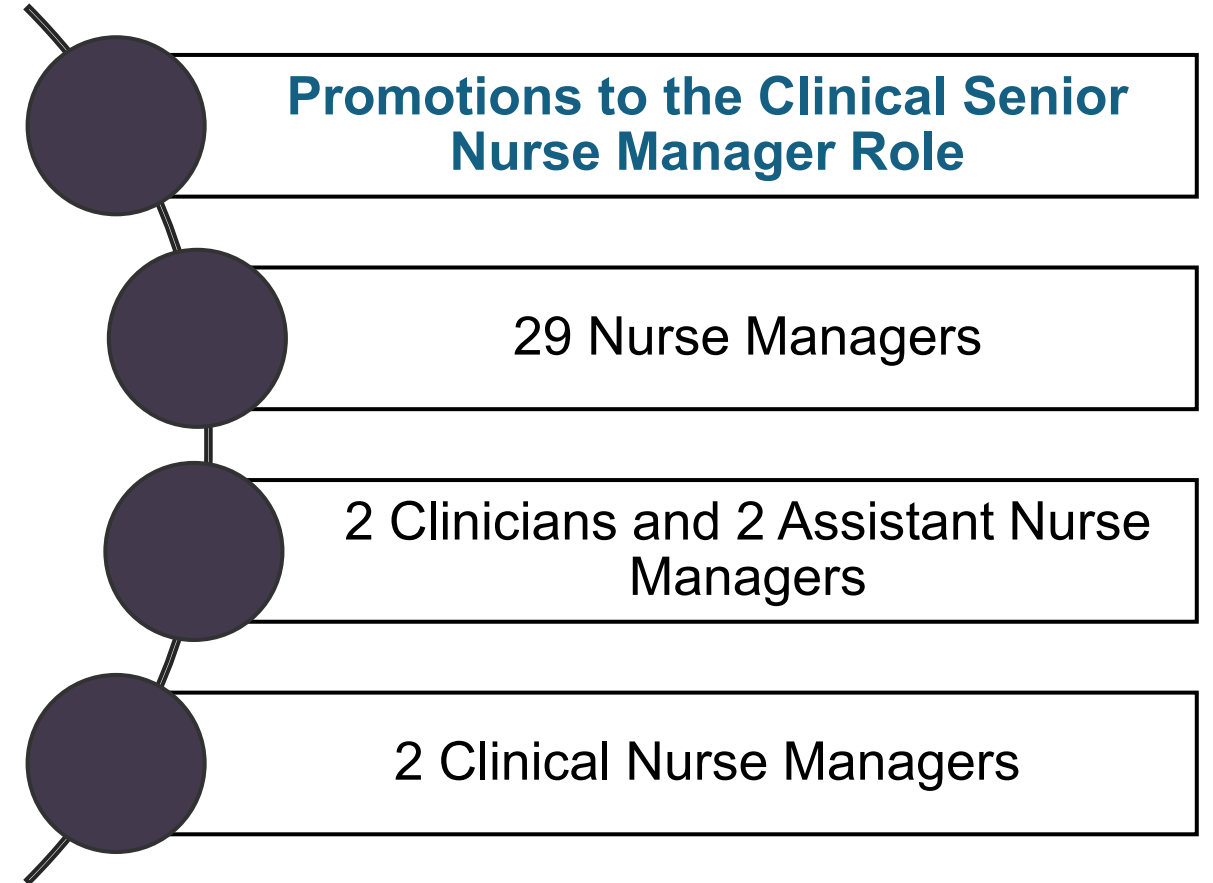
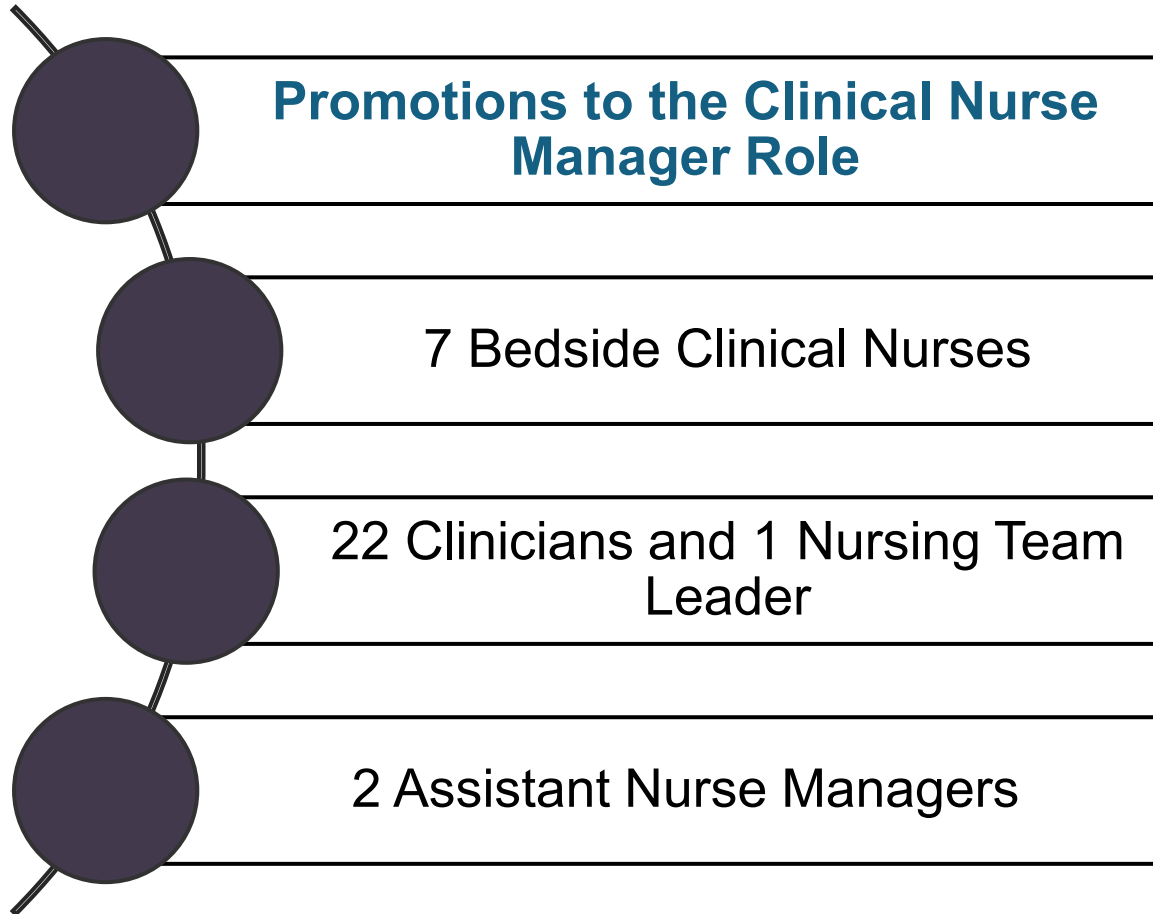


- Focus on emerging leaders and succession planning
- Recognition of need for formal nursing leadership curriculum and competency

## Leadership Development



# Redesign Succession Planning



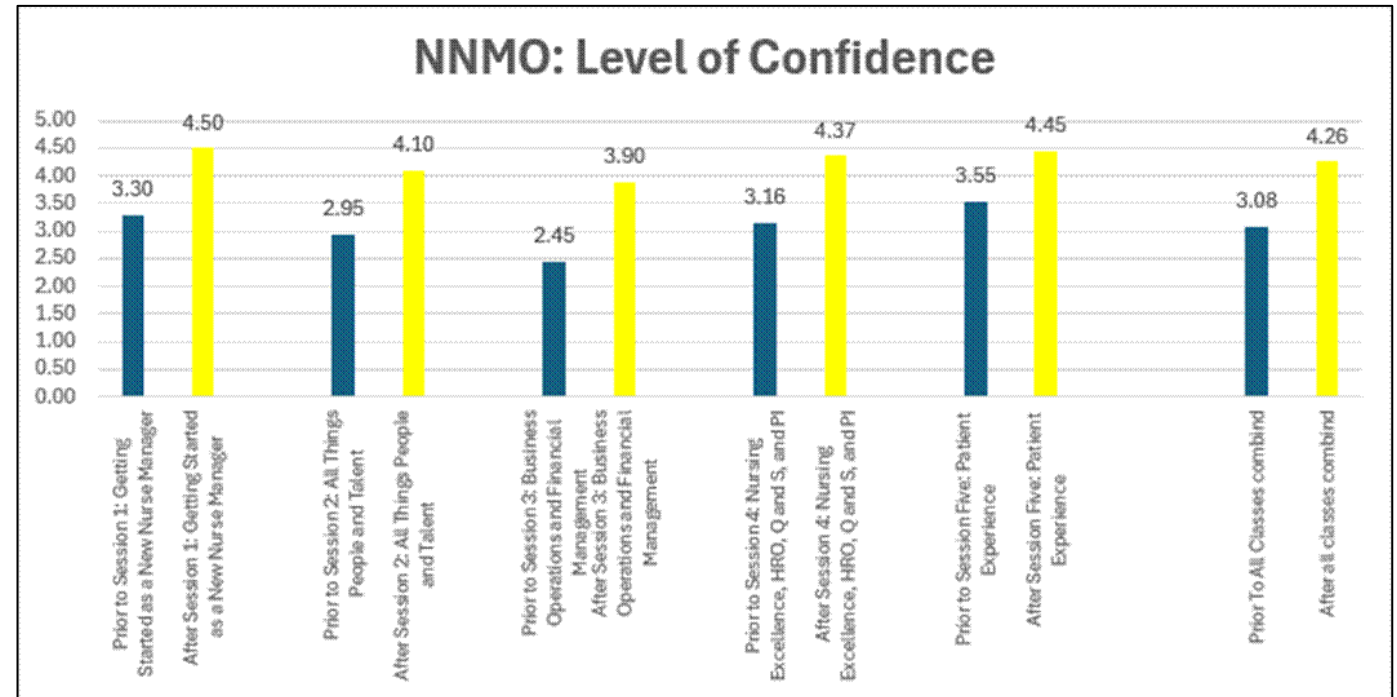
\*Source: TGH People and Talent, Peoplesoft Database, 2025

# Redesign Education: Transitioning New Nurse Managers to Practice



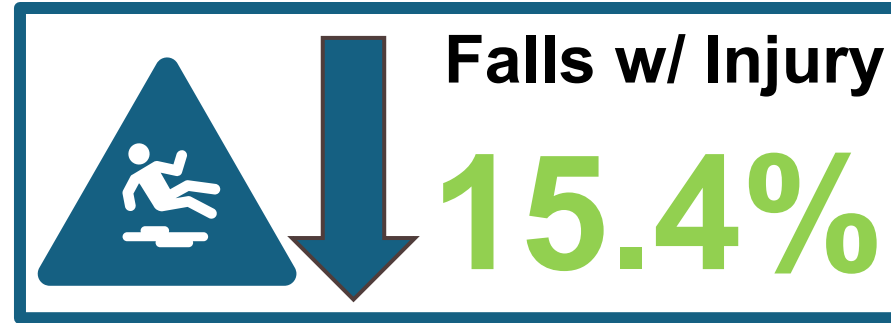
## Cohort Style Nurse Leader Focused Development Program- New Nurse Manager Onboarding (NNMO)

- Interactive Didactic Learning Sessions:
  - Session One: Getting Started as a New Nurse Manager
  - Session Two: All Things People and Talent
  - Session Three: Business Operations and Financial Management
  - Session Four: Nursing Excellence, High Reliability, Quality and Safety, Performance Improvement
  - Session Five: Patient Experience and Coaching for Success
- Followed by a 9-month mentorship with a paired 1:1 nurse leader through an evidence-matching tool



\*Source: TGH Internal Survey, 2025, NNMO Cohort 1-3

# Redesign Clinical Outcomes



\*Source: TGH Internal Qlik Dashboard and Analytics, 2025

# Redesign Patient and Team Member Experience Outcomes



## NURSING ENGAGEMENT & RETENTION

**9.5 POINT INCREASE**

in percentile ranking for Overall Nursing Team Member Engagement



Sustained efforts in retention of clinical nurses impacting turnover rates housewide



\*Source: TGH Internal Qlik Dashboard, Press Ganey 2025

## Key Takeaways

- Consider comprehensive redesign of roles including those built to support the nurse manager- i.e. Clinician, Core Charge, Assistant Nurse Manager, Team Leader
- Consider weekend coverage for nursing leadership vs. M-F days and nights
- Delineate the Clinical Nurse Manager and Senior Nurse Manager roles through a competency-based leveling building an intrinsic pathway for growth

# Questions?



## Contact:

Wendi Goodson-Celerin, [wcelerin@tgh.org](mailto:wcelerin@tgh.org)

Yuri Mykoo, [ymykoo@tgh.org](mailto:ymykoo@tgh.org)

Cherilyn Ashlock, [cashlock@tgh.org](mailto:cashlock@tgh.org)

*This educational session is made possible through the collaboration of Vizient Member Networks.*

# Group Activity: Redesign in Action

**Anne Marie Watkins, DNP, MSHCA, RN, CENP**, Senior Vice President, Chief Nursing Executive  
UCI Health

**Gail Vozzella DNP, RN, NEA-BC**, Senior Vice President, Chief Nurse Executive  
Houston Methodist

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# Redesign in Action



Reflect on your current leadership model and identify real-time opportunities for care redesign in your organization.

**Discussion:** What is one responsibility your nurse managers should eliminate, delegate or automate tomorrow?



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**Leadership Briefs:  
Rapid-Fire Innovations**

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# A Peer-to-Peer Support Program in Nursing: A Road to Well-being

**Melissa Ann Powell, PhD, MSHPM, MSN, RN, CPHQ,**  
Postdoctoral Fellow, National Clinician Scholars Program

UCLA

**Matt Helton,** Lean Specialist, Performance Excellence

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## Today's Focus:

- Describe the benefit of peer-to-peer support programs in healthcare settings, particularly for the nursing workforce
- Identify key components needed to create and build infrastructure for piloting a peer-to-peer support program in a healthcare setting

# The Value of Peer Support for Nurses



- **Investment** resulting in improved retention and reduced turnover
- **Forums** that encourage the sharing of experiences & assist in coping
- Enhances **nurse** awareness of the high risk for experiencing challenging clinical events and workplace violence

***Peer support is  
about **connecting**  
and NOT **correcting!*****

# Building the Foundation

- Evidence-based **literature review** & partnership with Performance Excellence
- Interprofessional and multidisciplinary **steering committee** development
- Communication and marketing planning for effective supporter **recruitment**
- **A Safer U** and establishing executive buy-in

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UCLA Health Nursing

Make a Difference for Your Nursing Team – Apply or Nominate a Peer Supporter Through SupportingYou!

SupportingYou is a pilot initiative designed exclusively for nursing staff to provide vital support to peers facing challenging or traumatic work events. We understand these experiences can be difficult to navigate, and our mission is to empower you to help your colleagues cope, heal, and continue delivering exceptional care.

By equipping SupportingYou peer supporters with specialized training and resources, this program fosters a compassionate and resilient workplace, enabling you to make a meaningful difference for our nursing team.


Your Role as a Peer Supporter:

- Offering one-on-one peer support to colleagues following traumatic work events
- Creating a safe, confidential space for healthcare providers to share their thoughts and feelings
- Connecting colleagues to professional resources for continued support

Scan QR Code to Apply or Nominate!

To learn more and apply to become a trained peer supporter scan the QR code below.

We will keep you posted about future training dates!



uclahs.fyi/SupportingYou

For questions please email:  
SupportingYou@mednet.ucla.edu

Image Source: UCLA used with permissions

vizient.

# Piloting *SupportingYou*



- Expert led **training** to ~70 RN peer supporters
- **Piloting** SupportingYou for 6 months with continued education for supporters
- Ongoing **monitoring** of data and metrics for program **evaluation**, including a dashboard
- Plans for **expansion** to all UCLA Health locations & clinician groups



Image Source: UCLA used with permissions

# Lessons Learned



- Organizational and leadership support is crucial for success
- Effective communication planning and marketing campaigns across the organization fostered awareness & utilization

# Key Takeaways



- Planning for dedicated resources with investment in well-being initiatives
- Starting small and thinking big. Culture change takes time!

# Questions?



## Contact:

Melissa Ann Powell: [mapowell@mednet.ucla.edu](mailto:mapowell@mednet.ucla.edu)

Matt Helton: [mhelton@mednet.ucla.edu](mailto:mhelton@mednet.ucla.edu)

*Supporting You* pilot program at, [Supportingyou@mednet.ucla.edu](mailto:Supportingyou@mednet.ucla.edu)

*This educational session is made possible through the collaboration of Vizient Member Networks.*



# From Viral to Vital: Nurse Influencers Driving Recruitment Success

**Caitlyn Obrock RN, MBA, Senior Partner | Business Transformation Office**  
SSMHealth

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# Today's Focus:



- Learn about the formation of a Clinical Recruitment Team and the strategic use of nurse influencers in the hiring process
- Discover the effectiveness of digital marketing to source and build a strong pipeline of talent
- Gain insights into best practices of telling your story through social media platforms



33%

RN Workforce are within retirement age in next 10-15 years

5.2B

Users on social media worldwide

51%

Reduction in external agency resulting in over \$150M in savings

40%

RNs found COVID-19 negatively impacted career satisfaction

2.23

Hours per day spent on social media platforms

79%

Reduction in RN time-to-hire

18%

Median bedside RN turnover of FT/PT up from 14.8% in 2020

92%

Surveyed GenZ trust TikTok for career advice

2.8%

Reduction in RN turnover of FT/PT, down from 17% in 2023

30%

Nurse Managers time spent on recruitment

46%

Surveyed GenZ have secured a job or internship via TikTok

65K

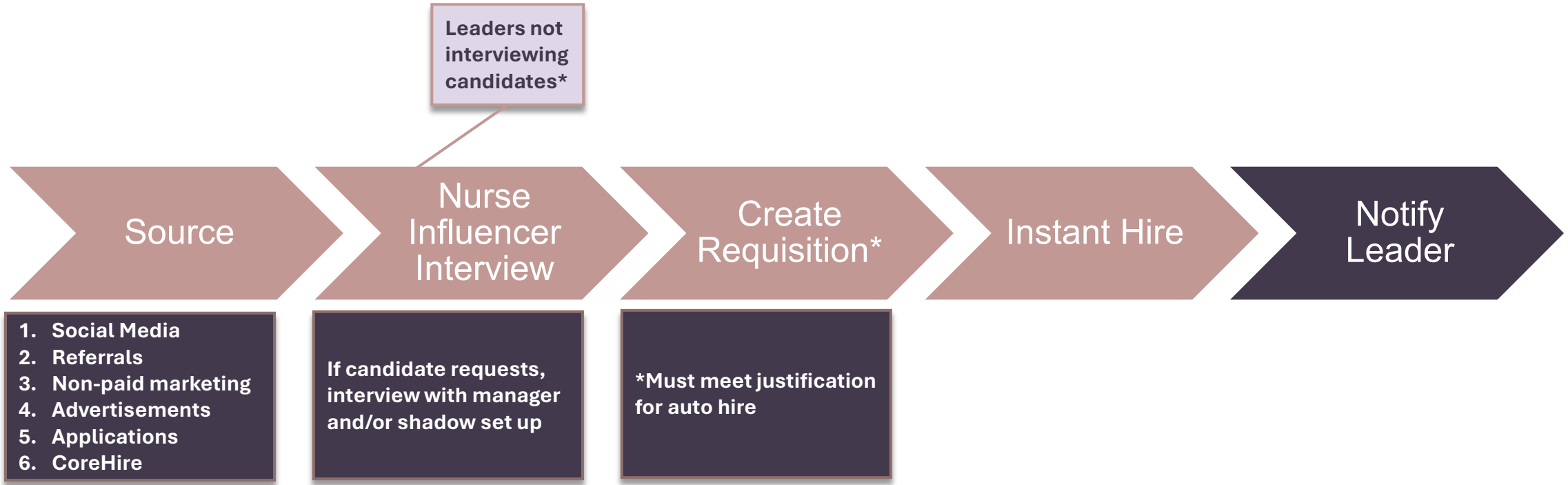
SSM Health organic social media follower growth in 24 months

### Nurse Influencer Role

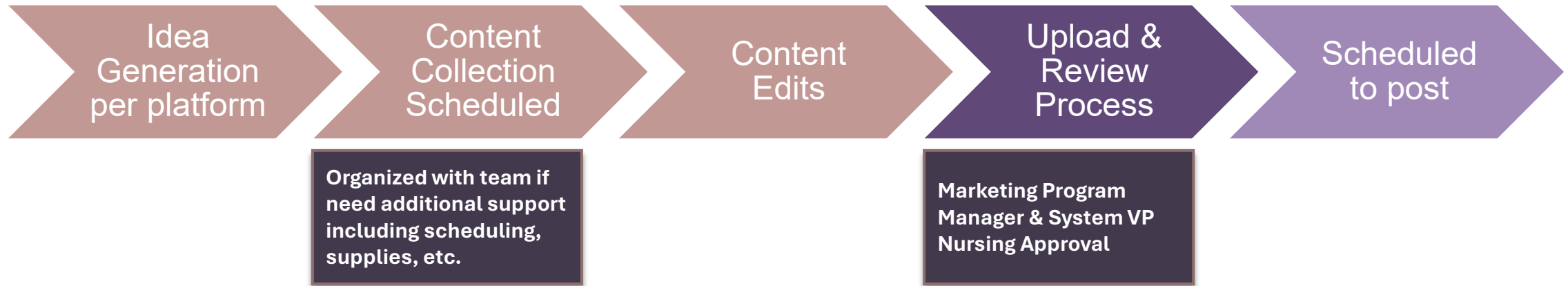
- Content creation
- Brand awareness
- Data-driven hiring
- Subject matter expert
- Recruitment pipeline
- Collaborates with leaders

Source: "A worrisome drop in the number of young nurses," Health Affairs, April 2022., "2021 Advisory Board hospital turnover and vacancy benchmarks," Social Media Users 2025 (Global Data & Statistics) | Priori Data, Gen Z Career Trends 2025: How TikTok and Instagram Are Redefining Job Search Strategies - HRTech Edge | HR Technology News, Interviews & Insights, SSM Health PowerBI Nursing Workforce Dashboard

# Nurse Influencer Hiring Workflow



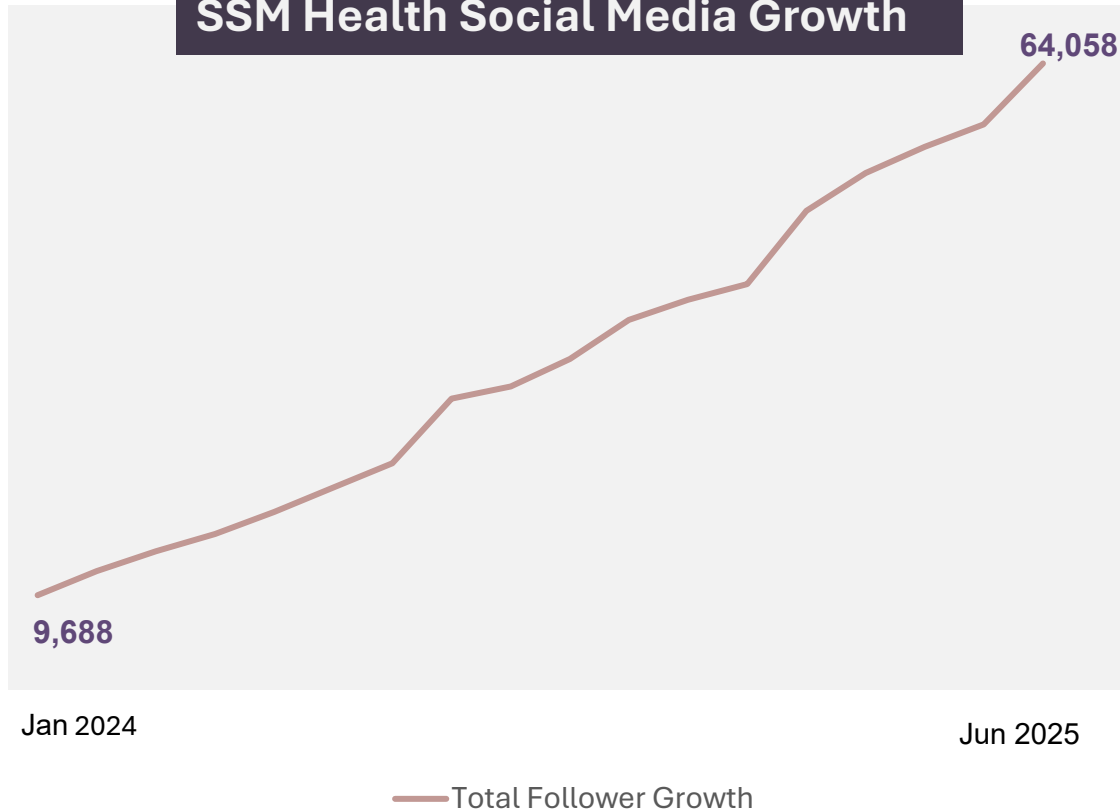
# Nurse Influencer Social Content Workflow



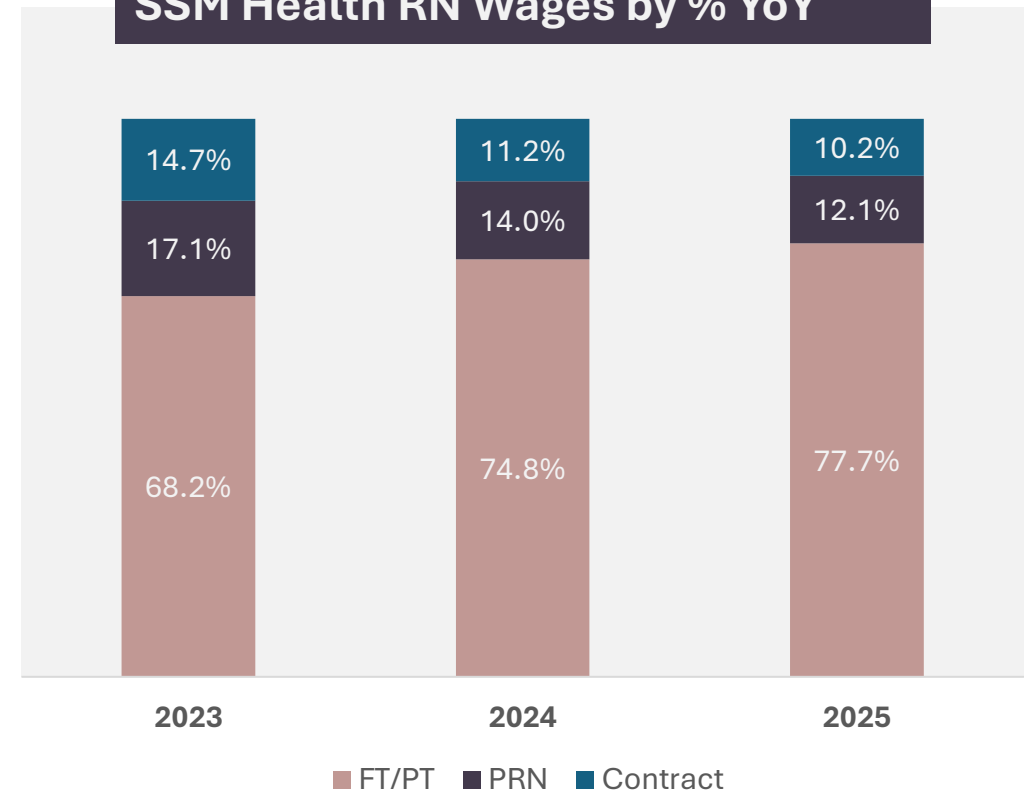
# Social Media Growth



### SSM Health Social Media Growth



### SSM Health RN Wages by % YoY



Source: SSM Health PowerBI Nursing Workforce Dashboard, SSM Health Internal Social Media Tracking

# Lessons Learned



- Onboarding for Nurse Influencer role and data tools to mitigate risks
- Leadership buy-in
- Market and role variance for scalability
- Platform and algorithm volatility
- Storytelling and authenticity drive impact
- Adaptation, fail fast

# Key Takeaways



- Identify your Why
- Create a Strategy that Drives Desired Outcome
- Embrace Bold by Design
- Evolve and Self-Disrupt

# Questions?



## Contact:

Caitlyn Obrock, [caitlyn.obrock@ssmhealth.com](mailto:caitlyn.obrock@ssmhealth.com)

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# **Nurse Executives Leading the Charge: Expanding the Clinical Nurse Specialist (CNS) Workforce**

**Kim Francis, PhD, RN, PHCNS-BC**, Chief Nursing Officer, SVP of Patient Care Services

Women & Infants Hospital

**MaryAnn Moon, MSN, RN, APNP, ACNS-BC**, Enterprise Executive Director of Nursing Excellence and Practice

Advocate Health

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# Today's Focus:

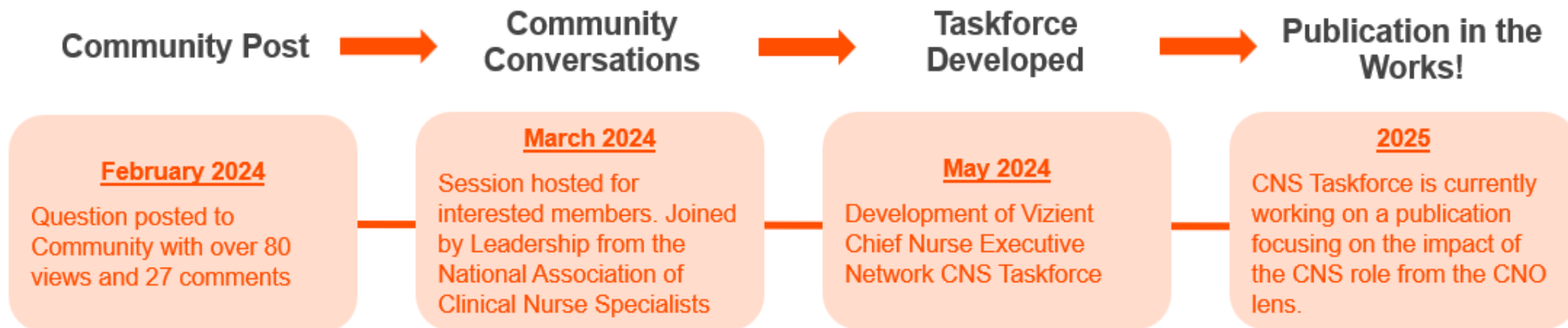


- Identify methods for raising awareness and demonstrating the financial value of the CNS role in healthcare organizations.
- Describe strategies for recruiting and retaining Clinical Nurse Specialists to meet workforce demands.

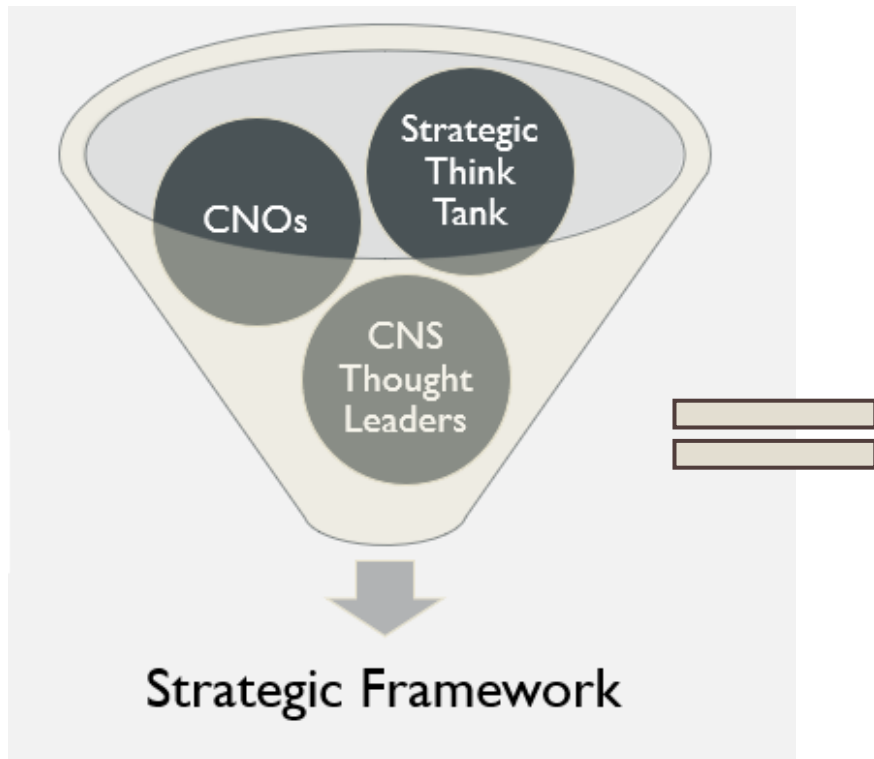
# Nurse Executives Leading the Charge



## The Power of your Community: From Post to Publication



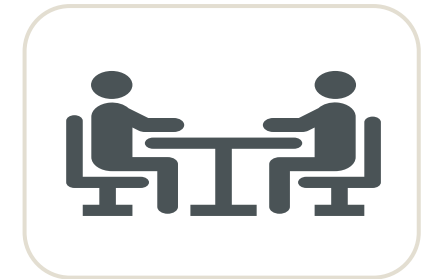
# OUTCOME: DEVELOPMENT OF STRATEGIC FRAMEWORK



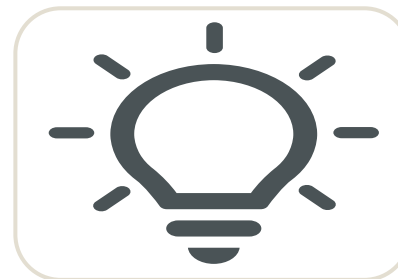
Financial  
Demonstration



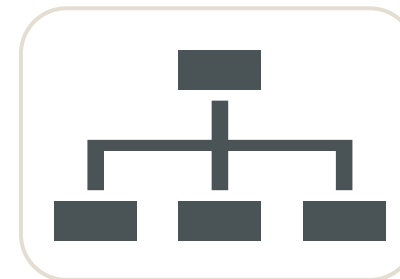
Academic  
Partnerships



Recruitment &  
Retention



Visibility & Promotion



Infrastructure Design



Title Standardization  
and Role Clarity

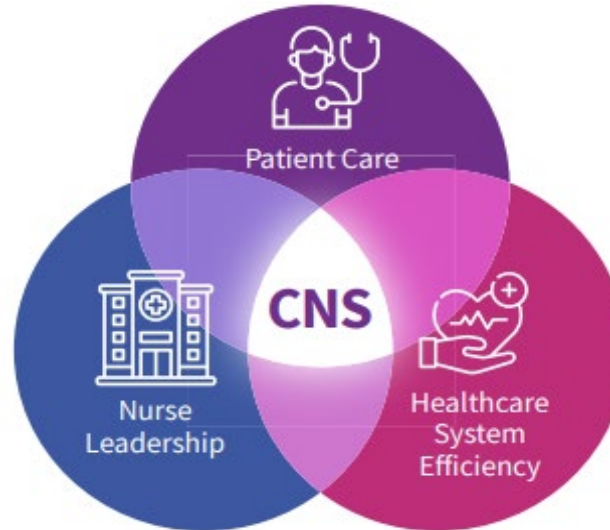
# Role Awareness & Promotion



## What is a Clinical Nurse Specialist?

A CNS is an Advanced Practice Registered Nurse prepared by a master's, doctoral, or post-graduate certificate level CNS program.

- CNSs diagnose, prescribe, and treat patients and specialty populations across the continuum of care.
- The CNS improves outcomes by providing direct patient care, leading evidence-based practice, optimizing organizational systems, and advancing nursing practice.



Permission received for image from National Association of Clinical Nurse Specialists

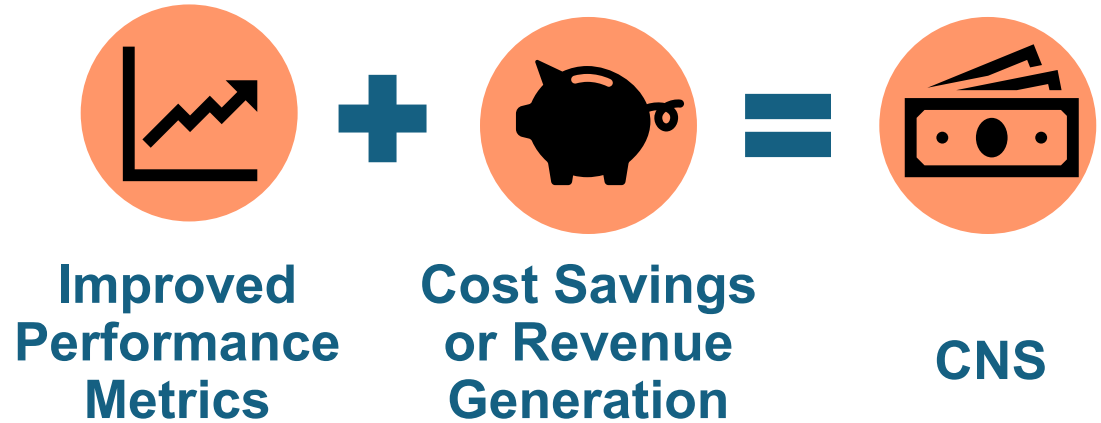
## What Does Role Promotion Look Like?

- Role clarity & job description
- Title protection
- Full scope of practice
- Culture of structural empowerment
- Maximize integration strategies
- Legislative advocacy
- Outreach programs
- Academic partnerships

# Making the Business Case: CNS Value Equation



- Showcase the CNS Value Equation
- Revenue Generation
- Cost Savings
- Risk Mitigation



# Driving Performance Through Team Formation



## Benefits of Reimagining Nursing Leadership Models to include CNSs:

Bridge the Nurse  
Experience-  
Complexity Gap

Alleviate Nurse  
Manager/Leader  
Strain

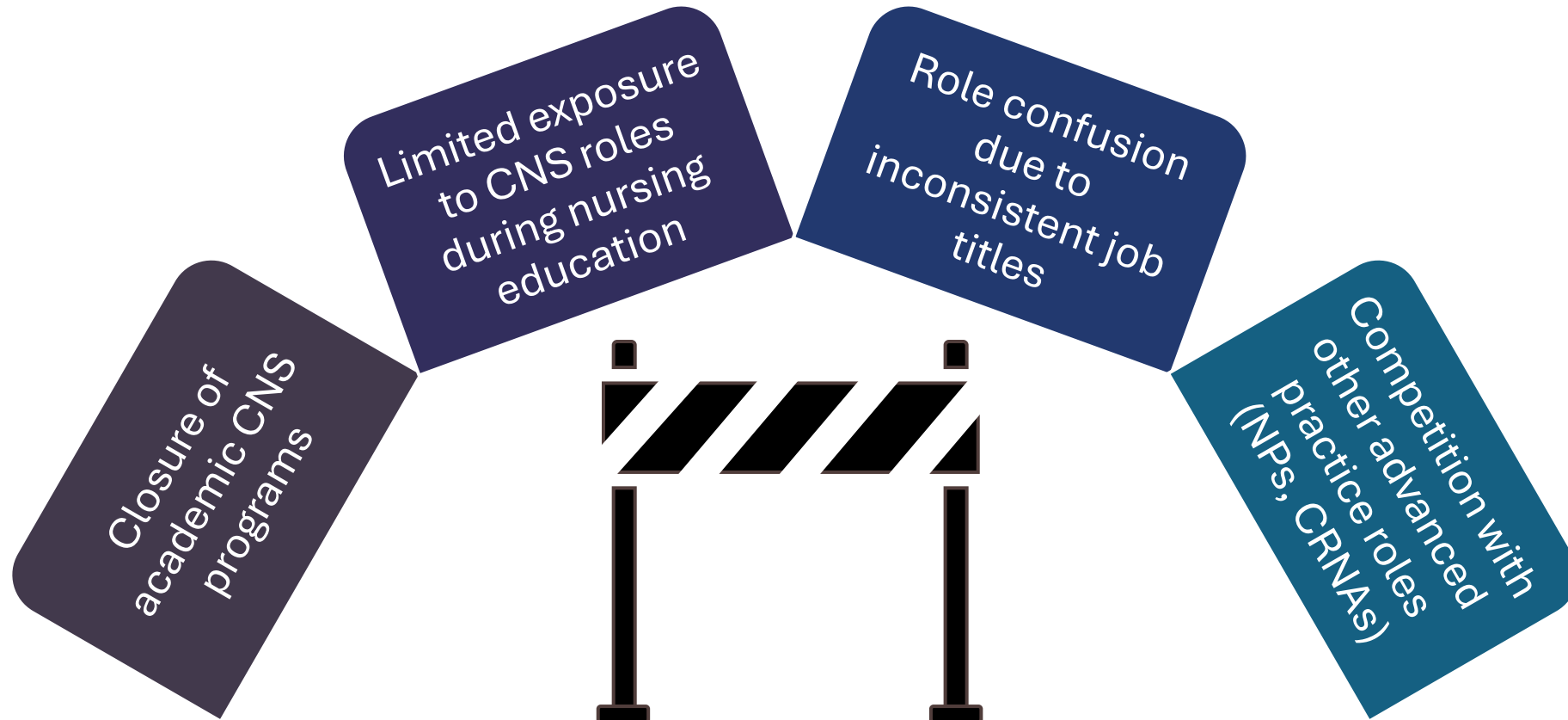
Micro, Meso, and  
Macro System  
Impact

Expedite  
Application of  
EBP

Drive Quality,  
Safety, and High  
Reliability

Reduce Cost of  
Care

# Barriers to CNS Recruitment



## Building the Talent Pipeline



Academic partnerships to reopen and support CNS programs

Scholarships targeting underrepresented students in nursing

Outreach to middle and high schools to promote CNS careers

Collaboration with HR to elevate CNS roles in recruitment campaigns

Image Source: Vizient Inc, used with permissions

## What's Preventing Retention?

Lack of flexible scheduling

Limited visibility and recognition of CNS contributions

Absence of clear career progression pathways

Image Source: Vizient Inc, used with permissions

# Lessons Learned:

## Keeping Clinical Nurse Specialists Engaged



**FLEXIBLE WORK  
ARRANGEMENTS**



**RECOGNITION PROGRAMS  
HIGHLIGHTING CLINICAL  
IMPACT**



**CLEAR ADVANCEMENT PATHS  
WITH MENTORSHIP AND  
PROFESSIONAL DEVELOPMENT**



**INCLUSION IN STRATEGIC  
DECISION-MAKING TO  
INCREASE ROLE SATISFACTION**

*Image Source: Vizient Inc, used with permissions*

## Key Takeaways

- Optimize organizational performance through leadership model redesign
- A strong CNS pipeline requires targeted recruitment and retention strategies
- Collaboration with academic, HR, and clinical leaders is essential
- Recognizing and standardizing the CNS role promotes long-term workforce sustainability

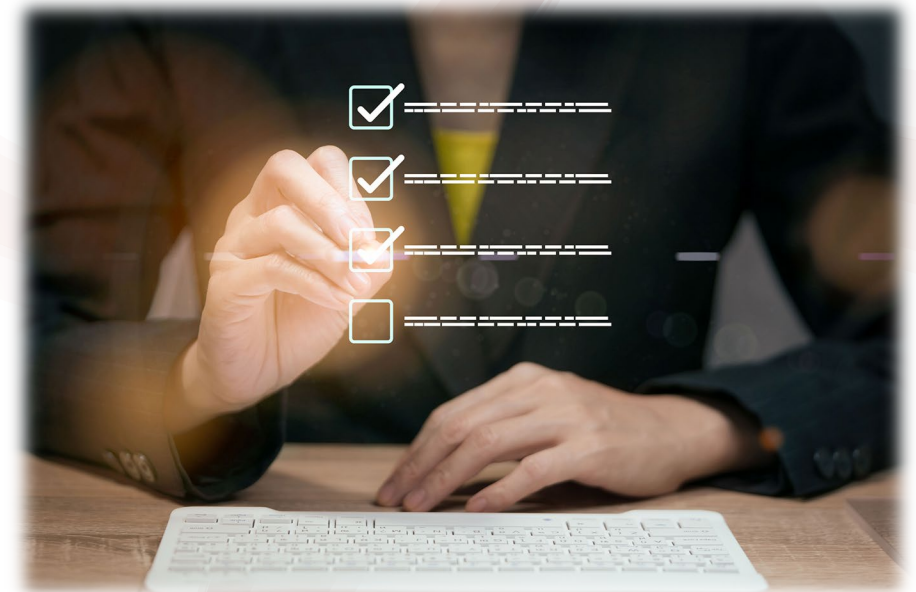


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# Clinical Nurse Specialist

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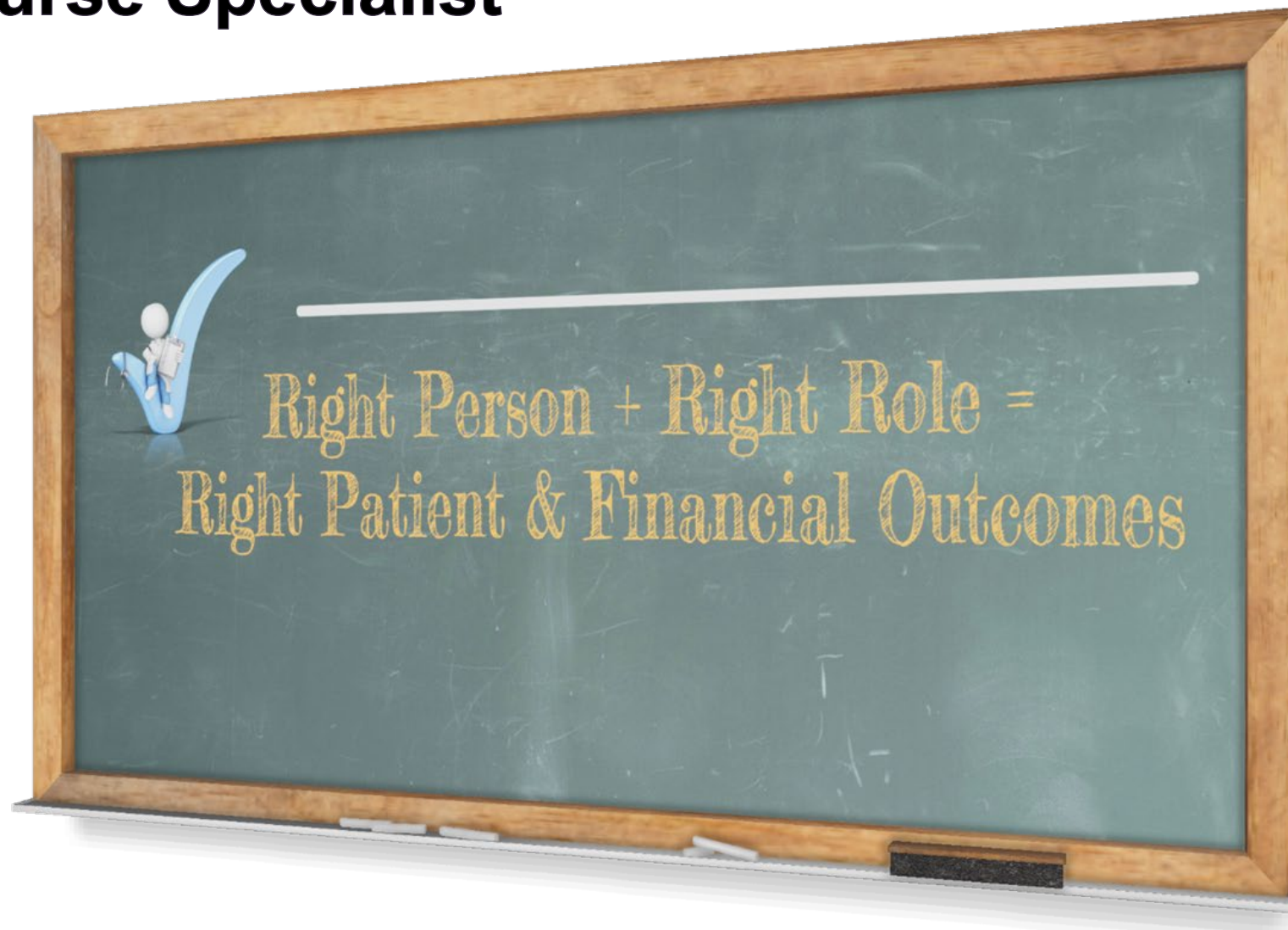


Image Source: My Media Uploads., used with permissions, accessed via subscription

# Thank You to the Vizient CNE Network CNS Taskforce Thought Leaders!



- Lianna Ansryan, UCLA Health\*
- Kim Frances, Women and Infants Hospital\*
- Tracy Gosselin, Memorial Sloan Kettering Cancer Center
- Faye Inumerables, Memorial Sloan Kettering Cancer Center\*
- Leah Korkis, Keck Hospital of USC\*
- Gina Kucherepa, Keck Hospital of USC
- Mary Lawanson-Nichols, UCLA Health\*
- MaryAnn Moon, Advocate Health\*
- Wayne Quashie, Memorial Sloan Kettering Cancer Center\*
- Maria Raines, M Health Fairview
- Robin Steaban, Vanderbilt University Hospital
- Special Thanks - NACNS Leadership

\* Contributing author of the Vizient CNS Publication

# Questions?



## Contact:

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Kim Francis, [Kfrancis@carene.org](mailto:Kfrancis@carene.org)

*This educational session is made possible through the collaboration of Vizient Member Networks.*

# Leadership Briefs: Rapid-Fire Innovations

## A Peer-to-Peer Support Program in Nursing

- Organizational and leadership support is crucial for success
- Effective communication and marketing across the organization fostered awareness & utilization
- Planning for dedicated resources with investment in well-being initiatives
- Starting small and thinking big. Culture change takes time!

## From Viral to Vital: Nurse Influencers Driving Recruitment Success Workforce

- Identify your **Why**
- Create a Strategy that Drives Desired Outcome
- Embrace Bold by Design
- Evolve and Self-Disrupt

## Nurse Executives Leading the Charge: Expanding the CNS Workforce

- Optimize organizational performance through leadership model redesign
- A strong CNS pipeline requires targeted recruitment and retention strategies
- Collaboration with academic, HR, and clinical leaders is essential
- Recognizing and standardizing the CNS role promotes long-term workforce sustainability

