EOP 2.1 **Nurse managers accommodate for the participation of frontline nurses in shared governance committees.**

Nurse managers facilitate staff attending many different committee meetings. Direct care nurses are welcome to attend almost all nurse committee meetings and they are instrumental in the initiative that come out of practice council meetings, nursing standards and nursing informatics committees.

EOP 2.2 **CNO is accessible to frontline nurses.**

Charlene Ludlow is the Chief Nursing Officer (CNO) (Senior VP of Nursing) for ECMC, taking over this role in January 2022. Charlene has worked for ECMC since 2003. In her role as CNO, she has an open-door policy with all staff, she participates and meets new nurses during the orientation process. Charlene attends many nursing committee meetings and is an integral part of the Daisy award recognition team. Charlene is always open to phone calls and even shares her phone number with everyone.

EOP 2.3 **An example of a nurse manager describing how she is accessible to her nurses.**

Taywanda Bolden, as a Behavioral Health Clinical Nurse Manager, makes herself available throughout the day and always makes a point to be present on the unit at the beginning and end of her shift. She flexed her hours to establish connections and offer support to off-shift and maintains an open-door policy. Taywanda started a “Group Me” group along with a communication binder to ensure open communication between herself and her staff.

 EOP 2.4 **Nurse managers include direct care nurses in cost management discussions and include example.**

Nurse managers utilize staff meetings, huddles, and meeting minutes to discuss cost management strategies. Abby Searer, an RN on 4S, provided a narrative about her success in trialing alternative shift scheduling that would meet the needs of staff preferences along with minimizing overtime while still having adequate staffing ratios.

EOP 2.5 **Direct care nurses are supported by nurse leaders during planned or unplanned organizational change and provide an example**.

There are a variety of methods that leaders take to support nurses during periods of organizational change. These include rounding on nursing units to engage with frontline staff and even in the interview and hiring process of our current SVP of Nursing (CNO). Chelsey Roblee, an RN from behavioral health, was one of the frontline nurses who participated and had input into the selection of Charlene Ludlow.

EOP 2.6 **ECMC provides role-specific orientation of Nurse managers.**

ECMC has several specialized service lines who have nurse managers. The orientation plans include education and competencies directly related to the specific function of their nursing unit. An example of a role specific manager orientation plan (Med-surg UM) was included in the application for redesignation.

EOP 2.7 **Examples of leadership development activities and example from a manger who attended.**

ECMC’s Leadership Academy launched in the fall of 2022, this was created to assist new leaders as they embark on their new leadership role in the organization. Markita Mack, Unit Manager of MICU North, attended the academy in Winter of 2023. Markita found this training to be very helpful and a great opportunity to build relationships with other hospital leaders.

EOP 2.8 **Feedback from peers or direct report staff is incorporated into the performance evaluation of nurses in leadership roles and provide example.**

Jamie Labelle, Unit Manager of Inpatient Hemodialysis unit, positive staff feedback was included in her annual review, along with compliment from one of the physicians she works closely with. This annual review was included in the Pathway application.

ECMC also utilizes NDNQI survey which elicits feedback from direct care nurses and provides unit specific data that can be used in leadership reviews as well.

EOP 2.9 **ECMC has a retention strategy for senior nursing leadership and provide a narrative from CNO.**

Charlene included a written narrative that listed motivators in her decision to take the nursing leadership role as CNO. She stated that she felt well supported by the Board of Directors and the CEO. She cited the generous transition period of one-on-one training with the previous CNO Karen Z, who was able to assist her in acclimating to her new role seamlessly.

EOP 2.10 **ECMC has retention strategies for nurse managers.**

ECMC has many strategies that promote nurse manager retention. These include but are not limited to: Daisy Nurse Leader Award, Leadership Academy, continuing professional education, Clinical Ladder program, ECMC foundation scholarships for advancing degrees along with reimbursement for professional nursing certifications.

EOP 2.11 **ECMC’s strategies to maintain a positive practice environment in the event of executive leadership change.**

When previous CNO/SVP of Nursing announced her retirement in Fall of 2021, ECMC’s leadership team began a nationwide search, enlisting a diverse group including frontline nurses to be part of the interview process. There was a three-month orientation period with Karen Z. to transition Charlene into her new role without disruption to nursing operations while building trust and relationships with nursing. ECMC’s executive leadership team, led by CEO Thomas Quatroche, are committed to maintaining a positive practice environment for all nursing staff to provide quality care to our patients.