



# Leadership Innovation: An RN Clinical Advisor’s Impact on an Emergency Department

## Background

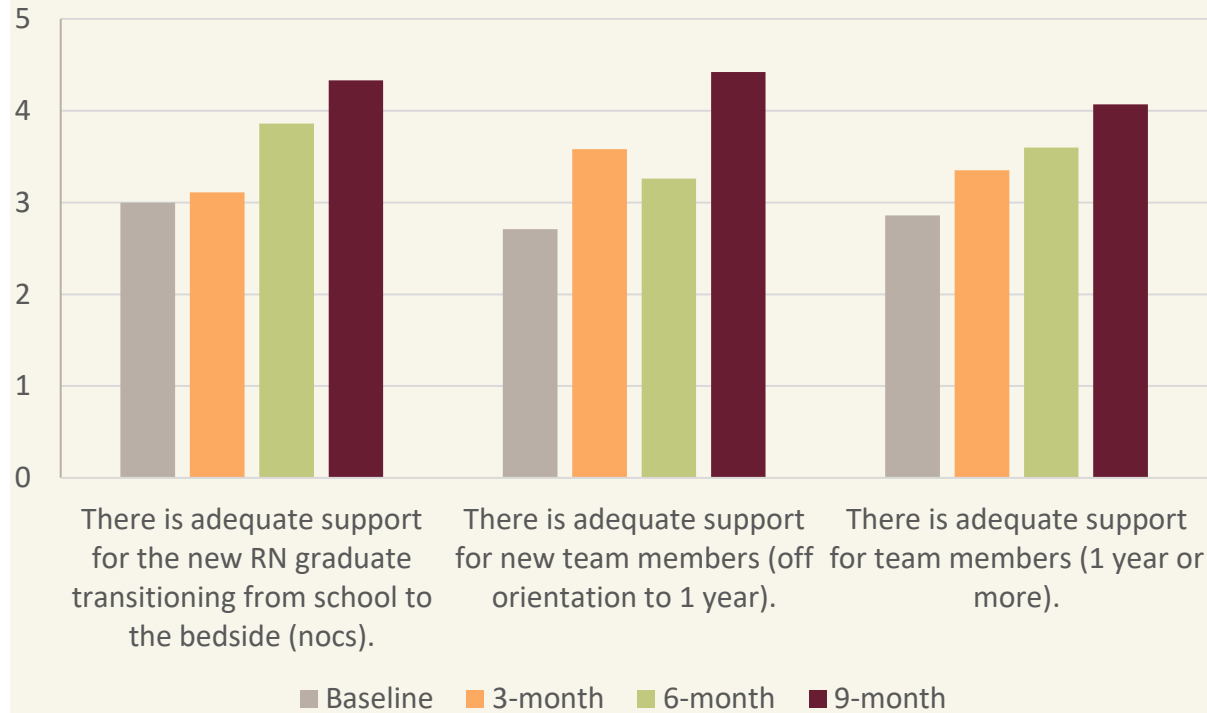
IU Health West Hospital Emergency Department (ED) provides care for approximately 45,000 patients each year serving elderly patients with complex medication conditions. The ED leadership team decided to pilot the role because of the influx of new graduate Registered Nurses (RNs) on the night shift. The CA role is to ensure RNs and support staff are successfully completing orientation, acclimating to practice, and continue their development with a focus on their first year of employment in the ED. The CA role collaborates closely with the Nursing Professional Development Practitioner (NPD), Clinical Nurse Specialist (CNS), and Clinical Nurse Manager (NM) to support the continued development of the bedside clinicians.

## Purpose

The CA role collaborates closely with the NPD, CNS, and NM to support the continued development of the bedside clinicians for the first year by:

- ❖ Ensuring a successful orientation and acclimation to practice
- ❖ Providing at the elbow support to bedside clinician for first year of practice
- ❖ Elevating critical thinking skills in real time
- ❖ Providing consistent feedback on progress to the new RN and ED leadership team

## Peer Evaluation Responses



The retention of Registered Nurses in the Emergency Department was a key factor that led to the establishment of the CA role. High retention rates are essential for maintaining a stable and experienced workforce, directly impacting patient care quality and consistency. In 2023, the RN retention rate in the ED was 71.43%, rising to 88.71% in 2024, demonstrating the effectiveness of this strategy in fostering a supportive and efficient working environment. Increased retention reduces recruitment and training costs, enhances team cohesion and morale, and leads to improved patient outcomes and staff satisfaction.

## Discussion/Next Steps

- ❖ CA Council will be forming for continued collaboration and oversight from Director of Nursing Practice
- ❖ Gained CNO support to continue as an adjunct position to the leadership team – supported in unit-based budget
- ❖ CA role spread to other units within IU Health West Hospital completed in 2024
- ❖ CAs focus in 2025 will be to continue to support the onboarding of new RNs, while continuing to partner with NPD, CNS, and NM to elevate the nursing practice at the bedside

## Lessons Learned

- ❖ Analyzing confidence in practice of new graduate nurses is a challenge due to the lack of a strongly supported validated tool in the literature.
- ❖ Acknowledging there was a transition period for the CA to adapt from bedside/peer to CA without a CA to model after.
- ❖ Conducting a leadership pre-survey to adequately assess the impact on ED leadership team’s satisfaction and workload

### Acknowledgments:

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