

Case Report # 4372

## Leadership Excellence Project: ED Nurse Manager

*Community hospital achieves > \$300,000 Positive Financial Impact in 120 days  
Project Turnaround Time from Diagnostic Assessment to Permanent Leader Start  
40 days*

### Case Overview

**Facility Overview:** Not-for-profit, 100+-bed community hospital; part of state's largest healthcare system

**Case Presentation:** High volume of turnover in staff and ED leadership; threats around operations and competencies related to triage assessment; position may be seen as a lateral move to most leaders; undesirable location.

**Outcome:** Targeted deliverables achieved in 4 months

### Aim / Client Goals for Engagement

HealthLinx' aim was to provide an immediate leadership solution to a high risk area and achieve mutually agreed upon goals. In addition we would identify the Permanent Leader and provide a seamless handoff between the Transitional and Permanent Leader.

- Coordinate the departure of the Transitional Leader (TL) and on-boarding of the PL

HealthLinx always performs a diagnostic assessment, sets realistic expectations, and then uses its proven processes and best practices. Using this highly prescriptive process, all levels of the organization were engaged to develop and then execute the transformational plan.

#### Client Project Goals

1. Acquisition of a Permanent Leader based on a customized leader profile
2. Improve patient experience
3. Improve throughput issues, specifically left without being seen and discharge length of stay
4. Develop and implement Triage education plan

### Changes Hardwired

1. Triage education provided to current staff and implemented into orientation plan for new employees
2. Immediate bedding
3. Leader Rounding

### Process

Following an initial conversation with the client organization, The HealthLinx Outcome Leadership Excellence Process was implemented. The process is designed to:

- Immediately improve the position's leadership and performance
- Stabilize the position to achieve longer-term goals
- Prepare the position for a sustainable Permanent Leader (PL)
- Acquire the PL for long-term position leadership and performance

### Measurable Outcomes

	Baseline*	Outcome	Financial Impact
<i>Quantified Financial Impact from Key Deliverables</i>			
LWBS	1.7%	1.1%	\$36,480
Discharge LOS	166	157	\$301,263
Patient Satisfaction	61.4%	66.0%	

*\*Baseline – Rolling 12 months preceding HealthLinx Engagement*

## Key Takeaways / Lessons Learned

1. Desirability was an issue for this project due to location and lateral move in title, scope and compensation. HealthLinx and the client worked to ensure that we had alignment regarding the caliber of leader that we needed to be successful in the role and areas in which we could mentor the leader. This allowed us to quickly identify the right leader.
2. Due to the quick turnaround time of the Permanent phase of the project, the HealthLinx Transitional Leader was able to focus on specific projects and ensure there was a strong handoff to a more novice leader to help with retention.

3. Developing and implementing triage education improved staff confidence and sorting of patients.
4. Implementing best practice for throughput decreased discharge length of stay and patients leaving without being seen.

## Project Timeline

This project successfully concluded at the end of the original 120-day planned timeline. The Permanent Leader was presented to the client within 20 days of the Diagnostic Assessment. This led to the Permanent Leader starting in 40 days, allowing the Transitional Leader to work on projects and ensure an in-depth handoff and transition.

