

# HealthLinx Case Reports

Case Report #4417

## Transitional Leadership (TL5) Project: Director Critical Care Flagship Hospital Achieves \$2.2 Million Positive Financial Impact

### Case Overview

**Facility Overview:** Academic Medical Center, Level I Trauma with 48-bed multispecialty ICU.

**Case Presentation:** Director left organization after many years. Present leadership consists of two novice managers. Medical Director is resistant to change in leadership and is undermining the administration team. Unable to sustain improvements.

**Outcome:** Targeted deliverables achieved in 16 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 resulting in improved outcomes. In addition, we would provide a seamless handoff between the transitional leader and the identified permanent leader.

#### Client Project Goals

1. Acquisition of a permanent leader by the facility
2. Decrease RN turnover
3. Decrease hospital acquired conditions (HAC)
4. Decrease labor cost

### Process

Following an initial conversation with the client organization, The HealthLinx Outcome Driven Deliverables Process was implemented as part of the Transitional Leadership (TL5) project.

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

### Changes Hardwired

1. Staff meetings, huddles, leader rounding implemented
2. Ensured bundles were in place to prevent HACs
3. Managed labor to volume, ensured best practice was in place to minimize OT and incremental OT

### Measurable Outcomes

	Baseline*	Outcome	Financial Impact
<i>Quantified Financial Impact from Key Deliverables</i>			
RN Turnover	3.77/mo.	1.7/mo.	\$840,600
Total Cost/ unit			\$387,195
HAC (PU/CLABSI/Falls)			\$981,300

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