

HealthLinx Case Reports

Case Report #4232

Leadership Excellence Project: Director of Quality

Community Hospital 90+ beds

Permanent Leader Acquisition Turnaround Time to Leader Start 76 days

Case Overview

Facility Overview: Part of a 16-hospital system. New facility with 90+ beds and plans for future growth.

Case Presentation: Organization lacks a culture of safety and quality. With a lack of follow-up from previous leader, more than half of the staff has resigned. Hospital leadership lacks accountability for outcomes.

Outcome: Targeted deliverables achieved in 4 months,

Aim/Client Goals for Engagement

HealthLinx' aim was to provide an immediate leadership solution 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.

- Prepare the position for a sustainable Permanent Leader (PL)
- Acquire the PL for long-term position leadership and performance
- 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. Develop structure of the department to achieve results
3. Assess staff expertise, determine their developmental needs, coach and role model
4. Analyze quality data, ensuring that leaders have the dashboards/scorecard to make strategic business decisions.
5. Implement rounding for environment of care, coaching leaders and staff to maintain regulatory readiness

Changes Hardwired

1. Developed tools for accurate data collection
2. Data presented to all stakeholders with accountability built in to address metrics that are not at goal
3. Tools and processes developed for continued Joint Commission readiness
4. 300% increase in staff self-reporting for near misses
5. Increased involvement of Board in all aspects of safety and quality

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

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Key Takeaways/Lessons Learned

1. Accurate, reliable data is essential to drive any organizational changes
2. Involvement of all stakeholders, including the Board and Executive Group, is required to drive permanent changes in culture
3. A Transitional Leader will make the changes needed to attract a quality Permanent Leader

Project Timeline

The organization wanted an experienced, dynamic Quality Director in the role. A local candidate meeting most of the customized leader profile characteristics was interviewed, but it was determined that this individual was not quite ready for the Director position. The organization, however, was impressed with the leader and wanted to offer a Manager position. The leader accepted the offer and joined the organization as Manager of Quality. The Transitional Leader coached, mentored, and advocated for the leader, and a month after joining the organization had made such an impact that the Manager was promoted to Director. This allowed for a handoff of service from the Transitional Leader to the Permanent Leader.

