



Case Report #4307

Leadership Excellence Project: Emergency Department Nurse Manager

Achieves more than \$400,000 Positive Financial Impact in 7 months

Project Turnaround Time from Diagnostic Assessment to Leader Start 185 days

Case Overview

Facility Overview: Urban, academic, Level I trauma center; 1000+ beds, 86,000 ED visits

Case Presentation: A high use of contract labor and declining metrics resulted in a lack of organizational confidence

Outcome: Targeted deliverables achieved in 7 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.

- 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. Decrease patients who leave without being seen (LWBS) from 6.5% to 5.5%
3. Decrease discharge (DC) length of stay (LOS) from 307 min. to 300 min.
4. Improve overall patient satisfaction mean from 76.4 to 80.

Changes Hardwired

1. Implemented staff meetings and huddles; ensured education, including Residency program, and competencies were completed
2. Monitoring of professional performance expectations and recognition of those achieving
3. Restructured patient satisfaction activities and discharged patient call-backs
4. Partnered with Medical Staff to achieve reduced LOS for lower acuity patients

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



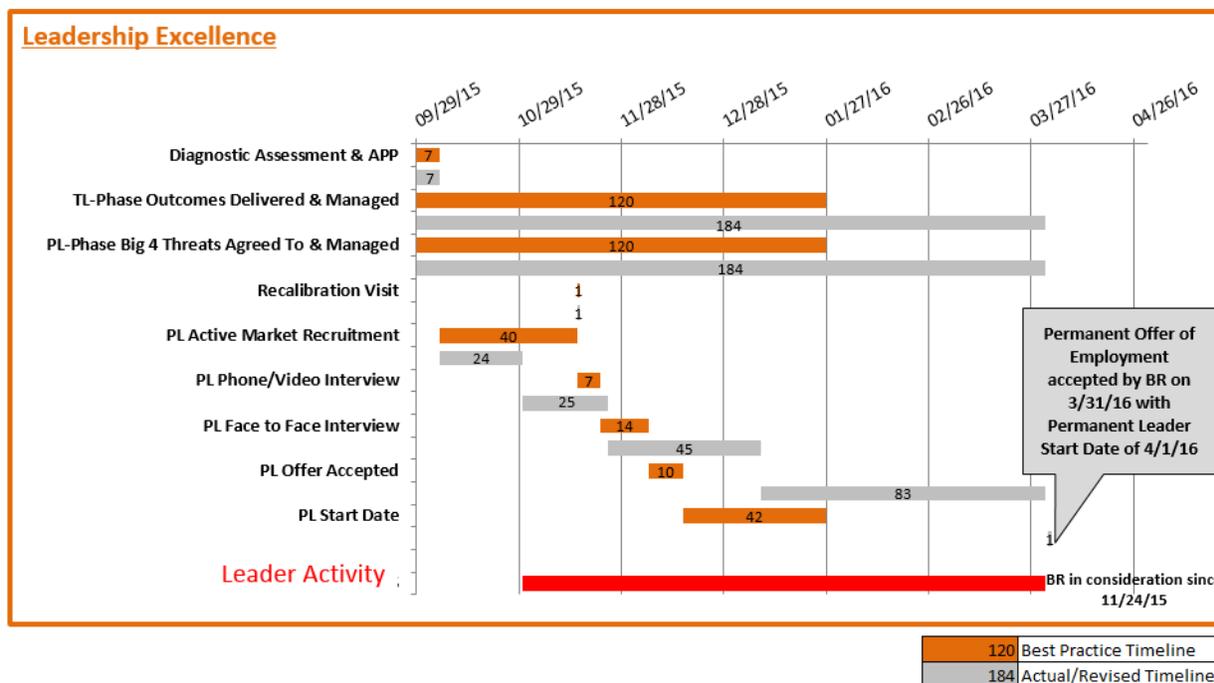
Measurable Outcomes

	Baseline*	Outcome	Financial Impact
<i>Quantified Financial Impact from Key Deliverables</i>			
LWBS	6.5%	5.3%	\$106,483
Discharge LOS	307	298	\$132,692
ADM LOS	445	429	\$115,186
Pt Sat mean	76.4	90	

Key Takeaways / Lessons Learned

1. Effective Leaders at all levels produce quality and financial impact for organizations.
2. Hardwiring best practice consistently produces desired outcomes.
3. The Transitional Leader was inspirational to a somewhat demoralized novice ED leadership team. Previous EBP efforts that had been abandoned were resurrected with fervor, and results followed. Staff engagement soared, along with declining turnover, new hiring and overall performance improvement.

*Baseline – Rolling 12 months preceding HealthLinx Engagement



Client Testimonial / Feedback

When the Transitional Leader began succeeding in her engagement of a skeptical team, and scores began to turn around, we knew that this was the leader we had been looking for and we created a plan to keep her.