

Case Report # 1781

Leadership Excellence Project: ER DIR

*Community hospital achieves \$1,188,683 Positive Financial Impact in 158 days
Project Turnaround Time from Diagnostic Assessment to Leader Start 154 days*

Case Overview

Facility Overview: Not-for-profit, 476-bed community hospital

Case Presentation: Level II trauma center with 70,000 visits. Position has been vacant for over 8 months. Department consists of a mixed staff, both tenured and inexperienced, who are not exposed to best practices. Patient satisfaction scores are low. Door to discharge time is approximately 3.5 hours, and LWOBS is at 3.5%.

Outcome: Targeted deliverables achieved, including acquisition of a permanent leader.

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.

Client Project Goals	
1.	Acquire a Permanent Leader based on a customized leader profile
2.	Decrease left without being seen rate
3.	Reduce ED Discharge Length of Stay
4.	Improve PG Likelihood to Recommend scores
5.	Decrease Door to Room

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
- 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.

Changes Hardwired

1. Realignment of the front triage/registration process allocated appropriate resources to point of service, substantially improving throughput measures.
2. Implemented dedicated rounding plan for patients/families in the waiting area that dramatically improved patient experience scores, to the highest levels in the last 3 years.
3. Established patient huddles throughout the day to address delays, discharge/transfer plan, and patient acuity barriers, resulting in major reduction in boarding hours for admitted patients and decreased length of stay for patients discharged home.

Measurable Outcomes

Deliverables	Baseline*	Outcome	Financial Impact**
<i>Quantified Financial Impact from Key Deliverables</i>			
LWOBS	5.9%	5.2%	\$401,214
Discharge LOS	260	249	\$2,309,432
Labor Cost UOS	\$96.71	95.87	\$61,192
<i>Other Measurable Impact from Key Initiatives</i>			
Patient Satisfaction	73	85	

*Baseline – Rolling 12 months preceding HealthLinx Engagement **Annualized financial impact

Key Takeaways/Lessons Learned

1. HealthLinx LE 120 Best Practice Process positioned a dynamic Emergency & Trauma Services Transitional Leader to build a strong foundation in an underperforming Emergency Department, making the position more desirable and, further, successfully

securing and transitioning a seasoned Permanent Leader into the role.

2. HealthLinx' process successfully mitigated all potential threats to the acquisition of a Permanent Leader into a role that had been vacant for > 8 months.
3. HealthLinx Project Team supported Hospital Leadership Team through a declined Permanent Leader Offer, immediately re-entered the National Market executing recruitment efforts, and sourced another Leader who accepted the Permanent role. Although this required a 30-day extension, we were able to secure a Permanent Leader Start Date within 154 Days of Project Kickoff.

Project Timeline

Successful Project Completion in 154 Days (Project Kickoff to Permanent Leader Start Date) despite an unexpected decline from an initial Permanent Leader.

