

Case Report # 5274

Leadership Excellence Project: Director Surgical Services

Community hospital achieves \$1.3 Mil Positive Financial Impact in 120 days

Project Turnaround Time from Diagnostic Assessment to Leader Start 120 days

Case Overview

Facility Overview: A progressive 120-bed, non-profit, community hospital

Case Presentation: Frequent leader turnover in Surgical Services; ineffective leadership causing reduced employee and physician satisfaction, with loss of case volume and revenue

Outcome: Targeted deliverables achieved in 4 months with a \$1.3 Mil positive financial impact; Acquisition of a strong permanent leader

Client Quote: “The Physicians and everyone love the Transitional Leader you provided! The department has gotten so much better with her here. She is very visible and the doctors trust her to follow-up.” COO

Aim/Client Goals for Engagement

HealthLinx’ aim was to provide an immediate leadership solution to a growing Surgical Services department 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.

- 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.	Improve contribution margin
3.	Improve OR first case starts
4.	Reduce supply expense
5.	Implement Asset Tracking System
6.	Improve physician satisfaction (grow volume)

Changes Hardwired

1. Common Core area revised to improve case pulls, reducing supply waste
2. Revised scheduling process and patient arrival process to ensure on-time starts
3. Implemented Asset Tracking System
4. Revised Service Line Coordinator roles for oversight of supplies and cases
5. Consistent leader rounding for all Surgical Services units
6. Routine scheduled staff communication meetings

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)

Measurable Outcomes

Deliverables	Baseline*	Outcome	Financial Impact**
<i>Quantified Financial Impact from Key Deliverables</i>			
Contribution Margin ***	\$7184	\$8061	\$3.5 Mil
<i>Other Measurable Impact from Key Initiatives</i>			
Reduce Variable Supply Cost	\$3105	\$2496	\$2.5 Mil

*Baseline – Rolling 6 months preceding HealthLinx Engagement

**Annualized financial impact

***Supply Reduction included in Contribution Margin

Key Takeaways/Lessons Learned

1. The Hiring Authority and HealthLinx VP are partners for a successful project. Constant communication is a must.
2. The on-site Diagnostic Assessment is essential for the understanding of expectations during the first year, establishing deliverables, and to accurately represent the organization during leader acquisition.
3. A presented leader is a match to the organization, already committed to the journey and looking forward to pursuing the opportunity.

Project Timeline

