



**Flagship Hospital achieves \$303,661 in Positive Financial Impact in 133 days
Project Turnaround Time of 133 days from Diagnostic Assessment to Leader Start**

Background

Facility Overview: Flagship hospital of a three-hospital, not-for-profit community health care system.

Case Presentation: History of unstable leadership at the nurse manager level. The unit was struggling with the use of contract labor, retention of staff, patient experience and other quality concerns. The unit is also undergoing a reorganization of services in the coming months and was without a plan.

Outcome: Targeted deliverables achieved and permanent leader placed in agreed to 5 month engagement.

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 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.

Aim/Purpose

HealthLinx’s 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 phases of the project. The client and HealthLinx team agreed upon the following deliverables:

1. Acquisition of a permanent leader by the facility based on the customized leader profile
2. Complete leadership assessment of the assistant nurse manager
3. Decrease fall events
4. Decrease RN contract labor
5. Improve patient satisfaction for “Rate Hospital” from 72.4% to 75.5%
6. Create a plan for unit design

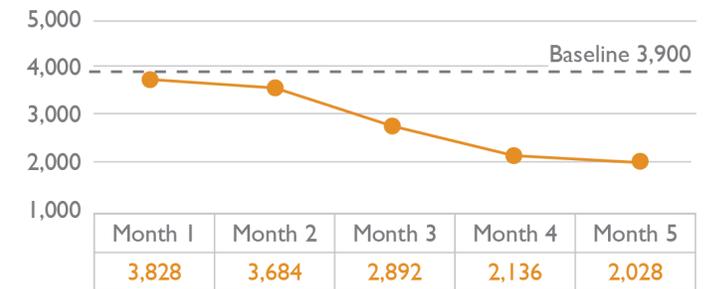
Outcomes

Our Project Management Executives, Transitional Leaders, & Data Analysts are able to move key metrics to produce a positive financial impact. Our Senior Leadership consultants have years of experience acquiring leaders.

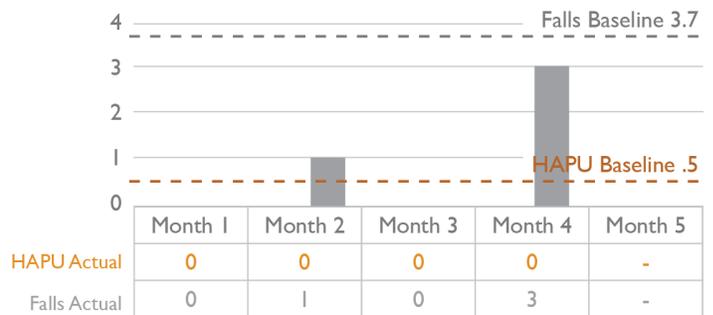
Goals Achieved:

1. Eliminated RN contract labor
2. Decreased falls below project baseline
3. Improved patient satisfaction (“Rate Hospital”) to 77.1%
4. Created plan for the division of units

Contract Labor



HAPU and Injury Falls





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Changes Implemented/Hardwired

1. Leader and staff rounding
2. Shift huddles with nurse residents
3. Daily/shift huddles focused on patient safety
4. Evaluation of current contract labor unit to meet need and eliminate overages
5. Created scope of service and competencies for unit division

Project Timeline

The Nurse Manager was secured and onboarded within 133 days of the Diagnostic Assessment with an additional step added to the timeline with a second on-site interview. This timeline allowed for an effective handoff between our Transitional Leader and the new Permanent Leader.

Lessons Learned

1. Leaders in the local market were not open to new opportunities or interested in relocating. This is a typical objection in the national market, but it was more apparent in this project because of the small, rural local communities. HealthLinx ensured our contact in the local market and quickly moved out to the regional and national markets. This was achievable because of the amount of resources HealthLinx put into the upfront active recruitment phase of the project.
2. The transition phase (leader resignation and relocation to new community) fell during the holiday season. This could have easily resulted in additional delays beyond the projected 150 days in this project. However, HealthLinx' proactive management process with the both the leader and client kept the project timeline on track at the agreed-to 150 days. HealthLinx worked with the leader to assist in resignation, secure temporary housing, and ensure a smooth relocation. Likewise, HealthLinx worked with the client to develop a detailed transition plan to ensure there would be an appropriate handoff from the Transitional Leader.