

Capturing Success

Project Title: MENTORING NURSING LEADERSHIP

SUMMARY

IMA Consulting worked with a newly appointed Chief Nursing Officer (CNO) to support her integration into the Senior Leadership team and assure the CNO's success in translating post-acute experience into a 734 bed inpatient acute care facility facing significant financial challenges.

PROBLEM

The flagship facility of a major Midwest healthcare system experienced significantly decreasing revenues and frequent turnover in the CNO position. The system determined that an internal candidate possessing strong leadership skills and post-acute experience was best positioned to lead the nursing organization through the imminent challenges and concomitant changes required by the worsening financial conditions. The IMA Consulting consultant coached the CNO on the nursing care delivery model, staffing standards, staffing grids, the use of comparative operational data, nursing education's structure and outcomes, communication effectiveness, and quality improvement initiatives.

SOLUTION

The consultant synthesized results from outcome analyses, interviews, and observations to provide a foundation upon which the CNO formulated data-based approaches. The consultant supported the CNO in developing nursing hour per patient day (NHPPD) budgets. Together, the consultant and CNO supported the NHPPD budgets with comparative data (NDNQI outcomes, patient satisfaction results, internal performance improvement data, financial performance, and relative staffing levels). With the budget submission completed, the CNO and consultant identified, garnered support for, and developed implementation strategies for a research-based, patient-focused care delivery model. The consultant mentored the care delivery model champion who would oversee model implementation as IMA's engagement ended.

RESULTS

The CNO integrated effectively into the Senior Leadership team and took her place as a fully functioning member of the group. Because of her newly established effectiveness, she won acceptance of a realistic NHPPD budget for the fiscal year, developed a sound plan for implementation of a care delivery model, and initiated implementation of that plan. She also deployed the comprehensive communication plan, developed by the consultant, which encompassed not only nursing, but the entire organization as well.

THE IMA APPROACH

IMA Consulting validated operational benchmarks, factoring in organizational nuances. The consultant used outcomes data and direct observation in verifying NHPPD targets. The consultant developed a solid understanding of hospital operations and their impacts on NHPPD, resulting in realistic operational budgets.

In collaboration with the CNO and Nursing Leadership team, the consultant identified a research-based delivery model and supported its implementation. The consultant worked with Nursing Leadership to devise a participative implementation process. The Senior Leadership team, with facilitation by the consultant, developed diverse communication and education approaches, specific to the organization.