



## *Capturing Success*

**Project Title: MENTORING STAFF TO IMPROVE PERIOPERATIVE SERVICES PERFORMANCE**

### SUMMARY

IMA Consulting worked collaboratively with Nursing and hospital leadership to refine standards and processes leading to increased operational efficiencies and improved outcomes. Success required mentoring and coaching staff to strengthen their leadership skills in shared governance principles.

### PROBLEM

A large, suburban, Northeastern Magnet hospital experienced leadership turnover in its high volume procedural areas of Same Day Surgery Unit, Medical and GI Procedure Unit, and Pre-admission Testing. Without a strong internal candidate, the Chief Nursing Officer engaged IMA Consulting to mentor and coach staff in developing leadership capabilities. Staff involvement in shared governance with associated decision-making and participation in operational change presented opportunities for development.

### SOLUTION

IMA Consulting commenced the work by gathering information about daily operations, work processes, and staff capabilities. Critical to the success was establishing credibility and garnering the trust of key stakeholders and staff. Findings during the situational analysis indicated opportunities for process improvements in scheduling, patient tracking, staff assignments, and communication. The consultant engaged staff in analyzing work flow, developing process changes, and providing coaching and mentoring.

### RESULTS

Using shared governance as the model, the Same Day Surgery unit and the GI procedure unit implemented unit-based councils. With mentoring, the councils implemented evidence based practice changes and recommended role revisions to increase satisfaction and strengthen patient safety. Staff participation improved beyond involvement in councils. Teams identified and implemented revised patient tracking and patient assignment approaches. The Same Day Surgery unit refined the patient care delivery model of which necessitated changes in nurse patient assignment methodologies and staff scheduling.

### THE IMA APPROACH

IMA Consulting's expert nurses combine best practice knowledge and influential leadership. We work in collaboration with an organization's managers and stakeholders. As a result, IMA Consulting's nurse leaders quickly establish credibility, garner trust, and develop comprehensive action plans and individualized enrichment plans. By empowering the staff, IMA Consulting leaves organizations with improved work processes, accountable managers, and enhanced staff participation.