

# *Capturing Success*

**Project Title: CHIEF NURSE EXECUTIVE MENTORING**

## SUMMARY

A medium sized, Midwestern hospital desired a mentor for the Chief Nursing Officer (CNO). The mentor observed and advised the newly appointed CNO regarding daily operations; setting operational priorities; providing guidance and mentoring to nursing directors, managers, and staff; and assisted as a change agent.

## PROBLEM

The organization experienced significant turnover in the CNO role over recent years. The lack of consistency in Nursing leadership disrupted operations, delayed change implementation, and diminished staff morale. Nursing's participation in strategic and operational decision making eroded. As the hospital faced increasing financial challenges, it required a strong Nurse Leader, one who acknowledged the organizational culture, exhibited sound leadership skills, and demonstrated organizational commitment. The new CNO, hired from within the organization exhibited strong leadership abilities and exceptional interpersonal skill. The CNO's experience did not include acute care leadership. The organization engaged IMA Consulting to mentor the CNO as she transitioned to her new role.

## SOLUTION

Through interviews with key stakeholder, observation, and document review, IMA Consulting verified the CNO's leadership savvy and identified enrichment opportunities related to refreshing her knowledge of inpatient nursing operations. Given the organization's financial challenges, benchmarking of labor statistics, nurse sensitive outcomes, and turnover assumed top priority. Together, the CNO and mentor compared the organization's results to industry benchmarks and explored relationships between labor statistics and nurse sensitive outcomes. This approach provided a foundation for development of the salary budget.

Tailoring CNO support to the organization required an in-depth assessment of the Nursing Department. Resultant recommendations encompassed department structure, education activities, care delivery model, patient throughput, recruitment and retention, and select role refinement, among others. In addition, the mentor coached Nurse Directors regarding managing employee relations, setting expectations and holding staff accountable, delegating, fostering team work, and communication strategies.

## RESULTS

The CNO successfully transitioned into the role and continues to transform care and practice.

## THE IMA APPROACH

IMA Consulting's experienced nurse consultants perform comprehensive assessments and collaborate with organization leadership to develop individualized improvement plans. Consultants combine their healthcare knowledge and operations expertise with industry standards and benchmarks to tailor approaches that align hospital culture, organizational characteristics, and operational plans to improve performance.