



Capturing Success

Project Title: EMERGENCY DEPARTMENT NURSE LEADERSHIP

SUMMARY

Developing Staff Leadership Skill Sets During Interim Management.

PROBLEM

The leadership team in a Northeast Hospital acknowledged the critical role the ED plays in the medical center's image and in securing market advantage. During recruitment of a permanent ED Nurse Director, the organization needed strong nursing leadership to begin implementation of ED expansion plans and to redesign inefficient work processes. At the facility's request, IMA Consulting provided interim ED nursing leadership to facilitate operational and leadership development goal achievement.

SOLUTION

A comprehensive competency assessment provided the key to successful plans of action. The assessment identified the need for cultural and work environment changes, along with re-evaluation of rendered services. Additionally, knowledge deficits, lack of accountability, and inconsistency emerged as improvement opportunities. After identifying shift leaders who displayed leadership potential and an interest and enthusiasm for change, IMA Consulting mentored each in patient safety, patient satisfaction, staff satisfaction, accountability, and regulatory compliance.

RESULTS

Staff expressed increased satisfaction and articulate their respective role responsibilities, and accountabilities. The shift leaders actively participate in improving patient satisfaction by rounding consistently. Patient satisfaction scores rose by 15 percent points in one quarter. Shift leaders proactively address compliance issues. Each undertakes weekly environment and safety rounds, performs chart audits, and actively participates in change activities on the unit.

THE IMA APPROACH

IMA consistently places content experts within facilities to assist with performance improvement opportunities. IMA Consulting and the organization collaborated to set realistic goals and define action plans to support goal achievement. IMA Consulting's experience, and influential leadership supports a comprehensive solution for the issues. Consultants build relationships and develop trust. Together, these set IMA Consulting apart from other consulting firms and results in consistent outcomes and achievements.