

Client Profile and Requested Services

A 275 bed, acute care facility began the search for a permanent Chief Nursing Officer (CNO) and realized the importance of selecting an interim CNO to ensure their clinical operations received uninterrupted leadership. Upon contact from this client, **HCT Executive Interim Management & Consulting (HCT) provided an experienced interim CNO** to not only provide immediate leadership, but to also assess existing nursing processes and provide performance improvement, wherever possible.

Challenges

The HCT interim CNO conducted an assessment of current nursing operations. A critical element of the assessment process was the building of relationships across nursing departments as well as key health system management that regularly interfaced with nursing. The following opportunities for improvement resulted from the assessment process:

- Improve Core Measure scores,
- Engage staff in their role relative to HCAHPS,
- Enhance the on-boarding process for new manager hires,
- Standardize the morning “Bed Huddle”,
- Close the gap between Geometric Mean Length of Stay(GMLOS) and the LOS, and
- Clarify unit goals and priorities.

An action plan was then developed in support of these identified opportunities for performance improvement. In addition to efforts to resolve the opportunities, the HCT interim CNO focused on facilitating cultural change within the nursing staff itself. In addition, the interim CNO worked with nursing leadership to develop target goals including a Nursing Report Card to measure on-going progress. The performance goals identified by nursing leadership included:

- Increase core measure scores to the 95th percentile,
- Achieve the 95th percentile on Hospital Consumer Assessment of *Healthcare* Providers and Systems (HCAHPS) scores,
- Reduce Medicare LOS by 1 day,
- Fill all vacant nursing positions,
- Train nurse managers in leadership skills necessary to successfully lead their units, and
- Implement a tool for measuring performance.

Results

During the third phase of this engagement, significant improvement was achieved for each of the identified performance goals:

- Increase in Congestive Health Failure (CHF) discharge instructions from 85.7% to 100%,
- Increase in Smoking Cessation Education from 61.9% to 100%,
- Rise in Core Measure composite scores from the 75th to the 95th percentile,
- 12% improvement in HCAHPS “Overall Rating”,
- 16% improvement in HCAHPS “Willingness to Recommend” rating, and
- Decrease in Medicare LOS by 14%.