

## Charge Nurse Leadership Development Leads to Significant Annual Savings

The chief nursing officer (CNO) of this 250-bed, for-profit hospital wanted to improve the quality of care and physician satisfaction in her patient care units. She felt that one of the best strategies to effectively address these issues was to further develop and improve her charge nurses' skills and job performance. As a result, she initiated a 16-week Charge Nurse Leadership Development engagement with B. E. Smith to include a cohort of charge nurses working on two critical-care units and one step-down unit.

B. E. Smith's development program is based on an experiential learning model in which a seasoned executive coach works with individuals in their own work settings during their scheduled shifts. In this situation, the B. E. Smith coach worked with each charge nurse to improve evidence-based performance of major processes most closely linked to improving clinical, financial and satisfaction organizational outcomes.

### Individualized Plans Lead to Organization-wide Results

Based on in-depth organizational, unit and individual charge nurse assessments, the coach customized the curriculum and developed personalized job performance improvement plans for each charge nurse. Reductions in current ventilator-associated pneumonia and hospital-acquired pressure ulcer rates, as well as increased nurse and physician satisfaction, were selected by the organization as demonstrable measures of success by which to judge the program's success and to establish a solid return on investment.

The coach used "just-in-time" learning experiences, such as Joint Commission's arrival and ongoing application of quality management concepts, and had the charge nurses develop unit-specific plans to improve the priority issues described above. The coach's ability to provide relevant, didactic and immediate feedback to each charge nurse daily, improved job performance that was invaluable. By identifying application and reinforcement opportunities, the coach was able to assure that the cohort not

only sustained the improvements, but developed the foundation for further progress.

The outcomes achieved from the experiential approach speak for themselves:

- Hospital-acquired pressure ulcer rates decreased 50% (2.76 to 1.39 per 1000 patient days)
- Ventilator-associated pneumonia rates dropped 34% (9.98 to 6.62 per 1000 vent days)
- Physician Satisfaction improved over 21% (2.8 to 3.4 mean score)
- Nurse Satisfaction with practice environment improved 12% (2.3 to 2.57 mean score)

Using dollar estimates from the Agency for Healthcare Research, the hospital-acquired pressure ulcer and ventilator-associated pneumonia rate improvements alone realized an annualized conservative savings of \$1.68 million.

### what they said

#### Employee response was overwhelmingly positive

The Charge Nurse Leadership Development Program received rave reviews from all levels of the organization. Here's what some of them had to say about the program:

**CEO:** "This was money well spent!"

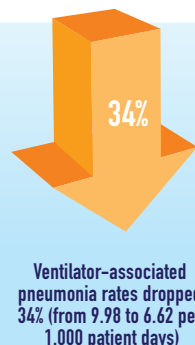
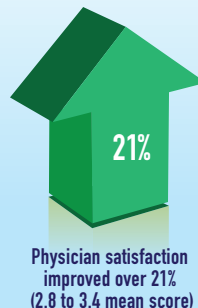
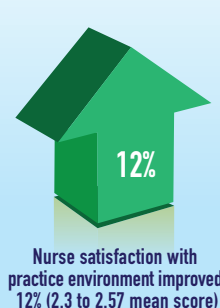
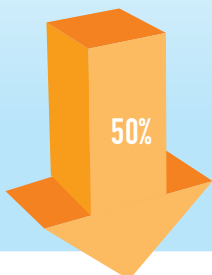
**CNO:** "This program is as good as I had hoped and better than I expected!"

**Quality Director:** "These are the best outcomes we've had in a long time."

**Charge Nurse:** "Now I know how much I didn't know in the beginning!"

### by the numbers

Hospital-acquired pressure ulcers decreased 50% (from 2.76 to 1.39 per 1,000 patient days)



The hospital-acquired pressure ulcer and ventilator-associated pneumonia rate improvements alone realized an annualized conservative savings for the hospital of

**\$1.68 million\***

(\*Dollar estimate from the Agency for Healthcare Research and Quality – AHRQ)