

# Case Study



**Client:** Kettering Medical Center

**Engagement:** Interim OR Clinical Director

## Issues to be Addressed:

- Low number of on-time case execution
- Day to day management
- Establishing accountability structure

## B. E. Smith's Process for Success

### Assessment

In the touch-and-go world of healthcare, key management positions cannot remain empty for long. When Gloria Ceballos, MS, RN, CNAA, BC, needed to fill a leadership gap quickly, she turned to B. E. Smith for help. Ceballos is chief nursing officer and vice president of patient care operations at Kettering Medical Center in Kettering, Ohio. She called on B. E. Smith to find an interim clinical director for the hospital's 21-room OR. Within a few short weeks, a highly seasoned OR leader was on site.

### Action Plan Results

According to Ceballos, the director not only took charge of day-to-day OR management, she rallied staff to make needed process changes. "When she arrived, only 19% of cases began on time," said Ceballos. "Our interim director was able to refine some systems, and now on-time starts are up to 70%."

Ceballos says B. E. Smith provides the flexibility that is essential in today's fast-changing health care environment. "Interim leadership gives you time to evaluate initiatives and make decisions," she says. "It gives you time to think through your organizational structure, yet continue operations so you do not jeopardize case volume and revenue."