

# Case Study (Premier)

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**Client:** Nursing Home in Maryland with 69 licensed beds.

**Engagement:** Interim Director of Nursing

## Issues to be Addressed:

- Compliance with state regulations and preparation for survey
- High use of agency and overtime staff
- Quality-of-care concerns
- Assessing and rebuilding staff
- Frequent turnover in nursing leadership.

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

### Assessment

Identified need for clearer direction and visibility from leadership along with reasons for director of nursing turnover. Supply and equipment processes needed revision to improve efficiency and decrease cost. Quality-of-care concerns were noted with need for staff education and accountability. Identified specific areas and processes causing budget overages (staffing, pharmacy). Performance improvement, risk management and compliance with regulations required immediate attention.

### Recommendations

- Optimize nursing staff to decrease overtime and agency use while providing best resident care
- Instill leadership skills in charge nurses
- Address regulatory deficiencies
- Create an infrastructure to support new director of nursing
- Implement plans to improve resident care

### Action Plan Results

- Eliminated agency staff and significantly reduced overtime
- Developed an on-call nursing rotation program and implemented cross-training of all RNs to charge nurse duties, reducing overtime
- Identified nursing leader potential in the assistant director of nursing and developed a comprehensive orientation program to move assistant director to director of nursing
- Developed policies and procedures, implemented practice changes, and provided staff education to meet state regulations and resident safety and quality care needs
- Developed infrastructure to provide a strong foundation for care delivery and nursing leadership, including position control, overtime variance reports, staff rounds with manager focusing on resident care, wounds and healing
- Reduced expenses through nursing and ancillary process revisions to include training a nurse to capture Medicare Part D approvals, reviewing pharmacy and lab services, and implementing staffing changes
- Developed quality and cost-effective wound care program