

# Case Study

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**Client:** 197–bed acute care hospital in Ohio

**Engagement:** Interim Chief Nursing Officer

## Issues to be Addressed:

- Patient safety and quality-of-care concerns
- Regulatory compliance
- Patient satisfaction
- Nursing leadership structure and need for a resilient team
- Relationships

## B. E. Smith’s Process for Success

### Assessment

- Nursing leadership was fragmented; unit managers wanted to become a resilient team and needed direction and mentoring
- Attention required for patient safety and quality initiatives as identified by managers, medical staff, and ODH/CMS. Patient satisfaction scores (Press Ganey, board members) were low
- Volumes were significantly decreased (new ASC opened, hospitalist issues, low patient satisfaction and employee satisfaction)

### Recommendations

- Develop an effective nursing management and leadership team
- Demonstrate improvement in quality and patient safety initiatives
- Improve patient, employee, and physician satisfaction
- Improve productivity and financial position
- Improve specific major processes

### Action Plan Results

- Increased patient satisfaction scores (Press Ganey) through implementation of proactive rounding, to include manager, staff, and administration
- Turned nursing leadership team into a cohesive and accountable team
- Improved select core measures and national patient safety results
- Implemented case management program in collaboration with VPMA & hospitalists
- Operational turnaround leading to compliance with state regulations and TJC standards evidenced by reinstatement of deemed status from state department of health
- Streamlined productivity processes, reduced overtime expense, and revised pay practices to provide consistency
- Developed and implemented an expense reduction & revenue-generating plan, with financial turn-around noted