

Clinical Excellence Everyday: Director of Nursing 101— Lessons Learned

Linda Lansing
SVP, Operations and Clinical Services



How do we drive Clinical Quality Improvement?

Lesson One: **Our strongest clinicians do not always drive the best clinical results**

- Our clinical leadership team
 - Seasoned, with long tenure
 - Deep clinical knowledge base
 - Technically excellent
- We have a wonderful clinical team and we still have room for clinical improvement

Lesson Two: Our best clinical results are driven by our strongest clinical leaders

- Our top performing centers are managed by our top clinical leaders
 - More likely to drive clinical quality improvement
 - Better overall results
 - Better variance reporting

How do we take Clinical Quality to the next level?

- Clinical tools and processes
 - Tool kits
 - Best Demonstrated Practice Checklists
 - Issue focused clinical communications
 - SCA Quality Index

How do we take Clinical Quality to the next level?

- SCALE—SCA Clinical Leadership Excellence program
 - Safe environment
 - Heads up work
 - Engage with peers
 - Learn and practice tools and techniques

SCALE Focus Area: Addressing challenges

- Need to control
- Lack of alignment
- Resistance to change
- Time spent on teammate issues
- Fear of managing difficult and underperforming teammates

SCALE Focus Area: Talking about teammate performance

- Defining performance
- Leveraging the values
- Providing feedback and coaching
- Performance management conversations

What defines good performance?

- Demonstrates skills and competencies. Delivers on commitments and achieves results—clinical, technical and financial
- Demonstrates and lives our values
- Results in the absence of values are not acceptable

Values and Behaviors

Value	Definition
Clinical Quality	We are committed to outstanding patient outcomes.
Integrity	We do what is right, no matter how difficult. We say what we mean and we do what we say.
Service Excellence	We seek to exceed the expectations of patients, physicians and each other in everything we do.
Teamwork	We work together, helping and supporting one another to make our Centers, Departments and all of SCA successful.
Accountability	We take complete, personal responsibility for our actions and commitments.
Continuous Improvement	We seek to relentlessly improve our performance in every area – clinical, operational, and financial – constantly pushing ourselves to new heights.

How do you describe the value in terms of behaviors?

"What does Accountability look like at our center?"

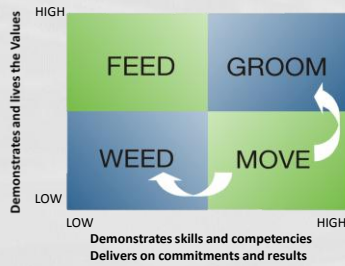
Performance Coaching "Tough Conversations"



SCALE Focus Area: Developing the team

- Performance matrix
- Development plans

Performance Matrix



How are we doing?

- The “right” clinical leadership turnover
- More external hires
- Deepening our clinical leadership bench
- Improved Teammate Satisfaction results
- Improved MD Satisfaction results
- Significantly improved clinical outcome and survey results!
