

# MANAGEMENT SUCCESS

**Hospital Profile:** General Medical and Surgical

**Size:** Medium Metro (150+ beds)

**Area:** Northeastern U.S., part of large system

**Psychiatric Programs:** Adult, Geriatric, Adolescent (50 total beds)

**Challenge:** Census/Overtime/Sitter utilization/Staff shortage/  
High seclusion and restraint usage

## WHY DIAMOND WAS ENGAGED

When Diamond initiated management at this hospital there was a 50% vacancy rate of line staff and 100% vacancy in management positions. The majority of positions were filled by a staffing agency. Because of this labor shortage, the adult and geriatric units were capped at 60% occupancy and the adolescent unit was capped at 50%. Additionally, the units had a high fall rate, and seclusion and restraint usage across inpatient psychiatric units was above the state average, with the inpatient psychiatric adolescent unit being three times the standard deviation above the mean for the entire state.

## SOLUTIONS

- ▲ Provide interim Nurse Manager and Patient Care Director during recruitment phase
- ▲ Develop massive recruitment campaign to fill more than 60 positions including a psychiatrist
- ▲ Create an intensive staff education plan with focus on seclusion and restraint, purposeful rounding and falls
- ▲ Transfer to and train all staff on the Recovery Model of Care
- ▲ Institute mandatory leadership presence to guide teams and improve patient flow
- ▲ Develop Peer and Family Advisory Council and start a peer services program in the inpatient units
- ▲ Reestablish relationships with insurance carriers and strengthen relationships with community agencies
- ▲ Uncap occupancy restrictions and steadily increase average daily census (ADC)

## DIAMOND'S SUCCESS

- ▲ Filled all management positions and currently have 94% permanent staff
- ▲ Decreased total overtime utilization by 45% from October 2016 to March 2017 and maintained
- ▲ Decreased sitter utilization by 66.4% from October 2016 to March 2017 and maintained
- ▲ Realized a significant reduction in seclusion and restraint usage across all inpatient psychiatric units, achieving a -2 standard deviation below the mean on the inpatient psychiatric adolescent unit, and a 2-point reduction on the adult unit
- ▲ Achieved a 40% decrease in falls
- ▲ Steadily increased ADC to 80% or above across all three inpatient units from October 2015 through the present
- ▲ Achieved nearly a 15% overall increase in ADC on the adolescent unit and 5% increase on the geriatric unit