



## CASE STUDY: The Benefits of DON Mentoring

**Results show that providing new Directors of Nursing with individual coaching and support improves survey preparedness and morale.**



### SUMMARY

The client experienced repeat turnover in the Director of Nursing role at a facility. The local talent market was extremely competitive. This left the position open for several months. Eventually, the position was filled by a strong unit manager with no direct DON experience. The new DON was clinically confident with a focus on quality. The staff took to her quickly thanks to her warm, caring nature and willingness to assist in challenging situations. Her staff, several of whom were also new to their roles, were very busy and she did not want to overwhelm them. Yet, the DON lacked management experience and felt isolated and overwhelmed. In doing so, she routinely worked 10 to 12 hour days, including weekends on call.



### CRITICAL FINDINGS

- No accountability for managers and staff
- Lack of experienced clinical leadership
- Multiple clinical deficiencies and an outstanding plan of correction
- Poor communication between leadership and staff



### SOLUTIONS

The provider recognized the need for coaching and support for the new DON. LW Consulting, Inc. (LWCI) fulfilled this need, providing mentoring and educational services. The experienced LWCI Consultant aided the new DON in understanding her role, preparing for the survey process, addressing the plan of correction, and focusing on quality of care. Together, the DON and Consultant developed a daily checklist to act as a guide. Communication processes were improved through daily clinical meetings, weekly leadership check-ins, and monthly staff meetings. Additionally, the DON and Consultant partnered with Human Resources to improve the hiring process.

### AT A GLANCE

#### Time Frame

- Winter/Spring 2019

#### Organization Details

- 100 beds
- Faith-based
- Southeastern United States
- Multi-site provider

#### Outcomes

- DON focus shifted from day-to-day management to quality of care and strategic leadership
- Enhanced survey preparedness
- Unified and supportive clinical leadership team
- Improved staff communications
- DON is competent and confident in their role

### About LW Consulting, Inc.

LW Consulting, Inc. is a recognized leader in providing reimbursement, operational, and clinical consulting solutions across the full continuum of healthcare delivery.

We also provide interim staffing for post acute care providers.

We are an Independent Review Organization performing audits under CIAs and an expert resource to providers, attorneys, and government agencies in ensuring organizations meet the myriad of guidelines, requirements, and statutes that regulate the delivery of healthcare services.