Grace, CNO

"Trying to balance optimal care delivery, alongside margin pressure is my greatest concern."

ABOUT

Hospital	Urban Health System – 500 beds
Department	Executive
Experience	3 years as CNO
Shift	Day, 9-5
Patient Load	None
Education	Masters
Age	59

As a CNO, Grace spends most of her time attending meetings and responding to emails. She has very limited resources, though a lot of weight on her shoulders related to patient care. Public transparency to her organization's care performance and the risk of litigation keeps her up at night. She is under constant pressure to do more with less, given margin pressure. She struggles some days since she's not as confident in her level of business acumen alongside her CEO and CFO. Though she still feels compelled to leave a mark on healthcare and on her profession.

Greatest challenges:
- Assuring perception of quality care – outcomes showing incremental improvement
- Limited budget to address scope of problem – high risk of failure without creativity
- Reducing costs, especially given turnover and alongside limited business/strategy expertise
- Quality of leadership reporting to her
- Complex buy-in and decision-making process given silos
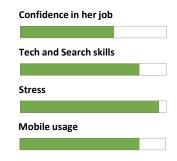
Resources she needs most from HSTM:
- Clinical workforce analytics
- Effective Residency and onboarding for retention
- BLS, ACLS, PALS, NRP
- HCAHPS and Nurse satisfaction
- Frontline access to evidence to minimize risk of litigation
- Documentation of staff competence for accreditation
- Leadership development to assure broad impact

What excites her:
- Seeing patient outcome improvement (self-fulfilling)
- Nurses expressing satisfaction and pride
- Innovative resources that may help her make a difference

What workflows she engages in *most*:
- Email
- Research – published improvement studies or success stories
- Data dashboards – HCAHPS, bed occupancy and length of stay, staff levels
- Many in-person meetings

Confidence in her job

Tech and Search skills

Stress

Mobile usage

TECHNOLOGY
- PC at her desk
- Laptop she brings to meetings
- iPhone

RESOURCES SHE CAN ACCESS
- Research DB CINAHL
- HR Platform Success Factors
- Org Intranet
- OneNote & Outlook
- AONE Listserv
- EMR – Cerner
- Care Planning – Micromedex
- Personal subscriptions to:
  - Nursing Management
  - Journal of Critical Care

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