

HealthLinx Case Reports

Case Report #4081

Leadership Excellence Project: Director Cardiac Cath and Interventional Labs

Remote community hospital achieves \$200,000 Positive Financial Impact in 150 days

Permanent Leader Acquisition Turnaround Time to Leader Start 87 days

Case Overview

Facility Overview: 350+ bed, not-for-profit hospital located in rural and generally unknown location, 3,000 cardiovascular cases annually

Case Presentation: Position vacant for 401 days, stretch coverage provided by Director OR, low staff engagement and losing volume. Issues with patient flow, denials, and documentation for the American College of Cardiology.

Outcome: Transitional Leader achieved targeted deliverables and produced approximately \$200,000 in PFI within 5 months, while successfully transitioning the hired permanent leader into the role after only an 87-day turnaround!

Aim/Client Goals for Engagement

HealthLinx' aim was to provide an immediate leadership solution to a high risk area and achieve mutually agreed upon goals. In addition we would identify the Permanent Leader and provide a seamless handoff between the Transitional and Permanent Leader.

- Acquire the PL for long-term position leadership and performance
- Coordinate the departure of the Transitional Leader (TL) and on-boarding of the PL
- Coordinate the departure of the Transitional Leader (TL) and on-boarding of the Permanent Leader

Client Project Goals
<ol style="list-style-type: none"> 1. Acquisition of a Permanent Leader based on a customized leader profile 2. Decrease supply expenses 3. Improve call team response time 4. Ensure accurate documentation of data for the American College of Cardiology 5. Educate physicians on guidelines to decrease denials

HealthLinx always performs a diagnostic assessment, sets realistic expectations, and then uses its proven processes and best practices. Using this highly prescriptive process, all levels of the organization were engaged to develop and then execute the transformational plan.

Changes Hardwired

1. Processes and support developed for after-hour response
2. Implemented stocking plan to prevent wasted time
3. Engaged physicians as an integral part of performance improvement

Process

Following an initial conversation with the client organization, The HealthLinx Outcome Leadership Excellence Process was implemented. The process is designed to:

- Immediately improve the position's leadership and performance
- Stabilize the position to achieve longer-term goals
- Prepare the position for a sustainable Permanent Leader (PL)

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Measurable Outcomes

Baseline*	Outcome	Financial Impact
<i>Quantified Financial Impact from Key Deliverables</i>		
Stent contract		\$210,420

Other Measurable Impact from Key Initiatives

Added dictation module to McKesson

**Baseline – Rolling 12 months preceding HealthLinX Engagement*

Key Takeaways / Lessons Learned

1. Transitional Leadership brings seasoned leaders to assess and stabilize disrupted processes, adding credibility and expertise to achieve deliverables.
2. Focused TL project management can drive process improvement that was stalled or unwelcome because of prior leadership turnover history and staff concern.
3. Transitional Leadership helped to make the role more desirable for a permanent leader considering the position.
4. Permanent Leadership project approach finds and vets the best leader for the role. This location was difficult to recruit for due to lack of knowledge of the location and thus lack of immediate interest or draw to the area. HealthLinX sourced a leader familiar with

and thus interested in the location, as well as qualified for the position through proactive, targeted recruitment efforts.

5. HealthLinX' project management efforts helped to align primary riskholders, while making recommendations to also help improve the overall desirability of the position as it pertained to the national market, as well as guided the client through a successful offer-phase.
6. The transition phase from TL to Permanent Leader was critical to ensure the PL was set up for success to hit the ground running once the TL left.

Project Timeline

The client engaged initially in Transitional Leadership in order to better set up the department prior to starting the Permanent Leadership Acquisition phase of the project. The on-site Diagnostic Assessment for the PL phase of the project helped identify necessary "intangible" traits of the Permanent Leader. A recommendation to increase salary helped increase the supply of interested, highly qualified leaders, producing hired PL. Pre-scheduling interviews and the offer phase expedited the process and saved seven project days. A total of 32 project days were saved in the permanent leadership phase of the project.

