

# HealthLinx Case Reports

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Case Report #4182

## Leadership Excellence Project: Pharmacy Director

*Remote community hospital achieves \$300,000 Positive Financial Impact*

*Permanent Leader Acquisition Project Turnaround Time to Leader Start 77days*

### Case Overview

**Facility Overview:** Remote, for profit, 75 bed community hospital

**Case Presentation:** Frequent leadership turnover, poor employee engagement, Pharmacy and Therapeutics (P&T) Committee not active, large amount of missing and returned and medications, pharmacy hours 18 hours per day

**Outcome:** Targeted deliverables achieved in 4 months

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### 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.

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

<b>Client Project Goals</b>
1. Acquisition of a permanent leader based on a customized leader profile
2. Improve employee engagement
3. Provide medication controls
4. Establish functioning P&T Committee
5. Expand department hours 24 hours per day



### Changes Hardwired

1. Implemented staff meetings, huddles, assure education and competencies completed
2. Monitor Accudose discrepancy and diversion reports with Nursing follow-up
3. P&T Committee formed and opportunities presented monthly for optimal outcomes and cost
4. Pharmacy hours expanded to 24 hours a day

### 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 for longer term goal achievement
- Prepare the position for a sustainable Permanent Leader (PL)
- Acquire the PL for long-term position leadership and performance
- Coordinate the departure of the Transitional Leader (TL) and on-boarding of the PL

### Measurable Outcomes

Project Length:	4 Months
Permanent Leader start	77 days

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Baseline*	Outcome	Financial Impact
<i>Quantified Financial Impact from Key Deliverables</i>		
Captured missed charges for meds		\$280,900
Contract Negotiation		\$7642
Labor Management		\$6,000
<i>Other Measurable Impact from Key Initiatives</i>		
Risk mitigation for regulatory issues		\$21,820

\*Baseline – Rolling 12 months preceding HealthLinX Engagement

## Key Takeaways / Lessons Learned

1. Effective Leaders at all levels produce quality and financial impact for organizations
2. Hardwiring best practice consistently produces desired outcomes.

## Project Timeline

Desirability due to location was a threat. HealthLinX guided the client to enhance the overall Desirability of the position by designing a customized tour of the area, increasing relocation assistance, and including the leader's spouse in the onsite visit and highlighting features of the region that were relevant to her

