

Case Report # 4382

## Permanent Leadership Acquisition Project (PL120): Clinical Pharmacy Manager Project Turnaround Time from Diagnostic Assessment to Leader Accept - 77 days

### Case Overview

**Facility Overview:** 350 bed, not-for-profit, community hospital in rural location

**Case Presentation:** Challenging location due to reputation of the community. May be considered a lateral move in title and scope to most leaders.

**Outcome:** Big 4 Threats mitigated. Targeted outcome of acquiring permanent leader achieved.

**Client Quote:** "HealthLinx' process yields better results than our own team. I have greater confidence in HealthLinx!"

### Aim / Client Goals for Engagement

HealthLinx' aim was to utilize a project management solution designed to manage the Big Four Threats to Success<sup>SM</sup> in order to acquire a Permanent Leader within a defined timeline, and ultimately to improve outcomes.

<b>Client Project Goals</b>	
1.	Acquisition of a Permanent Leader based on a customized leader profile
2.	Bring focus back on an Antimicrobial Stewardship program.
3.	Staff development of Pharmacy staff members.
4.	Review the Cardiac Formulary as it relates to Cardiac Cath Lab and Cardiac Cath Lab Procedures
5.	Foster clinical relationships within the organization

### Process

Following an initial conversation with the client, the HealthLinx Permanent Leadership Acquisition Process (PL120) was implemented in order to remove existing threats and acquire a quality permanent leader within 120 days. 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 project plan.

### Key Takeaways / Lessons Learned

1. **Location:** When a hospital is located in an area of the country that is more remote or the community has a reputation, this desirability threat must be mitigated. A leader, in many respects, needs to have a personal or emotional connection to the community, in order to stay in the conversation about the leadership opportunity.
2. **Salary:** The salary was identified as a threat during the Diagnostic Assessment. The Director had presented a proposal for salary adjustment which had not been approved. During the initial entry into the market, leaders were specifically asked about salary. The data was shared in the first project strategy call. This was the additional input that the organization needed to approve a salary adjustment.
3. **Title:** The position is Clinical Manager. For someone with a similar title, this was considered a lateral move for anyone already in a management position. This concern was mitigated when the Director was open to consider someone earlier in their career, or "an up and comer" for this role.
4. **Internal Interest and Support:** A pharmacist from within the department applied for the position. This person was interviewed along with the leader

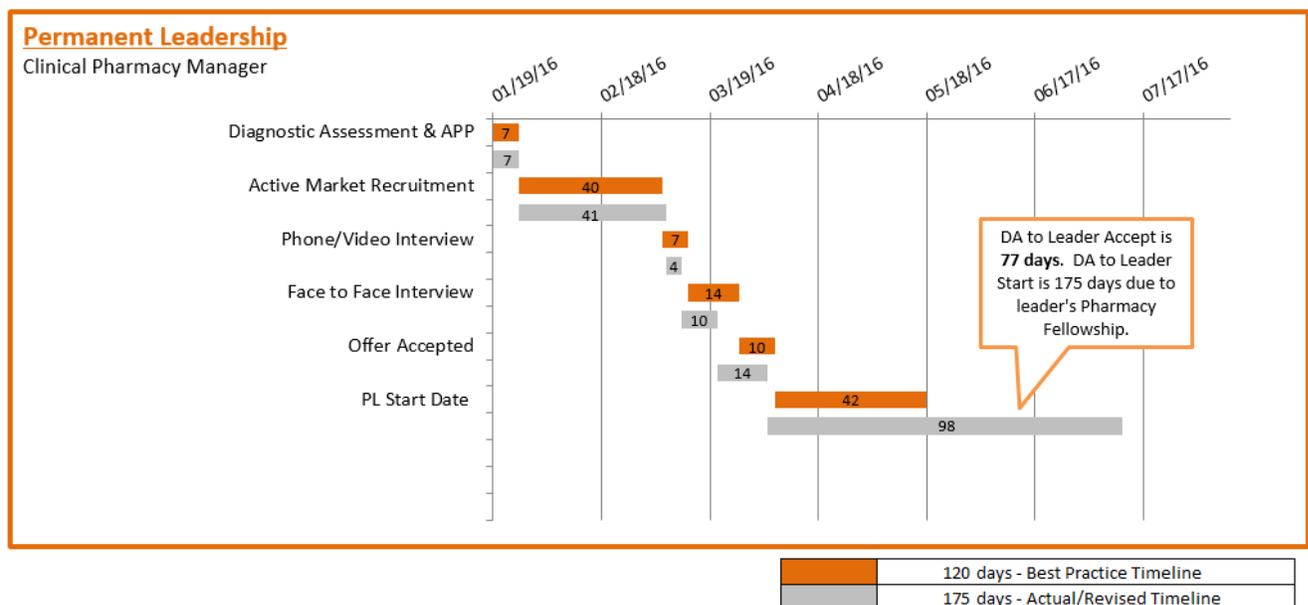
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ultimately selected. When an internal staff member enters the process, the situation must be handled so carefully due to risk to alienate the leader and potentially lose them from the organization. In addition, the department support of an internal applicant adds a layer of sensitivity which must be handled carefully and with considerable respect. The Director was successful in communicating decisions and the internal applicant was a consummate professional and supporter of the selected leader.

5. The HealthLinX process sourced this leader with roots in the community who was in another state completing a Pharmacy fellowship. The hospital and leader wouldn't have found one another without our best practice approach of dedicating a team to call and source leaders.

## Project Timeline

Three leaders were sourced for this Project. The first leader was sourced and presented within 21 days of the start of the Project. This leader withdrew due to an internal promotion. The internal leader and selected leader were vetted at the same time toward the end of the 40 days of active market recruitment. The selected leader accepted the position on day 77 of the Project (best practice is 78 days). The extended period from acceptance to first day was due to that leader completing a Pharmacy Fellowship which was essential to their growth and development. In addition, the completion of the fellowship benefits the organization as the leadership skill set of the selected leader is further refined.



## Client Testimonial / Feedback

*"HealthLinX process is thorough and well-standardized, but able to be customized based on any specific Project. The process works... and is worth the investment!"*

~Administrative Director of Pharmacy