

Case Report # 4576

## Permanent Leadership Acquisition Project (PL120): Corporate Patient Safety Officer

*Project Turnaround Time from Diagnostic Assessment to Leader Start 125 days*

### Case Overview

**Facility Overview:** Not-for profit, 650+ bed, teaching-affiliated community hospital.

**Case Presentation:** System level position with a leadership gap extending more than three years. Facility's rural, impoverished location was expected to be undesirable to most leaders. In addition, the organizations lack of system level-infrastructure in sharing Patient Safety practices has been identified as a threat. Finally, salary, and title may pose a threat in position desirability.

**Outcome:** Big 4 Threats mitigated. Targeted outcome of acquiring permanent leader within agreed timeline of 120 days achieved in 125 days.

**Client Quote:** "I wish we hadn't wasted a year in this search "not" using HealthLinx!" ~VP/Chief Risk Officer

### 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.

(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.

#### Client Project Goals

1. Acquisition of a Permanent Leader based on a customized leader profile
2. Assess the culture of patient safety with a vision to reestablish a safety culture
3. Work to standardize and bring a system focus
4. Inventory all of the patient falls activities and committees
5. Develop a charter and organize the initiative, identifying campus leads/champions and medical staff sponsorship for success
6. Develop and roll out a plan for patient safety

### Key Takeaways / Lessons Learned

1. History: The organization had eliminated the position under previous leadership, and it sat vacant for three years. Under new executive leadership, there was a renewed focus on patient safety, so the position was reactivated.
2. The Diagnostic Assessment to initiate a project is the single most important part of the project to assure comprehension and alignment for securing the best available leader for a position.
3. Title: The job title and job family were addressed during the Diagnostic Assessment, clearly placing this role at a system level and in a higher management level. Defining the title at the beginning of the project helped facilitate accurate leader selection.
4. Location: When a hospital is located in an area of the country that is more remote, this desirability threat must be mitigated. A leader, in many respects, needs to have a personal or emotional connection to the

### Process

Following an initial conversation with the client, the HealthLinx Permanent Leadership Acquisition Process

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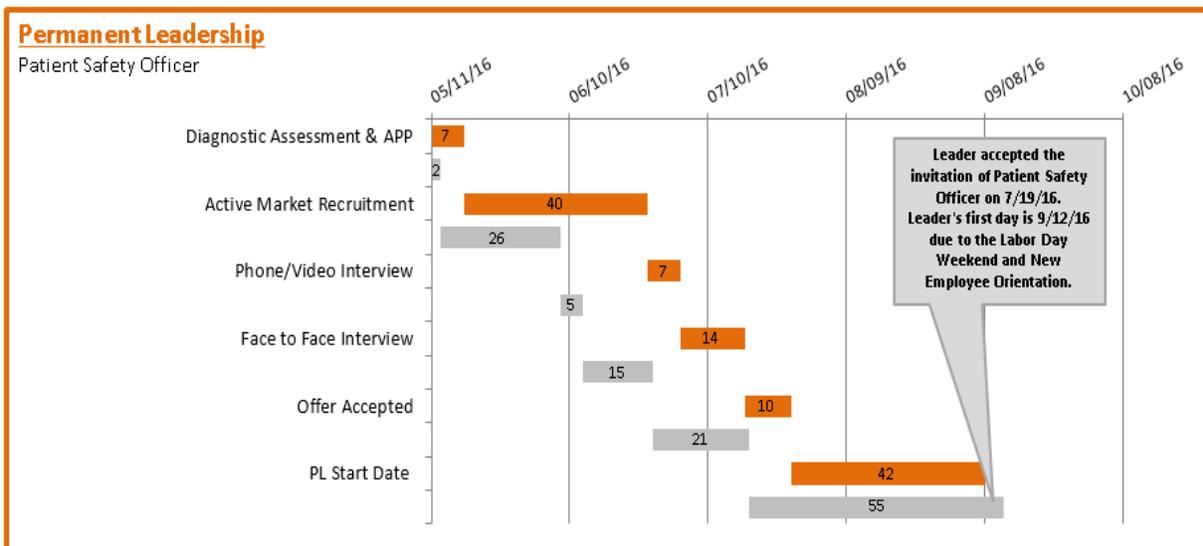
community, in order to stay in the conversation about the leadership opportunity.

- Hiring Process: The organization requires a leadership assessment prior to making an offer; this requires more aggressive project management to prevent timeline delays.

## Project Timeline

The Hiring Authority for this position was very engaged from the first conversation about the Project through the completion of the engagement. Communication in spoken word and written are essential to effective Project management. The selected leader was sourced very quickly through the HealthLinx best practice process of blitzing the national market within one week of completing the Diagnostic Assessment. The selected leader was found during that process and moved quickly through the

advanced and thorough HealthLinx vetting process. Once presented to the Hiring Authority, the decision to invite the leader to join the organization was an easy one. The time period from on-site interview to offer accepted was extended by two weeks past HealthLinx best practice timeline due to the organization’s requirement to complete an additional leadership assessment prior to offer. HealthLinx worked to keep the selected leader engaged through that process, and ultimately helped the client through a successful offer, and transition and on-boarding process designed to promote retention of the new hire, and position the new permanent leader for long-term success.



	120 days - Best Practice Timeline
	125 days - Actual/Revised Timeline

## Client Testimonial / Feedback

*“HealthLinx made a believer out of me with their process. We agreed to a Project timeline from the start, and HealthLinx beat that timeline! I could not have been more pleased with how everything went. I will go directly to HealthLinx (vs. our HR team) the next time I want the job done right!”*  
 ~VP & Chief Risk Officer