

Case Report #4277

Permanent Leadership Acquisition Project (PL120): NICU Director

Project Turnaround Time from Diagnostic Assessment to Leader Start 82 days

Case Overview

Facility Overview: Community Hospital with 30-bed level III NICU and over 1700 annual births.

Case Presentation: Position was being stretch covered, low team morale with large turnover rates.

Outcome: Big 4 Threats mitigated. Targeted outcome of acquiring permanent leader achieved 38 days ahead of schedule, saving client fees of \$15,524.23.

Client Quote: "...During the entire process, there was no detail left to question. HealthLinx provided excellent service to us during our search."
~Hospital Administrator

Aim / Client Goals for Engagement

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

Client Project Goals

1. Acquisition of a Permanent Leader based on a customized leader profile
2. Improve employee engagement; team build with staff and clinical supervisors
3. Assess and assure compliance with State Perinatal Standards
4. Grow services to meet the needs of the community
5. Reengage staff in Shared Governance

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. NICU Nursing Leadership is a specialized small group of viable leaders. HealthLinx' ability to help this client accurately and comprehensively develop the Customized Leader Profile and Project Plan were essential to building interest of potential leaders, and ultimately attracting the best leader faster.
2. HealthLinx' Best Practice of making no less than 500 calls into the most targeted market group within the first week of entry into the national market resulted in the identification of the acquired leader within one week of the launch of the project. The Hiring Authority's willingness to move swiftly through the interviewing and acquisition process assured that this leader would not be tempted toward a different, competing available opportunity in the market.
3. The Hiring Authority was engaged, collaborative, and motivated from the very beginning of the project to find and hire the best leader for the role. This person was essential to winning the commitment of the acquired leader. The Hiring Authority did not feel the need to "comparison shop" for additional leaders prior to making a final hiring decision.
4. Location: This hospital is located in a rural community, so recruiting a leader from a metropolitan area to the community was identified early on as a threat to the success of the project timeline, with the accompanying recommendation to move quickly upon identification

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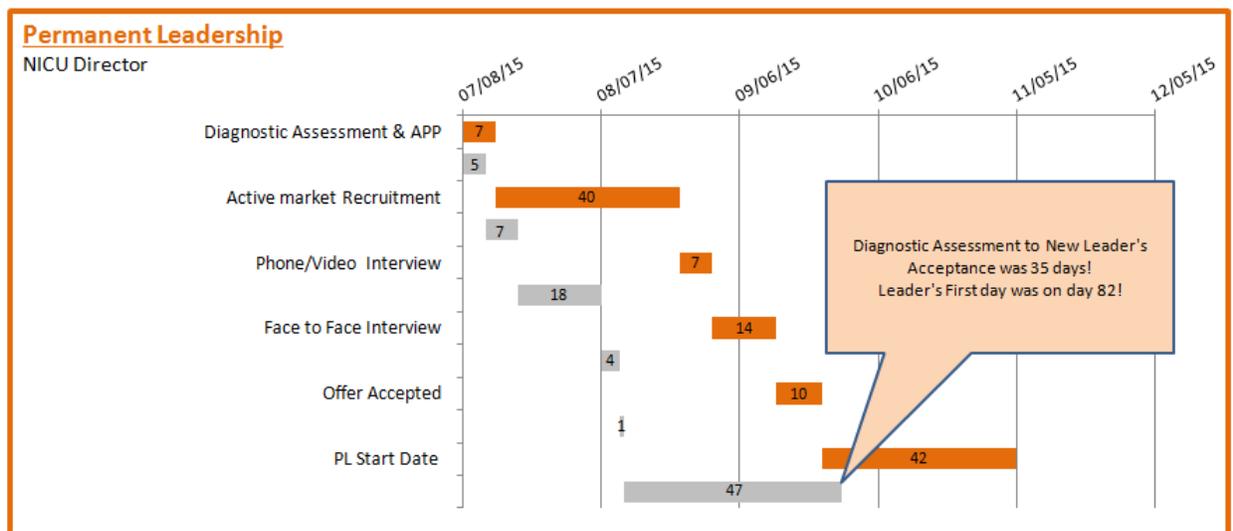
of a leader who was both interested in pursuing the opportunity, and qualified based on the realistic Customized Leader Profile created and agreed to between HealthLinX and Client. The Hiring Authority and Hospital welcomed the leader and spouse when they were on-site.

- There was no need for negotiation of the formal offer of employment due to the Client creating and HealthLinX extending the best offer first in order to further attract and entice the leader. The proactive management of the interview and offer phases led by HealthLinX resulted in more saved time and thus dollars. Further, it made the decision to say “yes” to the offer of employment an easy one for the newly acquired leader!

to enter the active market recruitment phase of the project on day five, two days ahead of schedule. An interested leader was sourced, and vetted through the HealthLinX best practice recruitment process, matching all previously agreed to points of criteria, allowing for formal presentation to the Hiring Authority on day 13 of the project, 34 days ahead of schedule. The time between initial phone and on-site interview was extended beyond HealthLinX best practice due to Client availability. Once on-site, and given HealthLinX thorough presentation process and both client and leader preparation for an effective on-site interview, it was evident to all that the presented leader was “the one.” HealthLinX guided the Client to proactively prepare an offer letter at the time of onsite interview with the points known that were acceptable and competitive in the market to save even more time. Human Resources had an offer letter ready, and the selected leader accepted within 24 hours.

Project Timeline

The project plan was written and accepted within four days of the Diagnostic Assessment, allowing the HealthLinX team



	Best Practice Timeline
	Actual/Revised Timeline

Client Testimonial / Feedback

“Working with HealthLinX in the search for our NICU Director was a seamless process from beginning to end. (HealthLinX VP) made sure any expectations of our team were clearly communicated. The on-site assessment was very thorough which provided for an extremely short active market recruitment time frame. (HealthLinX VP) gathered feedback from a variety of sources who interact with our NICU Director often. During the entire process, there was no detail left to question. HealthLinX provided excellent service to us during our search.” ~ Hospital Administrator