

## Case Report #193

**Leadership Excellence Project: Corporate Pharmacy Director**

*Teaching Hospital achieved \$1.1 Million in annualized positive financial impact.*

*Project Turnaround Time from Diagnostic Assessment to Leader Start 133 days.*

**Case Overview**

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

**Case Presentation:** Former director did not provide comprehensive leadership such as not holding staff accountable, and lack of vision for department. Facility's rural, southern location expected to be undesirable for most leaders in the national market.

**Outcome:** Targeted project deliverables achieved, and permanent leader acquired in approximately 4 months.

**Client Quote:** "My expectations were exceeded!" ~Senior Vice President

**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.

- 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

**Client Project Goals**

1. Acquisition of a Permanent Leader based on a customized leader profile
2. Assess opportunities for drug cost savings
3. Overall assessment of Pharmacy operations
4. Assess for regulatory compliance
5. Increase team accountability and engagement
6. Evaluate and make initial recommendations related to feasibility of OPT pharmacy and processes needed to increase the filling of discharge meds.

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. Implemented best practices in supply chain procedures for drug cost savings.
2. Completed an overall appraisal of Pharmacy Operations to be started by the permanent leader.
3. Evaluate risks for regulatory compliance, including medication administration and reconciliation within forensic health clinic.
4. Standardized processes with team accountability and engagement across the health system.

**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

## Measurable Outcomes

	Baseline*	Outcome	Financial Impact
Quantified Financial Impact from Key Deliverables			
Drug cost per APD	\$86.57	\$81.51	\$1,121,104

\*Baseline – Rolling 12 months preceding HealthLinx Engagement

## Key Takeaways / Lessons Learned

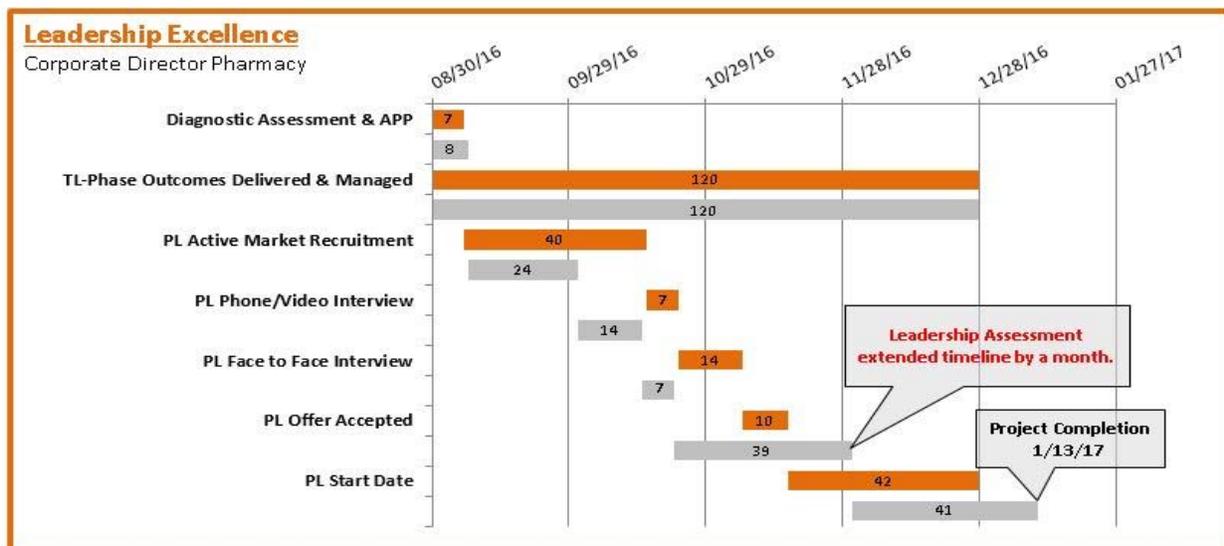
1. Understand the State Licensure Requirements – there were steps in the process that would have extended the project timeline significantly for any leader not already licensed in the State. This was mitigated by focusing recruitment efforts in the State.
2. The Diagnostic Assessment is the single most important activity of any project. The needs of the organization and this division were understood and articulated to leaders so that they could discern their interest.
3. This position is a Corporate Director which is a System position covering multiple campuses. While the title could not be changed, explanation of scope and responsibility to potential leaders helped to improve desirability.
4. Location is key. When a hospital is in a remote location, a leader must have a connection to the area

either through family connections or due to life preferences of not living in a larger more urban area.

5. Transitional Leadership was essential to prepare the way for the Permanent Leader. Expert assessment and knowledge of regulations helped in the development of an action plan to prepare the Division and Staff for the arrival of the Permanent Leader.

## Project Timeline

The former Director announced their retirement 18 months in advance of the date. Another firm sought to recruit and fill the position, however, the selected leader was unable to fulfill the hiring contract. With HealthLinx previous success on other critical leadership projects for this hospital, the client turned to HealthLinx for this position for assistance. Knowing the risk that obtaining State Licensure could extend the project timeline, the focus of the team was in-State. Within the first 24 days, two leaders were sourced, vetted, and presented. Both leaders completed video interviews and were invited on-site for panel interviews. The selected Corporate Director needed to complete a Leadership Assessment. Scheduling of the assessment proved to be a challenge because of assessor availability. The Thanksgiving Holiday and New Employee Orientation schedule conflicts caused the project timeline to extend past 120 days, by 13 days.



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

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## ***Client Testimonial / Feedback***

*"We've used HealthLinx on prior engagements with good results, which is what prompted me to use HealthLinx to assist in managing this project. My expectations were exceeded! The HealthLinx VPs I worked with did an excellent job building a professional, consultative relationship with me as my trusted advisor." ~Senior Vice President*