

## Case Report #2142

### **Permanent Leadership Acquisition Project (PL120): Corporate Director of Quality**

*Project Turnaround Time from Diagnostic Assessment to Leader Start 195 days*

#### **Case Overview**

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

**Case Presentation:** Existing client on other projects. Leadership history of two leaders within a ten-year timespan. High-functioning team but challenged by collecting meaningful data. Recent wrong site surgeries, mortality rates have been consistently higher than the national average.

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

**Client Quote:** *"It's [HealthLinX' Process] a very customized approach rather than a one-size-fits-all approach."* ~CMO

#### **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.

<b>Client Project Goals</b>	
1.	Acquisition of a Permanent Leader based on a customized leader profile
2.	Provide resources to hospital staff so that they are in a continuous state of readiness for DNV and other regulatory surveys
3.	Assess department structure, and develop department/hospital goals
4.	Critically and accurately analyze quality data to provide leaders dashboards needed to make strategic business decisions
5.	Develop action plans to address: all HAC, CAUTI, CLABSI, Falls, Medication errors and reconciliation

#### **Key Takeaways / Lessons Learned**

1. 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.
2. Location: When a hospital is in an area of the country that is remote, the desirability threat must be mitigated. For consideration of any career move, a leader needs to either have a personal connection to the community or a career-benefitting change from salary and or position to stay in the conversation. The selected leader had a personal connection to the area, already residing in the region.
3. Hiring Process: This client requires an external leadership assessment prior to making an offer, which requires more aggressive project management to prevent timeline delays.
4. Quality Departments are typically staffed with a variety of licensed professionals each of whom have their own specialty or expertise. Originally, the organization wanted a nurse for this role, and the

#### **Process**

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

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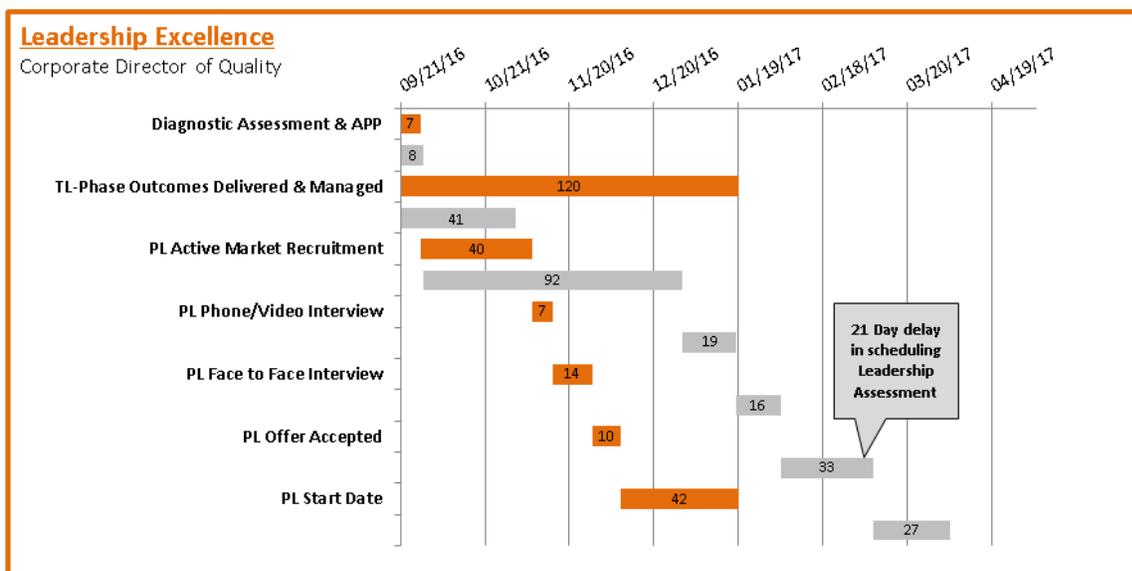
selected leader was not a nurse yet had significant quality leadership experience. Hence, keeping communication fluid throughout the project related to openness to modifying expectations where necessary, is essential to presenting a leader who may have the leadership acumen to do the job, yet come with a different-than-anticipated skill set.

5. Strategic delays, or Process Deviation knowingly extended the project timeline. Rather than race to beat the timeline set forth at the beginning of the project, there was an intentional decision to align the key stakeholders for the success of the Leader ultimately selected for the role. This resulted in both the Leader and the Hiring Authority being comfortable with the steps and assuring the acquisition of the Leader, as well as time saved on the back-end of the project.

## Project Timeline

The Project launched with a planned, 120-day timeline. With System responsibility, it was expected that the position would be highly desirable in the market, and the

leader would be identified and hired quickly. However, those who expressed interest required a salary significantly above the given range, while most also desired an expanded title. In order to maintain fairness and equity within the organization, it was not possible to make that adjustment, and the client took HealthLinX' recommendation to modify expectations of the customized leader profile to attract the best leader that could be afforded. As the selected leader was not a nurse (as originally required in the Customized Leader Profile) the time from HealthLinX interview to Hiring Authority interview was extended in order build understanding and agreement to consider the leader. Outside of our normal process, HealthLinX recommended the initial interview be completed in person vs. over the phone. This successful adjustment resulted in the leader being highly supported to move forward to onsite, panel interviews. The client's required, external Leadership Assessment was scheduled, successfully completed, and an offer was extended at the range equitable for the client as well as acceptable to this leader.



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

## Client Testimonial / Feedback

"HealthLinX' process and methodology is very sound in terms of how HealthLinX approaches the assessment of the needs of the organization and the methodology in

matching it up with the leaders presented... I would be very apt to recommend HealthLinX!" ~CMO