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The Office of Public Health Support is pleased to continue the "IHS CEO Brief," an email series designed to stimulate involvement in retention problem solving through the sharing of successful retention strategies and case studies. These are actual situations from IHS CEOs, clinical directors and nurse directors in which they took a specific action that led to a positive outcome.

The "IHS CEO Brief" series, a component of the Retention Executive Management Toolkit, will deliver valuable information to help you address the challenge of retaining our professional and clinical staff. These case studies recognize that there is a knowledge base of successful retention strategies within IHS. We encourage you to review these cases and to discuss with your staff how the strategies can be implemented if you are faced with similar challenges.

In this issue, you will discover how one CEO made a difference with an employee through coaching and making herself accessible to the staff. This case focuses on the best practices of professional development and communication.

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CASE STUDY

Chief Executive Officer
Location: Small IHS Hospital

Background: The hospital had just hired a new Ambulatory Care nurse manager. Although the new employee was a trained nurse with bright prospects, she had not yet acquired managerial experience.

Challenge: The CEO knew that if the employee were not properly trained as a manager or lacked the proper workplace support, she might become overwhelmed by the environment and leave the organization.

Solution: The CEO took it on as her personal and professional responsibility to coach the

new nurse manager and give her the specific tools she needed, such as guidance on how to establish workload priorities and confidently execute them. Another part of the CEO's in-depth training plan involved making herself readily available so that her new employee could get immediate answers to questions and deal with any issues before they had a chance to escalate out of proportion.

Lessons Learned: Taking the time to make a true investment in her employees is something the CEO considers an innate part of her job. By coaching staff on how to perform their best, she stays in touch with their concerns and needs and ensures they have everything they need to grow, progress and succeed throughout their careers.

BEST PRACTICES IN ACTION

Investing in your employees' professional development will help you to create a successful and enriching work environment.

Giving your staff members the opportunity to express themselves is key to helping ensure long-term success within the organization.

As a manager, you must set a standard that inspires and supports staff members and recognizes them as the heart and soul of your organization.

WORDS TO LEAD BY

[The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment](#) Robert S. Kaplan and David P. Norton

[The Fifth Discipline: The Art & Practice of The Learning Organization](#) Peter M. Senge

[Zapp! The Lightning of Empowerment: How to Improve Productivity, Quality, and Employee Satisfaction](#) William Byham and Jeff Cox

[If Disney Ran Your Hospital: 9 1/2 Things You Would Do Differently](#) Fred Lee

We recognize that you may have successful retention strategies and your own best practices and we value your input. Send your stories or comments, or add a colleague to the mailing list. Email us at: [IHS CEO Brief](#).



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