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The Office of Public Health Support presents the second IHS CEO Brief in our email series designed to help you address the challenge of retaining our professional and clinical staff.

In this issue, a clinical director realizes that people are an asset if they are the right people for their jobs. This case stresses the best practices of leadership, communication and participatory management.

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CASE STUDY

Clinical Director, M.D.

Location: Small Community Hospital in a Mid-Sized Community Setting

Background: A doctor was hired by the facility's outgoing CEO to join the hospital's team of family physicians. When the CEO left his position, the clinical director stepped into his shoes and provided final approval of the new doctor.

Challenge: Although this new doctor was clearly a good physician, the director wasn't sure she was the best fit for the job. During her first year, when she began indicating scheduling conflicts - particularly around evenings and weekends - to him, the director tried to work with her to ensure he wouldn't lose a good doctor. He hoped to offer her incentives to satisfy her needs and encourage her career advancement, but her workplace concerns continued.

Solution: The clinical director discovered that another local outpatient facility would soon be seeking a family physician for its service unit. Surmising that his employee would find it a better fit for her, he suggested she consider taking the position. She was very grateful for his suggestion and took it upon herself to learn more about the opportunity. Although the change would leave him short-staffed, he felt confident it was the right decision: the physician would be retained within IHS in a more suitable position, while he would be able to hire someone else who fit better with his facility.

Lessons Learned: The clinical director ultimately realized the people he hired were only

an asset if they were the right ones for the job. He knew it was much better to lose a professional to another IHS facility than to keep her on his own staff. It would give him the opportunity to find a candidate who could enjoy a long-lasting career within the hospital, while enabling his former employee to pursue a position that she felt met her professional and personal goals, as well as the IHS mission.

BEST PRACTICES IN ACTION

The most effective leadership happens when you, as an executive manager, fully understand your organization and are able to clearly define your goals and strategies.

By communicating your expectations not only to existing staff but also to any prospective staff members, you will be better able to make hiring decisions that will benefit both your facility and the organization.

It's often best to involve your staff in your hiring decisions. They know exactly what it takes to get the job done every day and can identify who would be a good fit with the organization. Utilizing their knowledge - along with your own experience - is an example of participatory management that can help to create a stronger, more efficient workplace.

WORDS TO LEAD BY

[Good to Great: Why Some Companies Make the Leap... and Others Don't](#) Jim Collins

[Good to Great and the Social Sectors: A Monograph to Accompany Good to Great](#) Jim Collins

[Built to Last: Successful Habits of Visionary Companies](#) Jim Collins and Jerry I. Porras

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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