



Volume 1, Issue 2

The Office of Public Health Support presents the second IHS Executive Digest in our bi-weekly email series designed to help you address the challenge of retaining our professional and clinical staff.

This issue is focused on the type of relationship you can intentionally - or unknowingly - build with your staff members. A successful relationship depends on how you personally present yourself to employees, as well as how well information is shared at every level and how enthusiastically employees are given the ability to help manage issues that will eventually help you to achieve long-term employee retention.

L E A D E R S H I P

Set the Standard

As an executive manager, you know how important it is to nurture the staff who serve under your leadership. It can affect everything from how budgets are spent to how effectively everyone works together, to how well your organization fits into the surrounding community. That's why it's important for you to set the right agenda - one that demonstrates to every staff member that they are the heart and soul of the organization. You can do this by outwardly showing your support for them and IHS every day, and by creating an environment where they can do more than just practice their profession - they can achieve their own personal success.

C O M M U N I C A T I O N

Everyone Has an Idea That Can Make a Difference

Use the collective depth of knowledge of your staff in your decision-making process, so you don't have to manage solely from your own knowledge base. Establish an open, regularly scheduled, mandatory meeting to talk about issues. This can involve meeting with the medical staff leadership on a routine basis where the divisions, including the clinical services staff, are invited to sit down with the CEO. You can further interact with them through your management, administrative and support resources. It's an excellent opportunity to hear from staff members and provide them feedback on financial and other such challenges of the organization.

S H A R E D M A N A G E M E N T

Let Others Lead

Your professional staff has a voice. Take advantage of it. Give them the flexibility to set the agenda. This will provide them with a sense of ownership in the organization, as well as the care of the patients they serve. When you involve your staff in leadership roles, they will gain the ability and opportunity to influence the future of the facility. You can help to guide them

by encouraging them to share their knowledge. Doing so will enhance their decision-making ability by offering an opportunity to learn how to address limitations or challenges facing IHS.

R E C R U I T M E N T

On-Boarding for the Long Term

A focus on retaining good employees begins before they're hired. It starts at the interview, by bringing in qualified people who fit into the culture and interact well with current staff. Talk to them about the community, the culture of the tribes, and whether or not they think they would fit into the kind of health care system provided at IHS. Do what you can to avoid hiring someone you sense will leave after a short period of time. If they do, you will not only have to pay the cost of replacing them, but your patients will lose the continuity of care.

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



The policy of the IHS is to provide preference to qualified American Indian/Alaska Native applicants and employees who are suitable for Federal employment in filling vacancies within the IHS. IHS Circular # 87-2, July 9, 1987. IHS is an equal opportunity employer.

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