



## Volume 1, Issue 8

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

*Please be on the lookout for our next issue - the final one in this series - as well as the upcoming Indian Health CEO Retention Toolkit which will include a complete set of all of the Best Practices we've been sharing with you.*

*This issue shows how your ability to stand back and let your professionals do the work they were hired for can benefit the entire outlook of the team. They'll be able to approach their jobs with the feeling that they're respected and trusted to make decisions. But you must also be ready to step back in when situations occur that need your attention. In those moments, your presence will assure your staff that they can continue to do their jobs without the stress of involvement in tricky situations.*

### L E A D E R S H I P

#### Let Your Professionals Practice

Professionals come to IHS to serve people. And, the primary reason some have identified for leaving IHS is because their work environment doesn't allow them to do their job well. You can change this by creating a practice setting in which they can perform to the best of their ability. You can further help them by staying actively involved in their professional activities to ensure they don't receive interference from problems within the system. In fact, you should be sure to keep such issues away from your staff - and consider yourself their protector.

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

#### Leave Hiring Decisions to Your Staff

Who has the best ability to select employees with the skills necessary to succeed in your facility? Ask your staff members. In fact, make a point of relinquishing the hiring authority to them - without requiring job candidates to be reviewed by the CEO. You may be sufficiently surprised and satisfied by their choices, as they will likely hire people that will be the best fit among the staff, patients and facility.

# GOVERNMENT TO GOVERNMENT RELATIONS

## Be a Buffer

Tribal politics can be loaded with confrontation. To be a successful leader in these situations requires tact and the ability to act as a buffer between the professional staff and local politics. You must remain well-versed in tribal politics and allow your professional staff to deflect to you any such issues that arise. Your staff may not have the training necessary to handle such situations, particularly tribal politics, and should be able to rely on you to manage them and make the best decisions for the well-being of patients. You can do so by meeting with tribal representatives on a regular basis. Keep in mind that when you support the tribe, you could be saving yourself hours of work and stress that could take up your time and energy in the future.

*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](#)*

People  Smart  
*It's the People You Keep*



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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