



Making a Difference

The IHS Office of Public Health Support (OPHS) is pleased to continue its successful Retention Brief series designed to encourage health professional retention problem solving through the sharing of retention strategies and case studies. The Briefs describe actions the leadership team (CEOs, administration, clinical directors, other leaders, etc.) have taken to address retention within their facilities, all of which led to positive outcomes.

The Briefs are a component of the Retention Executive Management Toolkit, which is designed to deliver valuable information to help you address the challenge of retaining health professionals. These case studies detail successful retention strategies within Indian health facilities and communities. We encourage you to review these cases and to discuss how the strategies can be implemented if you are faced with similar challenges.

In this issue, you will discover how one IHS CEO took the time to make a difference with an employee and how she made herself accessible to all of her staff. This case focuses on the **best practices** of **professional development** and **communication**.

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.
Harvard Business Press, 2000.

*The Fifth Discipline: The Art and
Practice of The Learning Organization*
Peter M. Senge. 2006.

*If Disney Ran Your Hospital:
9½ Things You Would Do Differently*
Fred Lee. Second River Healthcare
Press, 2004.

Case Study

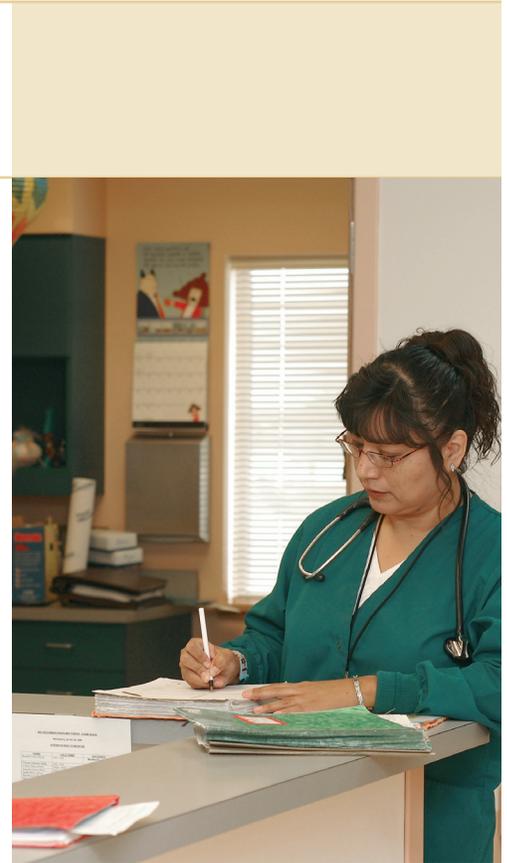
Chief Executive Officer | Small Indian Health Hospital

Background: A small Indian health 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 hospital's CEO knew that if the employee was not properly trained as a manager or lacked the proper workplace support, she might be overwhelmed by the environment and leave the organization.

Solution: The CEO took it on as her personal and professional responsibility to coach the 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 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 facility's staff is something the CEO considers an innate part of her job. By coaching the 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 employee professional development will help you create a successful and enriching work environment.

Giving staff members an 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 shows that you recognize them as the heart and soul of your organization.