

# SUCCESS STORY

## Executive Solutions

### Innovative Approach from Supplier A Perfect Fit for Washington Hospital

#### The Challenge

Among the most difficult decisions that healthcare organizations make daily is how best to manage and get the greatest return from their human resources – their clinical and non-clinical employees.

For Jack Powers, director of human resources at Central Washington Hospital (CWH), one such situation focused on how to handle the manager's post for a patient care unit at the 206-bed facility in Wenatchee, Wash.

"Our initial goal was to find an interim manager to step in to the position to provide the current manager a leave of absence and affect some operational changes while we decided whether to replace the manager," Powers said.

Powers contacted the Nielsen Healthcare Group (NHG), requesting assistance in searching for an interim clinical manager. A pioneer in the field, NHG is the leading provider of interim healthcare managers and executives, routinely presenting candidates to a hospital within days of the request.

"I've used Nielsen Healthcare Group three times previously and have always been impressed by the caliber of individuals they present," Powers said.



After a brief intake survey, NHG provided several candidates within 48 hours.

NHG Interim staffing/coaching can also:

- Provide a stable management situation while a regular/permanent replacement is recruited
- Assist in the training and transition of a regular/permanent replacement
- Step into key management roles with minimal disruption to department performance

- Temporarily fill vacancies when a key manager departs
- Provide support for short-term needs (Joint Commission preparation, hospital or department restructuring)

#### The Solution

When the leading candidate interviewed for the position, an alternative solution began to take shape soon after Powers related the circumstances of the placement. ▶▶

“The candidate offered a fresh take on the problem, saying, ‘Why not bring me in as a coach rather than as an interim replacement?’ ” Powers said. “The candidate would act as both a neutral observer and mentor to the existing manager, providing support, acting as a bridge with staff and offering solutions to help streamline the department.”

Powers liked the suggestion and decided to give the unique approach a try. This turned out to be not only the perfect solution for the employee but an effective management solution for CWH, the major medical facility and referral center for north central Washington and an Amerinet member since 2001.

“Our industry-leading suppliers work to present innovative ideas to help members meet their unique needs,” said Maggie Graf, senior contract manager, Amerinet.

## The Outcome

“To know the interim manager is to like her,” Powers said. “Her personality and expertise made her an effective mentor.”

Acting in both an advisory and support role, she was able to assist the existing manager in improving the performance of the department. “The manager rallied under this support and made key changes in her department that produced some very positive results,” Powers said.

In fact, the dynamic worked so well Powers recommended the solution for another department at Central Washington. The interim manager agreed to extend her tenure at CWH to assist that department with staffing and financial issues.

“We had not thought of this idea before but now will look to use this in other situations in the future,” Powers said.

Executive project managers such as the one at CWH act not only as coaches but as change agents to improve management performance and increase productivity.

“NHG offers an important resource to healthcare providers with its network of more than 15,000 veteran healthcare professionals,” company President Bruce Nielsen said, noting that Amerinet members are eligible for a 10 percent discount on this service. “NHG helps fill temporary vacancies, reduce costs, increase effectiveness and enhance quality control.”

## Contract Summary

### Product

Interim Healthcare Managers  
Amerinet Contract #AS90149

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### About Amerinet

As a leading national group purchasing organization, Amerinet strategically partners with healthcare providers to reduce costs and improve the delivery of quality care. Through Amerinet's Total Spend Management solutions and operational performance improvement programs, tools and services, we assist members in their efforts to reduce costs, improve efficiencies and create new revenue streams. Supported by a team of clinical, data and supply chain experts, Amerinet offers a comprehensive portfolio of product and service contracts to address members' specific needs.

Based in St. Louis, with offices in Salt Lake City, Providence, R.I., and Warrendale, Pa., Amerinet serves acute and non-acute healthcare providers nationwide.

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