

# CASE STUDY

*Community hospital gets value from interim managers*

Member: Mendocino Coast District Hospital, Fort Bragg, CA

Supplier: Nielsen Healthcare Group

## > Challenge

Mendocino Coast District Hospital is a 52-bed community hospital located in the small town of Fort Bragg, California. When Mendocino needed a director of human resources CEO Bryan Ballard contacted the Nielsen Healthcare Group (NHG) and arranged for an interim during the search process. When the subsequent permanent human resources director departed after a year and a half, the folks at Mendocino went back to NHG and asked, "Can we have the same interim back again?"

## > Solution

Ballard said Mendocino had used NHG on previous occasions to supply temporary managers in such areas as lab, finance and nursing. NHG is a pioneer and leader in the business of providing interim managers and executives to the health care industry. With a network of more than 10,000 veteran health care managers, NHG normally can present candidates to a hospital within days of a request.

"Typically Nielsen will send the credentials of two to three individuals for the position. We do phone interviews and choose an individual from their qualifications and the interview. All the interim managers Nielsen has introduced to us have been successful in their careers, knowledgeable in their respective fields, and have proven adaptable to our personnel and the culture of our organization," said Ballard.

Ballard knows the value of keeping an experienced manager in a hospital department. "When you have a key management position vacant, especially in a smaller organization, it can really affect the momentum of the hospital," he said. When the human resources director

vacancy occurred nearly three years ago, Ballard called NHG. From the candidates supplied, Mendocino selected Michael F. "The HR shop had needed attention to fundamentals such as recruitment," said Ballard. "Michael was able to bring in 14 or 15 registered health care professionals – nurses, pharmacists, technologists – as full time hires, decreasing the hospital's dependence on temporary registry agencies to keep those positions filled."

## > Outcome

Eventually, a new human resources director was hired and Mendocino bid farewell to Michael. When, however, that individual left Mendocino after tenure of only 18 months, the hospital was back in the same boat. "The first thought that occurred to me was Michael," said Ballard. "He had spent probably six months with us. He knew our philosophy; he was a key player. We asked Nielsen if he would be available to come back."

Fortunately for all concerned, he was. Michael stepped back into his role in human resources last July, and Mendocino was once again able to take its time to find a permanent human resources director.

The availability of interim managers can provide an important option for health care providers. In addition to allowing for an unhurried search for a permanent replacement, interim managers from NHG can:

- Help bring a new project or service on line
- Develop/mentor an in-house candidate for promotion
- Provide support for a short-term need such as JCAHO preparation

## Contract Data Highlights

Contract Number: AS  
Effective: January 18, 2000  
Agreement Terms: Open ended

## Contact:

Bruce Nielsen, President  
Susan Silver, Executive Vice President  
the Nielsen Healthcare Group  
600 South Holmes Ave,  
Suite 2  
St. Louis, MO 63122

Telephone: 800-581-8901  
E-mail: nhcg@primary.net  
Web site:  
www.nielsenhealthcare.com

*For more information regarding the Nielsen Healthcare Group or other Administrative Services programs, access Amerinet ValuSource or contact your Amerinet company.*