Selection for a New Job – Now What

• Read “The First 90 Days”
• Organization Culture
• Meet with the Chair – Expectations
• Meet with Key Faculty Leadership within the Department.
• Meet with Key University Leadership
• Meet with Staff
• Meet with Other Administrators
• Review Department Reports
  – Financials (last 5 years)
  – Productivity (last 5 years)
• Spend Time in ED
• Resist the Urge to Make Changes
The First 90 Days

• Provides a Roadmap Transition of Success
• Identifies Key Processes to Focus On
• Identifies Pro/Cons of “to do” and “not do”
• There are Other Books and Resources
Organization Culture

• Determining Organizational Culture
  – Look from the Outside
  – Walk Around
  – What is the Mood
  – Commitment/Loyalty
  – How Employees Interact
  – Ask Questions
  – Attend Town Halls
Meeting with the Chair – Expectations

• Ensure Expectations of Chair and Administrator are Aligned--Weekly Meetings; Daily conversations.
• Identify Short and Long Term Objectives
• Get Aspect on How You Both Can Work Together
• What are “Do’s” and “Don’t”
Meet with Key Faculty Leadership

- ID Expectations and Key Concerns
- Provide a Listening Ear
- Communicate How the Position Works with Them
Meet with Key University/Hospital Leadership

- ID Key Leadership
- Form Networks
- Of the Above Who Can Makes Changes Affecting Your Work
- ER – Encompasses Everything
  - Consults
  - Labs
  - Radiology
  - Nursing
- Hospital Leadership
Meet with Staff

• What are their Expectations, and What are yours!
• Provides 1st Opportunity to Get to Know Them
• How to Provide Feedback
• Have Them Explain Their Responsibilities and How They do Their Job
• Create a timeline of future projects.
• Identify Opportunities.
• LISTENING!
Review Key Reports

• State of Department Financials
  – Budget
  – Variances
  – Salaries and Benefits.
  – M&O
  – Reserves

• Productivity Reports

• Revenue Cycle
Spend ED Time

- Networking
- Culture of ED
- Seeing Faculty in their Environment
- Operational Challenges
Resist the Urge to Make Changes

- Book of 90 days
- Observe and Listen
- What is Working and Not Working
- Make changes only when absolutely necessary