



## TIME TO RETHINK INTERIM LEADERSHIP

### THE NEED

In a tight competitive labor market, talent management and talent retention is a major concern.

66% of organizations have no succession plan in place thus contributing to a shortage of leadership-ready staff.

It is estimated that turnover in a key leadership position can cost an organization between \$50,000 and \$1M in replacement costs and disruptions in service.

### THE RDA APPROACH

RDA Interim Leaders roll up their sleeves and work with your staff to implement our proven supply chain management and performance improvement methods.

This includes day-to-day management of supply chain department functions, ongoing staff training, assessment of operations for improvement opportunities, enhancement of user department satisfaction, and continuation or initiation of key strategic initiatives. Providing status updates and executive oversight.

Interim management engagements typically last 3-9 months.



### RDA'S TOTAL MANAGEMENT SOLUTION

offers an industry benchmark for Supply Chain Interim Management support. More than just “filling a gap,” our supply chain expertise brings a total solution incorporating operational continuity, customer satisfaction, performance improvement, staff development, and effective transition to new leadership. RDA provides experienced leaders with 25+ years’ experience.

# TOTAL MANAGEMENT SOLUTION SUCCESS STORY

## KEY CHALLENGES

RDA's key challenges were to establish key measurements, prioritize efforts, optimize current technologies, while engaging the workforce to produce a best-in-class supply chain to support the organization's best-in-class patient care. However, simply writing policy and procedure was not going to produce the adaptable and sustainable output desired. There was no quick fix because understanding the interdependency of all the supply chain elements was required to design the right solution.

With sponsorship from key senior executives, RDA utilized a four phase project plan to seek out root causes, align strategies, implement changes, and transition to sustained operational performance. The results were a focused action plan, measurable, meaningful metrics, and an engaged workforce making sound operational decisions.

## MULTI-FACILITY 800 BED TEACHING SYSTEM

Recently, Owens & Minor enlisted RDA's support at a leading multi-facility 800 bed teaching system in the Southwest to resolve some challenges that had arisen from recent expansions and turnover in key positions. The health system needed support in re-establishing a sound platform of operational excellence including daily workforce leadership, technology integration, and performance measurement/management.

## ASSESSMENT AND ALIGNMENT

RDA's methodology with this engagement was an executive supported, ground up approach. The first phase was assessment, seeking to understand and then articulate root causes to key operational performance issues.

Once a root cause analysis was completed, the next phase focused on alignment of resources, technology, and initiatives to the hospital's stated strategic goals. Great care was taken at this point to ensure planned actions truly resolved root challenges and were still aligned with the larger strategy.

## IMPLEMENTATION AND TRANSITION

With organizational alignment and consensus around the action plan, the implementation phase began. Again, great care was taken to ensure that action plans were aligned with strategic goals. Measurement was key with recalibration and even course correction sometimes required.

As implementation began to yield improvement, RDA consultants took steps to ensure that new processes, metrics, technology integrations, and work flows were aligning with overall goals for the engagement. Additionally, staff were coached on decision making skills and continuous improvement methods to facilitate "holding the gains" and building on improvements going forward.

Once confident that a new culture of disciplined decision making/continuous improvement had taken root, RDA's transition phase involved pivoting to a mentorship role and providing guidance at the client's discretion for a short period. At that point, the operation advanced on its own accord and continued to seek out and resolve new challenges.



## Healthcare Supply Chain Services

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