



# The Implications of an Open Leadership Position

By Vicki Faas, RN, MSN



Your facility has a vacant perioperative leadership position. What do you do? Do you delay filling the position to save money? Do you ask someone to fill in? Do you have the human resources department place a few ads and hope for the best? What are the effects of an open position? There are a number of implications to consider when faced with an open leadership position:

### EMPLOYEE/TEAM IMPLICATIONS

- An employee is designated to “cover” the leadership position until it is filled
  - > *Employee is placed in an unfamiliar role without the appropriate skill set*
  - > *Employee is overworked and overwhelmed due to dual roles*
- Patient safety jeopardized
- Increased incidence of Sentinel Events and Never Events
- Decreased productivity
- Disruption of team cohesiveness
- Decreased employee morale
- Increased turnover
  - > *Retention of poor performers*
- Inability to recruit new staff
- Increase in illness, absenteeism and tardiness
- Decreased creativity and problem solving of staff
- Employee evaluations not complete

### REGULATORY IMPLICATIONS

- Decreased regulatory compliance
  - > *Increased risk of jeopardizing reimbursements*

### FINANCIAL IMPLICATIONS

Decrease in revenue due to:

- > *Decreased productivity*
- > *Unhappy physicians moving their cases to other facilities*
- Underutilization of assets, including the surgical suites
- Increased risk of Sentinel and Never Events therefore increased exposure to financial risk

### CUSTOMER IMPLICATIONS

*Physicians:*

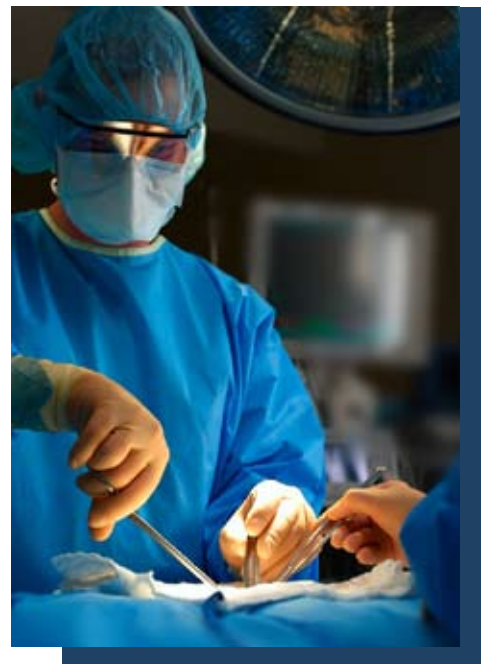
- Dissatisfied physicians
  - > *Physician cases are moved to other facilities*

*Patients:*

- Patient safety implications due to an overworked staff
  - > *Increased risk of Sentinel and Never Events*
- Poor customer service while in the facility
  - > *Negatively impacts reputation in the community*

### HUMAN RESOURCES IMPLICATIONS

- Vacancies can cause panic
  - > *Companies hire the wrong person*
- Passive recruitment is time and cost consuming
  - > *Place advertisements*
    - Where to place ads to obtain the best candidate?
    - Which job boards are effective?
  - > *Post position on facility website*
  - > *Wait for resumes*
    - Sift through countless unqualified resumes



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Positions:

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## ABOUT THE AUTHOR, VICKI FAAS, RN, MSN

Vicki's nursing experience spans more than 25 years with military and civilian experience in PACU, critical care and the operating room. She is currently General Manager of AORN Works as well as a Commander in the Navy Reserve. Vicki has also held numerous executive recruitment positions in the healthcare industry. She holds a bachelor's degree in nursing from the University of Arizona, a master's in nursing from the University of Colorado and is an active member of AORN, AONE, ASPAN, NACD, and the Sigma Theta Tau Honor Society of Nursing.

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