

# A 90-day success story: Insights from a new infection prevention director with multicenter oversight.

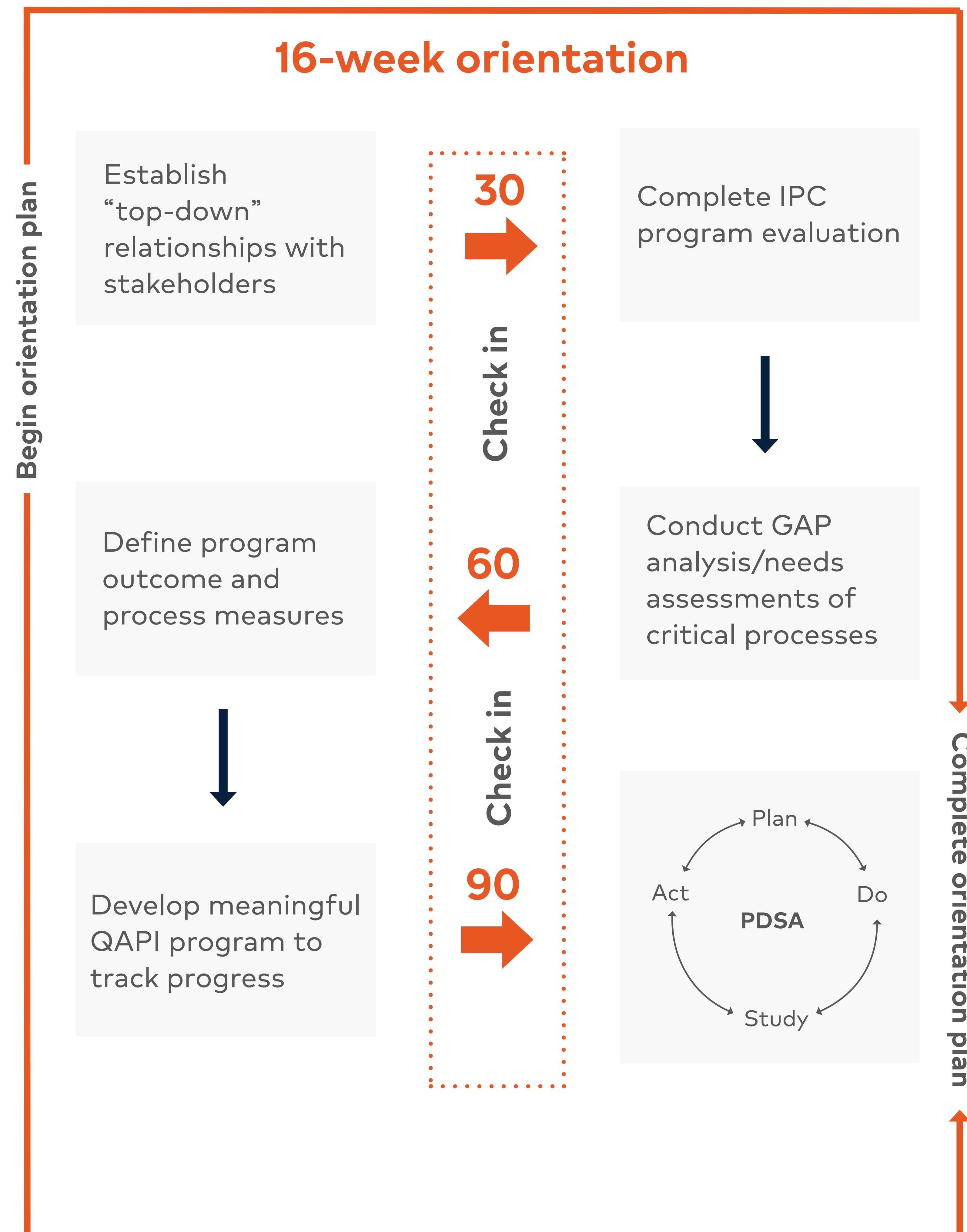
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## Background

The transition into leadership is often a career goal for staff-level infection preventionists (IP). However, the first 90 days in a new leadership role can be the most difficult for a number of reasons including a rapid expansion of responsibilities and scope of work, a lack of hand-off by former leadership and an absence of adequate training. This abstract describes the first 90 days of a new IP director with multicenter oversight and the steps that were taken for successful transition.

## Methods

Following initial onboarding, a 16-week standard organizational orientation plan was started that was used to ensure foundational orientation activities occurred with enough flexibility for day-to-day responsibilities to take place. In addition to scripted orientation tasks, other important activities occurred, including: relationship building and level setting with hospital leadership team, program evaluation to determine outcome and process measures and IP scope of work and facilitation of GAP analyses of critical hospital processes to understand current state. 30, 60 and 90-day check-ins with senior leadership were used to ensure that orientation expectations were met and to evaluate the well-being of the new IP leader.



## Results and limitations

Results of the 90-day orientation process were generally subjective based upon the IP leader's perspective, which can be considered a limitation. Objective, subjective and constructive feedback was provided at all three touch points from senior leadership.

## Conclusion

The first 90 days of a leadership role can make or break a new leader's successful transition into the position. Without defined, foundational objectives and critical program activities, new leaders may feel overwhelmed and unsupported. As the world continues to grapple with a critical staffing shortage, it is more important than ever to support future healthcare leaders.

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