Building the Next Generation of Health Care Leaders

Integrating a World Class Workforce to Thrive
To compete in a changing healthcare environment you must have a comprehensive strategy for synergistically...

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Our focus over the next two sessions

**HOW TO BRIDGE THE GAP?**
What We Will Cover

• Assessing Your Leadership Team
• Defining a World Class Workforce
• The 4-Key Processes to Building a World Class Workforce
• 7 Succession Planning Essentials
• Your Strategy for Bridging the Gap
The customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption of our work. He is the purpose of it. He is not an outsider of our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us the opportunity to do so.

--Mahatma Gandhi
The Three Levels of Leadership Engagement

- **Non-Believers** (Disengaged)
- **Believers** (Engaged)
- **Change Agents** (Fully Engaged)
The Three Dangers

- Compromise
- Lack of Accountability
- Inconsistency
### Building the Next Generation of Healthcare Leaders

**Assessing Your Leadership Team**

<table>
<thead>
<tr>
<th>Devises characteristics that best describe your leadership team</th>
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<tbody>
<tr>
<td>o Deals with status-quo</td>
<td>o Deals with change</td>
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<tr>
<td>o Works within the system</td>
<td>o Works on the system</td>
</tr>
<tr>
<td>o Reacts <em>(reactive)</em></td>
<td>o Creates opportunities <em>(proactive)</em></td>
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<tr>
<td>o Controls risks</td>
<td>o Seeks opportunities</td>
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<tr>
<td>o Enforces organizational rules</td>
<td>o Changes organizational rules</td>
</tr>
<tr>
<td>o Seeks and then follow directions</td>
<td>o Provides a vision to believe in and strategic alignment</td>
</tr>
<tr>
<td>o Controls people by pushing them in the right direction</td>
<td>o Motivates people by satisfying basic human needs</td>
</tr>
<tr>
<td>o Coordinates effort</td>
<td>o Inspires achievement, energizes people</td>
</tr>
<tr>
<td>o Provides instruction</td>
<td>o Coaches followers, creates self-leaders, and empowers them</td>
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<tr>
<td><strong>Current State</strong></td>
<td><strong>Future State</strong></td>
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“We’re running as an economy at 30 percent efficiency”

Only 3 out of every 10 employees

Only 30 out of every 100 employees

...are working at their highest potential
What should a World Class Workforce...

<table>
<thead>
<tr>
<th>LOOK LIKE?</th>
<th>SOUND LIKE?</th>
<th>FEEL LIKE?</th>
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A **World Class Workforce**...

<table>
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<th><strong>FEELS</strong></th>
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<tbody>
<tr>
<td>Employees <em>RESPECT</em> each other, there is no sense of hierarchy</td>
<td>Employees are <em>POLITE</em> in their tone with patients and each other:</td>
<td>Patients &amp; Employees feel:</td>
</tr>
<tr>
<td>Employees value the <em>DIVERSITY</em> of others in the workplace</td>
<td>• Good Morning/Afternoon</td>
<td>• <em>Valued</em></td>
</tr>
<tr>
<td>Employees are working together as a <em>TEAM</em></td>
<td>• How may I help you?</td>
<td>• <em>Respected</em></td>
</tr>
<tr>
<td>Open <em>COMMUNICATION</em> between departments</td>
<td>• Please</td>
<td>• <em>Not Hurried</em></td>
</tr>
<tr>
<td></td>
<td>• I’d be happy to...</td>
<td>• <em>Staff is competent</em></td>
</tr>
<tr>
<td></td>
<td>• Thank You</td>
<td>• Well-cared for</td>
</tr>
<tr>
<td></td>
<td>• My pleasure</td>
<td>• Well-Served</td>
</tr>
</tbody>
</table>
1. We greet everyone with a warm & friendly smile.

2. We learn something unique about each patient to personalize our service and to create a memorable experience.

3. We use the patient’s name, if and when possible.

4. We use positive eye contact to indicate that we are interested and attentive.

5. We anticipate and comply with patient needs.

6. We listen carefully and empathically with our ears, eyes and heart.

7. We are polite in our speech, using words like “Good morning/afternoon/ evening,” “I’ll be happy to,” “please,” and “thank you.”

8. We use proper telephone etiquette by answering with smile, thanking the caller, giving them our name, using hold carefully, and keeping them updated if they are on hold.

9. If the patient has experienced a problem, we apologize and work to quickly resolve it. Then we follow-up to ensure satisfaction. LEAP!

10. We maintain a professional appearance and a clean, organized work area.

11. We escort instead of pointing out directions when possible.
Defining a World Class Workforce

- On a scale of 1-5, with 5 high, how close is your staff to being considered a world class workforce?
- What challenges are you facing in developing a world class workforce?
- If your team were performing at their highest level everyday, what would it look, sound, and feel like?

Building the Next Generation of Healthcare Leaders
Integrating a World Class Workforce to Thrive

Clear Leadership Focus/Direction
Alignment with Vision & Mission
Employee Engagement
Two-way Communication
Teamwork vs. Group Mentality
Self-Accountability for Driving Excellence
Effective Service Recovery Process
Treating Our Patients and Each Other with Dignity and Respect
Valuing Diversity & Inclusion
The Six Principles of Service Excellence is a comprehensive approach to effectively improving the work environment, employee performance and the service experience for your customers all in one initiative.
SELF-ASSESSMENT

• Where are our STRENGTHS?
• Where are our GAPS / Weaknesses?
• To build a World Class Workforce, what must we START, STOP, and CONTINUE doing?
• When will we commit to doing these things?
Recruitment & Selection of the right team of leaders are cornerstones in clinical excellence, employee engagement, and patient satisfaction.

When an organization does not invest in selecting the right people in key roles, it easily falls prey to the “warm body” syndrome.
Building the Next Generation of Health Care Leaders
Integrating a World Class Workforce to Thrive

Key Process #1
Key Competencies

• Business Acumen
• Patient-Centered
• Work Ethic / Accountability
• Persuasion
• Teamwork / Positivity
• Empathy / Caring
• Exactness / Accuracy
• Learner / Adaptability
A rigorous recruitment and selection strategy will get highly qualified candidates in the door.

However, without an equally dynamic work environment that fosters continuous learning and development, highly talented staff members will eventually leave.

**Key Process #2**

- A rigorous recruitment and selection strategy will get highly qualified candidates in the door.
- However, without an equally dynamic work environment that fosters continuous learning and development, highly talented staff members will eventually leave.
BUILDING THE NEXT GENERATION OF HEALTH CARE LEADERS

Integrating a World Class Workforce to Thrive

The Four Key Processes

- Recruitment & Selection
- Learning & Development
- On-Going Communication
- Reward & Recognition

KEY COMPONENTS OF LEARNING & DEVELOPMENT

- New Employee Orientation
- Job Specific Training
- Compliance Courses
- Leadership Development
- Supplemental Online Learning
- Delegation of New, Challenging Tasks
Employees thrive on communication; they hate to hear about issues concerning their job through second-hand gossip.

Employee Engagement survey feedback typically shows that they never feel they receive enough communication from leaders.
KEY COMPONENTS OF ON-GOING COMMUNICATION

- Daily/Weekly Huddles
- Departmental Meetings
- All Employee General Sessions
- Employee Newsletters
- Company Sponsored Social Media (Facebook, Twitter, LinkedIn, etc...)

BUILDING THE NEXT GENERATION OF HEALTH CARE LEADERS

Integrating a World Class Workforce to Thrive

The Four Key Processes

Recruitment & Selection

Learning & Development

Reward & Recognition

On-Going Communication
When all of the other key processes are in place and consistently applied, reward and recognition becomes the icing on the cake.

Just as Employee Engagement surveys show that there is never enough communication flowing throughout the company, most results also show that there is never enough recognition for a job well-done.
BUILDING THE NEXT GENERATION OF HEALTH CARE LEADERS

Integrating a World Class Workforce to Thrive

KEY COMPONENTS OF REWARD & RECOGNITION

• Regular Performance Reviews
• Manager-Employee Recognition
• Peer-to-Peer Recognition
• Customer-Employee Recognition
• Patient Recognition*
Building the Next Generation of Health Care Leaders

Integrating a World Class Workforce to Thrive

The Four Key Processes
- Recruitment & Selection
- Learning & Development
- On-Going Communication
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Self-Assessment
- Where are our STRENGTHS?
- Where are our GAPS / Weaknesses?
- To build a World Class Workforce, what must we START, STOP, and CONTINUE doing?
- When will we commit to doing these things?
Building the Next Generation of Leaders

Cannot be Achieved without these Five Elements

The Four Key Processes:
- Recruitment & Selection
- Learning & Development
- On-Going Communication
- Reward & Recognition

Alignment + Consistency + Accountability + Teamwork + Empowerment
### Building the Next Generation of Leaders

What is the Purpose of Leadership?

<table>
<thead>
<tr>
<th>Leadership Function</th>
<th>Leadership Purpose</th>
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<tbody>
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## Building the Next Generation of Leaders

### Your Role in Creating a World Class Workforce

<table>
<thead>
<tr>
<th>Leadership Function</th>
<th>Leadership Purpose</th>
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</thead>
<tbody>
<tr>
<td>Manage and oversee department or division operations</td>
<td>Inspire, lead and motivate employees to achieve greater goals</td>
</tr>
<tr>
<td>Operate within budget</td>
<td>Set the vision and mission for the department</td>
</tr>
<tr>
<td>Hire and manage employees</td>
<td>Be a mentor, coach and role model</td>
</tr>
<tr>
<td>Attend meetings</td>
<td>Ensure the team is aligned around a common purpose</td>
</tr>
<tr>
<td>Control costs and waste</td>
<td>Provide direction, praise and recognition for a job well done</td>
</tr>
<tr>
<td>Maintain and improve worker productivity</td>
<td>Develop the skill and talent of their team</td>
</tr>
<tr>
<td>Handle internal/external conflict</td>
<td></td>
</tr>
<tr>
<td>Complete reports</td>
<td></td>
</tr>
<tr>
<td>Maintain safe work environment</td>
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7 Essentials in Succession Planning

1. **VISION** – You must have a clearly articulated statement that expresses your vision of your succession planning program.

2. **OBJECTIVES** – You must ensure that the goals of your succession, performance, or talent management initiative are linked to the strategic objectives of the organization.

3. **CORE COMPETENCIES** – This must go hand-in-hand with the achievement of the organization’s business objectives.

4. **LEARNING & DEVELOPMENT STRATEGY** – What interventions need to be implemented to ensure we properly develop our high potential employees and emerging leaders?

5. **ON-GOING COMMUNICATION** – The sole purpose is to ensure alignment, so that no one is unclear of what is expected, how it will impact the organization, and next steps in the program.

6. **PERFORMANCE TRACKING** – Monitoring the program should start with a simple measurement tools that keeps senior leadership updated on who is progressing in the program.

7. **REWARD & RECOGNITION** – Participants should be recognized throughout the program.
What We Covered

• Defining a World Class Workforce
• Assessing Your Leadership Team
• The 4-Key Processes to Building a World Class Workforce
• 7 Succession Planning Essentials
• Your Strategy for Success
# Building the Next Generation of Leaders

**Integrating a World Class Workforce to Thrive**

## Start
- **Defining** what a world class workforce should Look, Sound, and Feel like within your organization
- Holding leaders **accountable** for exemplifying these expectations
- Providing **learning and development** opportunities that will build leadership effectiveness

## Stop
- **Assuming** it’s not your job to develop the next generation of leaders
- Allowing **compromise** and/or complacency
- Hiring **“warm bodies”** to fill job openings

## Continue
- Fostering a **patient-centered** work environment
- **Rewarding & recognizing** exemplary job performance
- Focusing on **competencies** that will enable your organization to thrive
- Providing the **tools and resources** that will enable your team to grow
BUILDING THE NEXT GENERATION OF HEALTH CARE LEADERS
Integrating a World Class Workforce to Thrive

THE SIX PRINCIPLES OF SERVICE EXCELLENCE
BY THEO GILBERT-JAMISON

THE LEADERSHIP BOOK OF NUMBERS
VOLUME 1
BY THEO GILBERT-JAMISON

THE LEADERSHIP BOOK OF NUMBERS
VOLUME 2
BY THEO GILBERT-JAMISON

Thank You!
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