


January 18, 2024

Leading With Purpose



8 Strategies for Engaging Your Careforce



Our Work Together

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What the 8-Part Series Will Deliver

By participating in this series of 8, 30-minute sessions, you will:

- Assess your strengths and your organization's strengths and build on those;
 - Lead change through small tests over time,
 - Cultivate a positive work culture, and
 - Ultimately, grow and retain your *Careforce* (Porter, 2022)

Porter, L. (2022, April 15). *We need a careforce, not just a workforce*. McKnight's Long-Term Care News. <https://www.mcknights.com/blogs/guest-columns/we-need-a-careforce-not-just-a-workforce>

Setting Your Course: How to Jumpstart Your Workforce Plan *Creating a Culture of Ownership*



On Deck for Today!

1. Creating a Culture of Ownership



Appreciate the “invisible architecture” of your setting (Tye & Dent, 2020)



Become more aware of how YOU would describe your culture



Become curious about how OTHERS in your setting see its mission, vision, values



Identify one change you will make by “next Tuesday” to better understand your culture

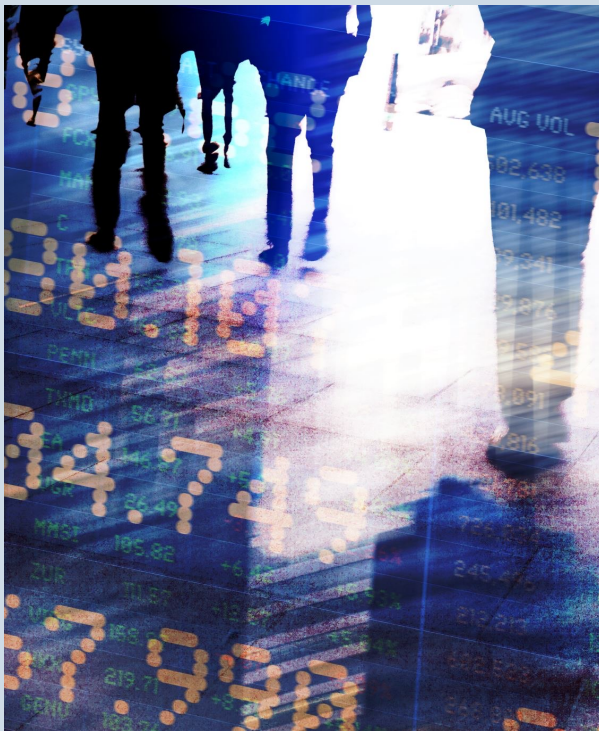
Tye, D., & Dent, B. (2nd. Ed.). (2020). *Building a culture of ownership in healthcare: The invisible architecture of attitudes, values, and self-empowerment*. Sigma.

What does it mean to lead?



- “Real leadership is less about a title or institutionally granted power, and more about how we “show up” in the myriad of moments that make up our days.” (Gordin & Trey, 2011)
- “Power and authority don’t make you a leader - just a boss.” (One of JoAnne’s students)

For context...



“In the United States, **54% of nurses** and physicians, 60% of medical students and residents, and 61% of pharmacists have symptoms of burnout. Burnout is a long-standing issue and a fundamental barrier to professional well-being.” (NAM, 2022).

“The COVID-19 pandemic has changed the nature of work, and the relationship many workers have with their jobs. **The link between our work and our health has become even more evident.** (Dr. Vivek Murthy, US Surgeon General, 2022)

“Organizational leaders, managers, supervisors, and workers alike have an **unprecedented opportunity** to examine the role of work in our lives and explore ways to better enable all workers to thrive within the workplace and beyond.” (Office of the Surgeon General, 2022).

National Academy of Medicine. (2022). *National Plan for Health Workforce Well-Being*. The National Academies Press. <https://doi.org/10.17226/26744>.

Office of the Surgeon General (OSG). (2022). *Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce*. US Department of Health and Human Services.

How do leaders drive culture?

10:00 AM



- “The culture of an organization is not just an important thing – **it is the principal driver of workforce engagement and industry-leading outcomes.** On the heels of COVID, the most significant stressor that healthcare as an industry has experienced, many organizations are struggling to regain traction with workforce, public trust and growth. These success factors are inextricably linked to culture (Reifsnyder & Stevens, 2023).”
- What do you know about your **existing culture** vis-a-vis your **“desired” culture**?
- Leaders foster culture by,
 - 1) setting the tone at the “top” and,
 - 2) developing their teams of leaders to hardwire culture.

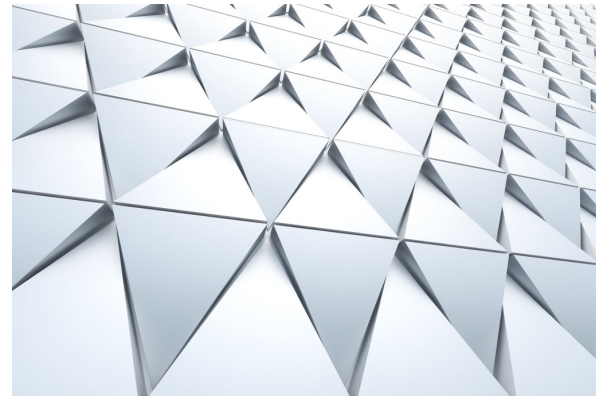
Frankel A, Haraden C, Federico F, Lenoci-Edwards J. *A Framework for Safe, Reliable, and Effective Care*. White Paper. Cambridge, MA: Institute for Healthcare Improvement and Safe & Reliable Healthcare; 2017. (Available on ihi.org)

Reifsnyder, J., & Stevens, D. (2023, November 14). Inaugural LeadingAgePA CEO Forum. <https://www.leadingagepa.org/education-events/inaugural-leadingage-pa-ceo-forum/>

What is “invisible architecture” (and why does it matter)?



External



- Values
- Organizational culture
- Workplace attitudes

“Invisible”

Tye, J., & Dent, B. (2nd. Ed.). (2020). *Building a culture of ownership in healthcare: The invisible architecture of attitudes, values, and self-empowerment*. Sigma.

Do you have a culture of ownership?



1. We have a meaningful statement of values.
 - *Our statement of values is authentic, not generic. It defines who we are, what we are and what we will not stand for. It is included in performance appraisals and new EE orientation. Our people are expected to know and to live these values.*
2. We have defined our ideal culture.
3. We have well-established expectations regarding attitudes and behaviors.
4. We expect a spirit of ownership from our leaders.
5. We are committed to the individual.

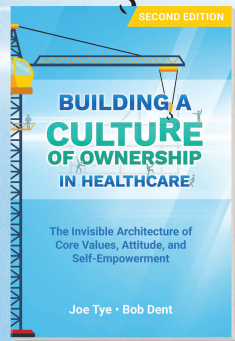
Tye, J., & Dent, B. (2nd. Ed.) (2020). *Building a culture of ownership in healthcare: The invisible architecture of attitudes, values, and self-empowerment*. Sigma. Download the "Quiz" at <https://sigma.nursingrepository.org/handle/10755/19976>



Do you have a CULTURE OF OWNERSHIP?

Culture eats strategy for lunch. A Culture of Ownership creates a strong and sustainable source of competitive advantage. In a Culture of Ownership, people are not merely satisfied or engaged—they think and act like partners or owners in the enterprise.

Take the following quiz to assess whether your organization has a strong Culture of Ownership.



Excerpted from the second edition of *Building a Culture of Ownership in Healthcare* by Joe Tye and Bob Dent
Visit www.nursingknowledge.org/sigmabooks to purchase your copy. For volume discounts, contact Sigma Marketplace at 800.654.4968.



1. We have a meaningful statement of values.

- Y/N Our statement of values is authentic, not generic boilerplate—those values define who we are, what we stand for, and what we will not stand for; it is included in performance appraisals and new employee orientation; our people are expected to know and to live these values.
- Y/N Our statement of values is prominently featured on our website, in our recruiting and appropriate promotional materials, and in physical locations around our organization.
- Y/N We have a formal process to teach values-based life and leadership skills and help our people correlate their personal values with the organization's statement of values.
- Y/N Personal and organizational values are an important element in the performance appraisal process, and failure to love our values is grounds for corrective action up to and including termination of employment.

2. We have defined our ideal culture.

- Y/N We have a published cultural blueprint, culture code, or other document that describes our unique cultural superstructure.
- Y/N We have a chief culture officer, a culture committee, or other mechanisms in place to promote our Culture of Ownership and reinforce this culture with activities and celebrations.
- Y/N Our recruiting process seeks to assure a good fit between the attitude and personal values of the individual and the core values and Culture of Ownership of our organization, while also recognizing that diversity can enrich our culture.
- Y/N We promote our Culture of Ownership to external audiences to create competitive distinction in our marketplace and for recruiting and retaining great people.

3. We have well-established expectations regarding attitudes and behaviors.

- Y/N We have defined our ZTBs (zero tolerance behaviors) to include bullying and intimidation, malicious gossip and rumor-mongering, rudeness and incivility, and other forms of toxic emotional negativity, and members of our leadership team have been trained in how to appropriately correct breaches of those expectations.
- Y/N We have taken The Pickle Challenge for Charity™, declared our organization to be a PFZ (Pickle-Free Zone), and shared The Pickle Pledge™ with all employees and providers, including in new employee orientation.
- Y/N We regularly (at least once per year) assess employee perceptions of our culture and how well employees, including leaders, adhere to our expectations regarding attitude and behavior in the workplace.
- Y/N We explicitly link our expectations regarding attitude and behavior to be emotionally positive, self-empowered, and fully engaged with the core values of the organization.

4. We expect a spirit of ownership from our leaders.

- Y/N Leaders at every level of the organization are expected to participate in culture-enhancing activities.
- Y/N We do not allow any member of the leadership team to opt out of being part of our Culture of Ownership.
- Y/N Every member of the leadership team is expected to sign a statement or pledge of commitment that among other things commits them to knowing and living our values and to promoting those values within their areas of responsibility.
- Y/N We do not tolerate any leader behaving like a jerk and never rationalize away such behaviors because of their high performance in other dimensions of the job.

5. Commitment to the individual.

- Y/N We are absolutely committed to protecting our people from being bullied, intimidated, or threatened in any way, and to creating a safe environment in which people can address their concerns without fear of retribution.
- Y/N Recognizing that people do not leave their personal concerns in the parking lot when they come to work, we offer programs to help them with personal financial management, parenting skills, personal self-mastery and self empowerment, and other forms of personal development, as appropriate.
- Y/N We use daily huddles, informal support groups, and other mechanisms to foster a spirit of fellowship in our organization.
- Y/N We treat employees like partners or owners by sharing key financial, quality, patient satisfaction, and other key indicators and encouraging them to understand how those parameters affect, and are affected by, their work.

SCORING

18–20 = Strong Culture of Ownership:

You have a strong Culture of Ownership that engages employees, providers, volunteers, boards, and others at every level of the organization. There is a strong sense of pride and a spirit of fellowship. Your commitment to values and culture are a powerful source of competitive advantage for your reputation in the community and for recruiting and retaining the best staff.

14–17 = Emerging Culture of Ownership:

Your culture is good but not great. There are some areas of the organization that have a strongly positive culture but others that are more likely to have a culture of optionality. Tolerance for cynical attitudes and toxic emotional negativity interfere with your efforts to promote a remarkable culture. You have significant opportunities to engage your people in co-creating a more positive and productive Culture of Ownership.

< 14 = Weak Culture:

Your culture is more characterized by optionality than it is by ownership. Leaders tolerate inappropriate attitudes and behaviors with the excuse that at least the work is getting done. Creating a Cultural Blueprint for your Invisible Architecture™ of core values, organizational culture, and workplace attitude will be a great place to start. For more practical tips and strategies, read *Building a Culture of Ownership in Healthcare*.



Chat Waterfall

- ❑ *What three words would YOU use to describe your culture?*
- ❑ *What three words do you think OTHERS might use to describe your culture?*



Takeaways - Lightening Round

What was of value?
What will you do by next Tuesday?





Find the Recordings of *More of a Good Thing* and *Leading with Purpose* (this series) ... Along with Other Resources

<https://paltc.org/goodthing>

The screenshot displays the AMDA website's resource page. The header includes the AMDA logo and navigation links: RESOURCES, EDUCATION (CME/MOC), PUBLIC POLICY, MEMBERSHIP, STATE CHAPTERS, PRACTICE MANAGEMENT, and CAREER CENTER. The main content area features three primary sections:

- More of a Good Thing: A Framework to Grow and Strengthen the PALTCCareforce**: This section describes a series of virtual roundtable discussions based on the 4Ms Framework. It includes a paragraph about the program's goals and a paragraph mentioning funding support from the Jewish Healthcare Foundation and The Foundation for Post-Acute and Long-Term Care Medicine. A "Register Now" button is present.
- Leading with Purpose: 8 Strategies for Engaging Your Careforce**: This section details leadership strategies for facility leaders. It includes a paragraph about the sessions and a "Register Now" button.
- More of a Good Thing Meeting Archives & Tools**: This section lists recordings from previous discussions, such as "Developing Leaders Within Your Organization | January 11, 2024" and "Partnership in Leadership: An Administrator and DON Share Their Success Stories and Lessons Learned | December 14, 2023".

On the right side of the page, there are additional resources:

- Save The Date**: For "More of a Good Thing Monthly Roundtable Discussions", including details for a February 8, 2024 session.
- Leading With Purpose: 8 Strategies for Engaging Your Careforce**: Details for a January 18, 2024 session.
- Stay Connected to More of a Good Thing**: A call to action to sign up for email notifications.
- Questions?**: Contact information for AMDA's Director of Clinical Affairs and Education, Erin O'Brien, MA.

Next Session!
February 14th (Wednesday) at 4:30 EDT

Toward More Cohesive
Teams:
Why you Should
Encourage Team
“Communal
Agreements” (and how
to do it!)



References

- Frankel A, Haraden C, Federico F, Lenoci-Edwards J. (2017). *A Framework for Safe, Reliable, and Effective Care*. White Paper. Institute for Healthcare Improvement and Safe & Reliable Healthcare. <https://www.ihl.org/resources/white-papers/framework-safe-reliable-and-effective-care>
- Gordin, P.C., & Trey, B. (2011). Finding the leader within: Thoughts on leadership in nursing. *Journal of Perinatal and Neonatal Nursing*, 25 (2), 115-118.
- National Academy of Medicine. 2022. *National Plan for Health Workforce Well-Being*. The National Academies Press. <https://doi.org/10.17226/26744>.
- Office of the Surgeon General (OSG). (2022). *Addressing Health Worker Burnout: The U.S. Surgeon General's Advisory on Building a Thriving Health Workforce*. US Department of Health and Human Services.
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- Walker, B., & Soule, S.A. (2017, June 20). *Changing company culture requires a movement, not a mandate*. Harvard Business Review. <https://hbr.org/2017/06/changing-company-culture-requires-a-movement-not-a-mandate> [hbr.org]