


March 21, 2024

Leading With Purpose



8 Strategies for Engaging Your Careforce



The
John A. Hartford
Foundation





Our Work Together

JoAnne Reifsnyder PhD, MSN, MBA, RN, FAAN
Professor, Health Services Leadership and Management
University of Maryland School of Nursing
Former Chief Nursing Officer, Genesis HealthCare



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)



Quick Debrief on Session 2 –



Discussed leader practices to create **trust and commitment** across sites of service and the organization



Described the use of **“Communal Agreements”** to drive team engagement and trust



Introduced a method to develop and **apply communal agreements** in team practice

On Deck for Today!

Feedback (and Feed Forward) that Works!

In this session we will....



Discuss leader practices to improve communication and engagement



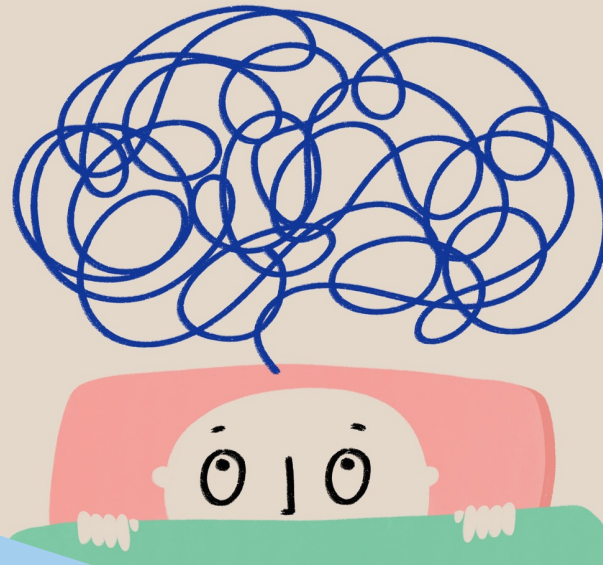
Apply SBI-I to deliver timely, authentic, actionable feedback



Consider where and how you can apply feedback and feed forward by next Tuesday!



Feedback! (And feedforward...)



Chat in....



Do you have to be the team member's supervisor to give feedback?

How often should feedback be delivered?

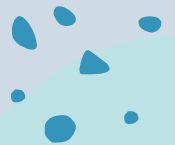
Consider this....

Jan is a social worker who has led the social work team at a large nursing facility for the past year. Prior to joining this team, she had been the lead of the social work department with a local hospital for 10 years.

Jan is frequently late getting to the facility and is often late to the Clinical Meeting. Today she again joined late, and immediately pulled out her phone to check messages, then brought out her laptop and began typing. The team is discussing the post-acute care plan for Mrs. C and Paula, the DON asks Jan about how the family meeting went. Jan doesn't respond right away, and then looks up and says, "I left a message for the husband. I haven't heard back from him." He then goes back to typing.



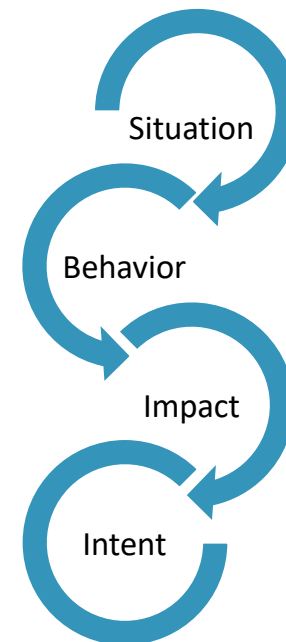
What Concerns You?



Growing your leaders...giving Feedback that works



“Did you happen to see that little note I left about your evaluation?”



Using SBI - I



- **Situation** – when and where, be specific
- **Behavior** – the precise behavior that you observed and wish to discuss
- **Impact** – how the behavior affected the team, the organization, you
- **Intent** – what did you hope to accomplish, what was meant

Feedforward

- Focus on positive frame/future oriented
 - At yearly reviews: *“Here are two projects that will be a priority this year. These are the skills/behaviors/accomplishments we need you to develop/display/produce. Let’s talk about how you will do that.”*
 - Or ongoing feedforward, *“You did a great job leading our team meeting, I would like to see that energy in our strategy meeting, specifically around___.”*
- Tends to be faster
- Positive focus is received easier
- Repeat offenders may benefit from altered approach



Let's apply SBI to Jan and Paula...

Situation
Behavior
Impact
(Intent)



Report out

Chat in (or unmute)...

- What went well here?*
- What could be better?*



Tips for Using SBI - I

- Give timely, authentic, actionable feedback
- **Get right to the point**
- Avoid the “Feedback Sandwich”
- **End with next steps**

Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.

Doris Kearns Goodwin

WWW.STOREMYPIC.COM

3:00 PM

Takeaways - Lightening Round

What was of value?

Questions?



References

- Goldsmith, M. *Try Feedforward instead of feedback*. <https://marshallgoldsmith.com/articles/try-feedforward-instead-feedback/>
- Porter, L. (2022). 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/>
- Weitzel, S. (2019). *Feedback that Works: How to Build and Deliver Your Message*. Center for Creative Leadership.

Resources

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 navigation links: RESOURCES, EDUCATION (CME/MOC), PUBLIC POLICY, MEMBERSHIP, STATE CHAPTERS, PRACTICE MANAGEMENT, and CAREER CENTER. The main content area features two primary sections:

- More of a Good Thing: A Framework to Grow and Strengthen the PALTC Careforce**: This section describes an expansion of the 4Ms Framework. It includes a paragraph about the framework's goals and a paragraph mentioning funding 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 introduces a series of virtual sessions on leadership strategies. It includes a paragraph about the sessions and a "Register Now" button.

Below these sections is a "More of a Good Thing Meeting Archives & Tools" section with three links to past recordings:

- Developing Leaders Within Your Organization | January 11, 2024
- Partnership in Leadership: An Administrator and DON Share Their Success Stories and Lessons Learned | December 14, 2023
- New Nursing Home Value Business Model | November 9, 2023

On the right side of the page, there is a "Save The Date" section with two upcoming events:

- More of a Good Thing Monthly Roundtable Discussions**: The National Dementia Workforce Study: Insights on How to Care for Those Caring for People with Dementia. Date: Thursday, February 8, 2024. Time: 4:00 - 4:45 PM Eastern. Fee: Free. Register Now button.
- Leading With Purpose: 8 Strategies for Engaging Your Careforce**: Setting Your Course: How to Jump Start Your Workforce Plan. Date: Thursday, January 18, 2024. Time: 4:30-5:00 PM Eastern. Fee: Free. Register Now button.

At the bottom right, there is a "Stay Connected to More of a Good Thing" section with a "Join Our Email List" button and contact information for AMDA's Director of Clinical Affairs and Education: Erin O'Brien, MA.

Next Session!
April 18th (Thursday) at 4:30 EDT

***Crowdsourcing the
Collective Intelligence
of Your Team***

