

A Culture of Engagement – Making a Difference Every Day through Leadership Behaviors

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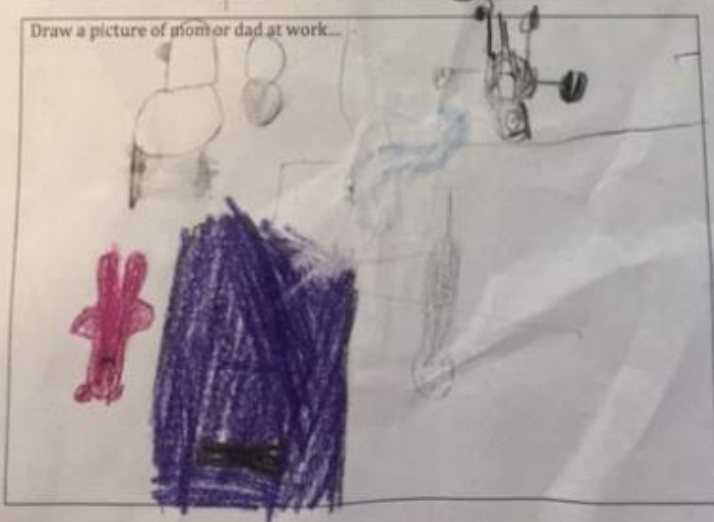
"In my Community"

In my community you will find
Helpers of most every kind—
Firefighters, doctors, teachers, too,
Police officers and vets at the zoo.
In my community you will find
Helpers of most every kind.

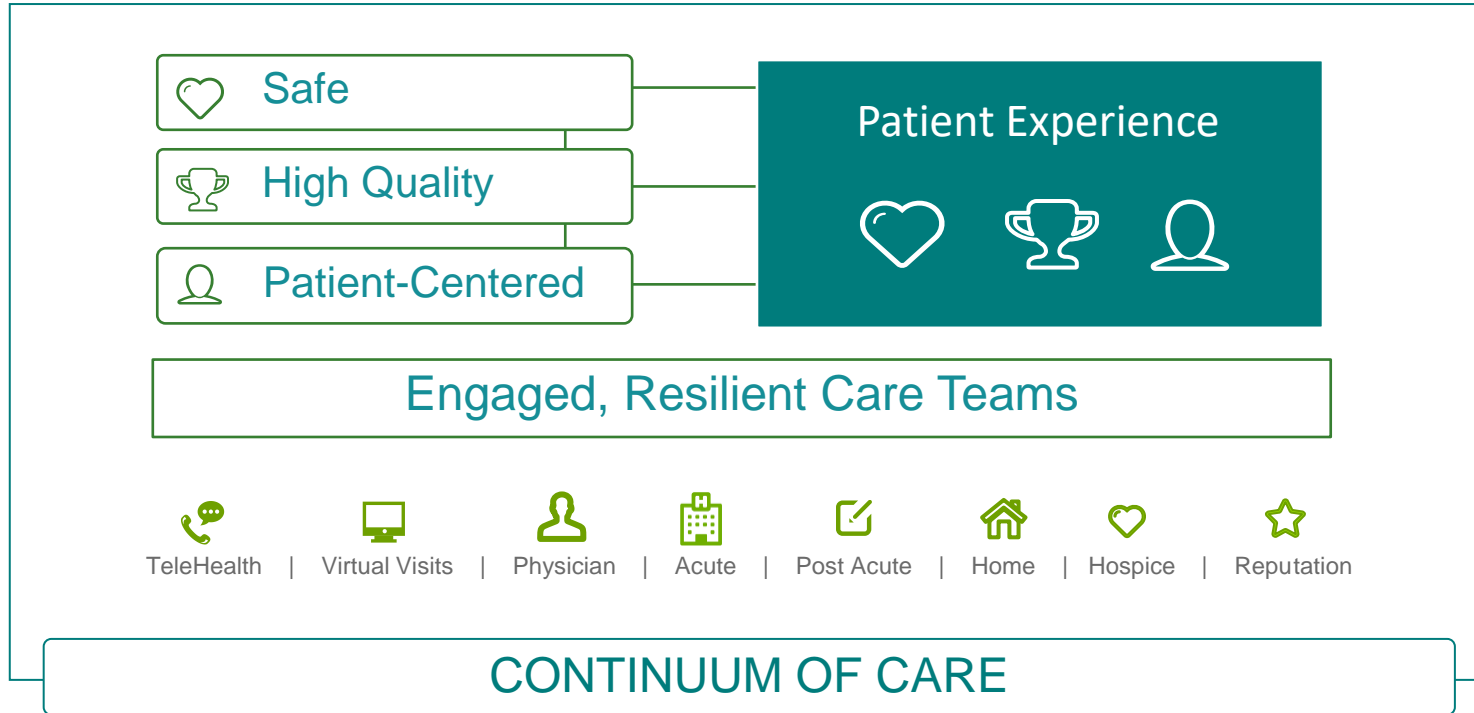
What jobs do your parents do?

My dad ^{travels} travels to
^{different} different ^{places} places
to help the
^{community} community.

Draw a picture of mom or dad at work...



Delivering the Optimal Care Experience



Don't Harm Me

Heal Me

Show Me Compassion

Defining Engagement



Courtesy of Sportsonearth.com

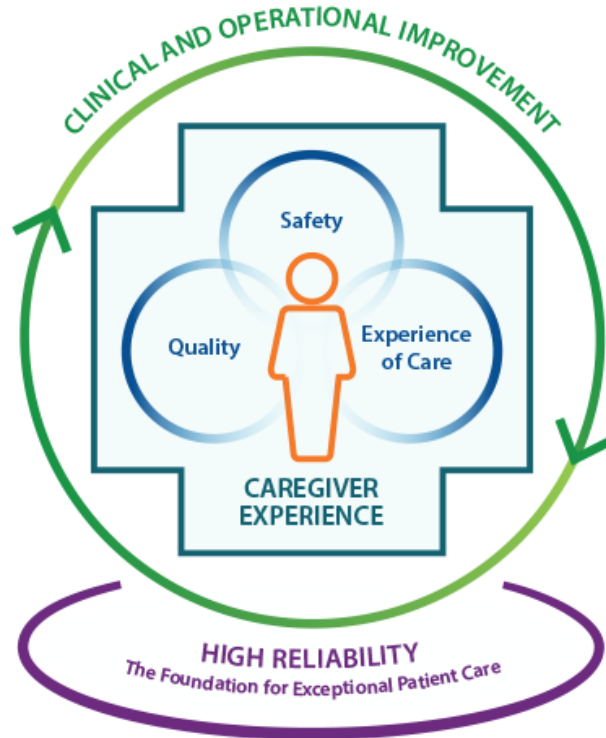
Strong emotional bond

More discretionary effort

Co-own engagement

Commit to improve

Where the Conversation Starts



Level Setting

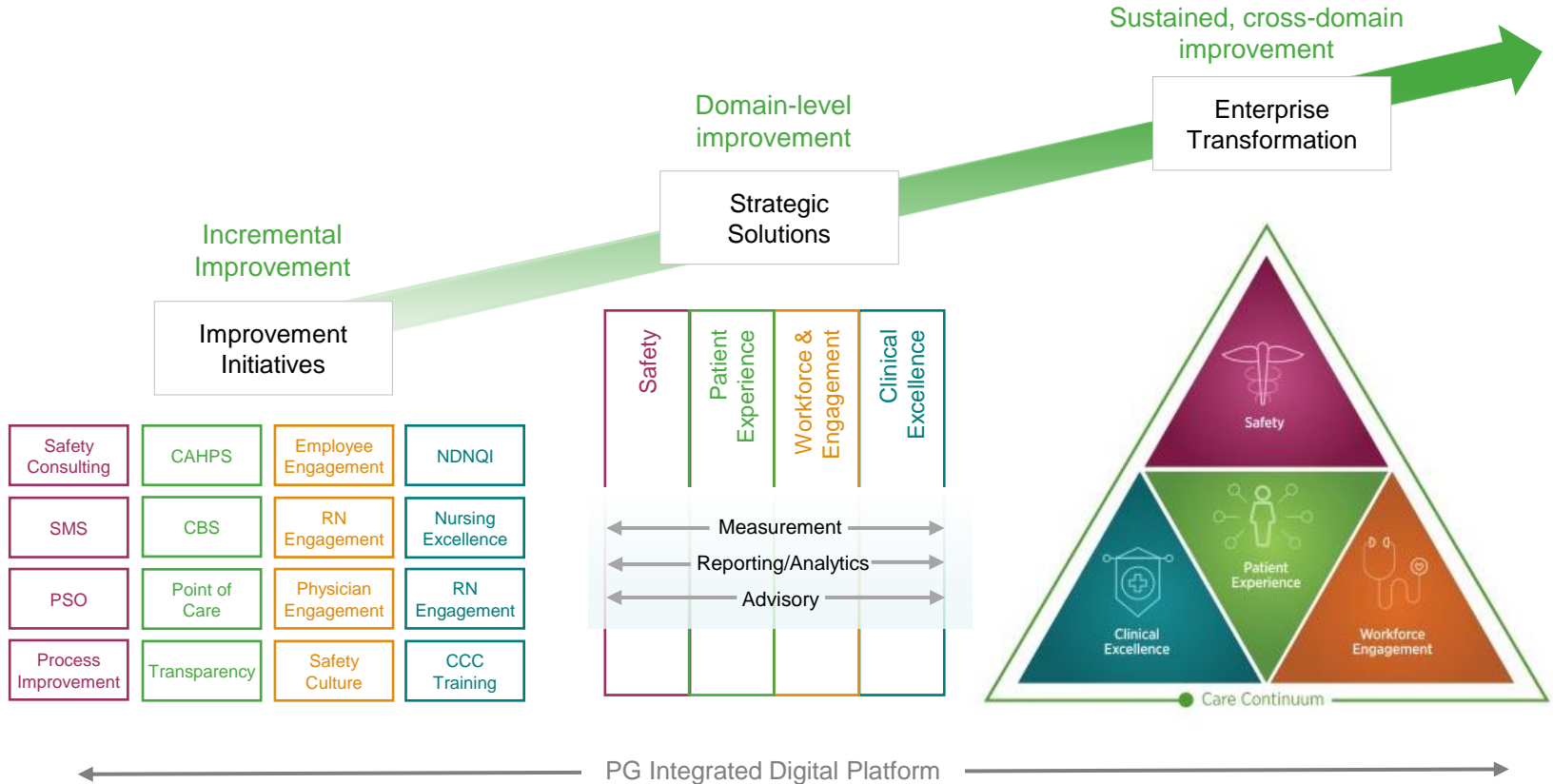
- No “silver bullets” - Beware of bright shiny objects
- Enhance enterprise strategy to ensure high performance and sustainability
- Back to basics approach
- This takes time
- Requires leadership and universal ownership
- Key stakeholder groups must be involved
- You will not walk out of here with the “plan”
- Improving local execution and accountability
- Workforce engagement needs to be a priority

Chat Session – Why do you think organizations struggle to achieve their desired outcomes?

Why Organizations Struggle

- No integrated strategy
- No connection/support of senior leadership
- Inconsistent messaging
- Bedside caregivers not bought in and/or not included
- Poor execution
- Lack of accountability
- Too many competing initiatives or tactics
- Burnout!

Advancing the Industry Toward Transformational Solutions



Employee Perspective on the Talent Life Cycle





Connect Me to the Mission

A. Marc Harrison, MD



Courtesy of [healthleadersmedia.com](https://www.healthleadersmedia.com)

Align Under a True North: Safety is Foundational

440,000

Americans die from preventable hospital errors

3rd

leading cause of death in the US

1 in 25

hospitalized patients develops a preventable hospital infection

~ \$2,013

per discharge

Patient injury/error related cost to hospitals

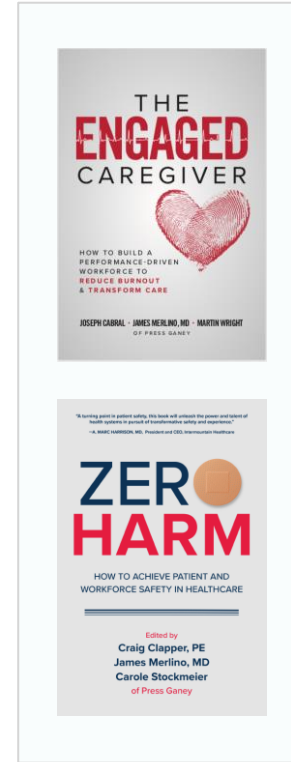
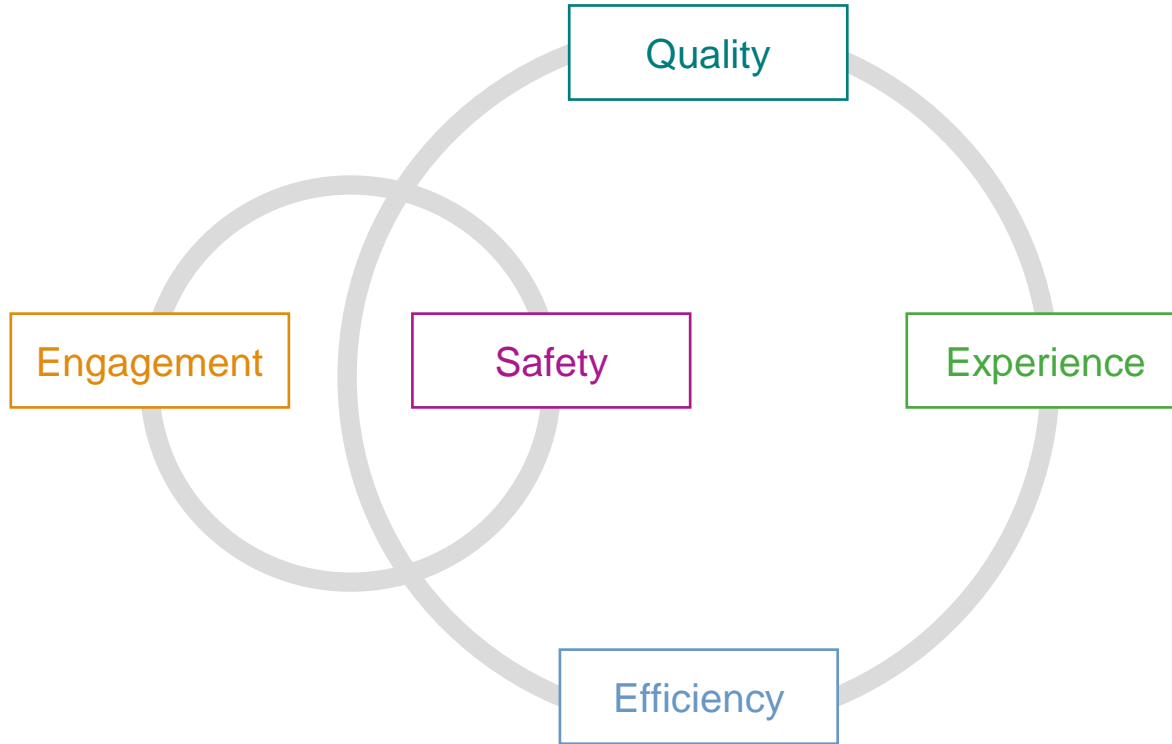


Commit to Zero Harm

- **Declare ZERO Harm** as your goal.
- **Make harm visible** – be transparent about safety events.
- **Put a face on safety** – each event is a person, not just a number.



The Virtuous Cycle





Attract & Pick Me

People Want to be on High Performing Teams



Theo Epstein: World's Greatest Leader

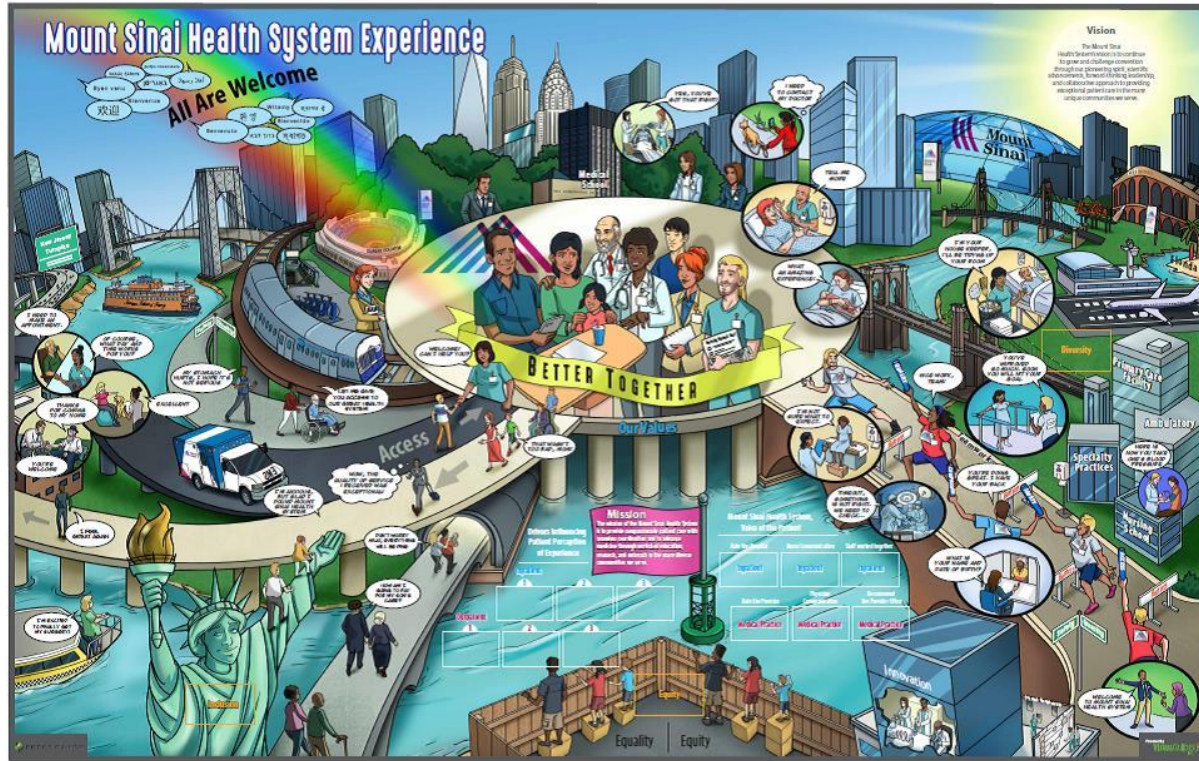


Courtesy of Fortune Magazine



Orient Me

Orientation through a VisionGuide





Help Me Fit In

Made for *this*[™]
Northwell Health



Creating Vertical Alignment

- Create true executive sponsorship from the top – including VP & Directors
- Commit to being “Best Place to Work” in the health system
- Define engagement as a strategic imperative, not an HR project
- Conduct quarterly “People Strategy” meetings with department leadership
 - Same rigor as any other outcome (safety, quality, finance)
- Annual talent reviews and leadership assessments to determine mismatches and learning opportunities
 - Development efforts cross-referenced with engagement results
- Develop local improvement plans and accomplish them



Keep Me Strong

Deconstructing the Balance of the Work Environment

1. Focus on the Top:

Promote Engagement and Prevent Burnout by Optimizing the Experience of the Work Environment



2. Address the Bottom:

Promote Resilience to Prevent a Negative Work Environment from Turning into Burnout

What I Say and Do

“Before entering a patient’s room, I take a “mindful moment,” a brief mindfulness practice to boost empathy. This is a quick, simple and effective way for me to rehab my empathy muscle.”

October 5, 2016 – Michael Donlin, ACNP-BC, FHM

“Two things you liked about school”





Help Me Learn and Grow

Develop Leadership Competencies

Category	Leadership Competency
Leading Self	<ol style="list-style-type: none">1. Applying Emotional Intelligence to Your Role2. Maintaining and Enriching Resilience3. Ensuring Ethics and Personal Integrity
Leading People	<ol style="list-style-type: none">4. Leading Strategically and Managing Others5. Communicating Effectively6. Managing Conflict7. Building a High-Performing and Diverse Team8. Coaching Others and Giving (and Receiving Feedback)
Leading Change	<ol style="list-style-type: none">9. Making Data-Based Decisions10. Managing Change and Fostering Innovation11. Improving Process and Operations

Personal
Peer
Parental
Patient

RELEASE THE
HERO
INSIDE



**SPEAK UP FOR
SAFETY**

*Maya's Rule: Every
Primary Children's
team member has an
absolute obligation
to speak up for
safety.*



S A F E T Y C O M M I T M E N T S



Make Me a Believer

And it all starts with holding **YOURSELF** accountable:

DWYSYWD

Chat Session – What Makes a Leader Inspirational?

Inspirational Leaders Do...

- Create clear and strong messages
- Express your values, beliefs, and goals
- Smile and communicate through body language
- Use simple, yet expressive language
- Allow themselves to be moved by experiences
- Walk the talk
- Think about the broad picture

Tony Adkins – The Dancing Doc





Thank You!

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