

# FHCA 2019 Annual Conference & Trade Show

## CE Session #20 – A Leadership System for Driving Performance, Retention and Results

Monday, August 5 – 7:00 to 8:00 p.m.

Celebration 1-2 – Leadership/Management

### Upon completion of this presentation, the learner will be able to:

- Identify the five elements of a leadership system (formal and informal leadership processes and practices) that impact employee performance and retention
- Recognize the cause and effect relationship between the elements and how they interact to shape an engaging and productive workplace environment
- Select evidence-based, actionable practices to build an organizational leadership system that produces desired quality outcomes

### Seminar Description:

Following guidance from the Leadership Category of the Malcolm Baldrige Performance Excellence framework, we will explore tangible, evidence-based actions that effective leaders take to engage all team members in improving quality and driving higher levels of resident satisfaction. This session will focus on the specific elements of a leadership system that directly impact how employees perform their jobs, how motivated they feel, how they interact with residents and whether or not they stay.

### Presenter Bio(s):

**Nancy Anderson**, RN, MA is the Senior Vice President of Engagement Solutions for Align. Drawing from 30 years of experience working in senior care, she develops practical solutions for senior living and post-acute providers to successfully build and sustain a culture of engagement. Nancy is a Master Examiner for the AHCA Quality Award Program.

**Florida Health Care Association**

August 5, 2019



**A leadership system for driving performance, retention and results**

**Nancy Anderson, RN, MA**  
SVP, Engagement Solutions, Align



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**What motivated you to work in the Aging Services/Senior Care field?**

1. Number of years worked in this field?
2. At what level did you enter? (Frontline, Supervisor, Facility Management, Corporate)
3. Current position?
4. What influenced your decision to work in this field?

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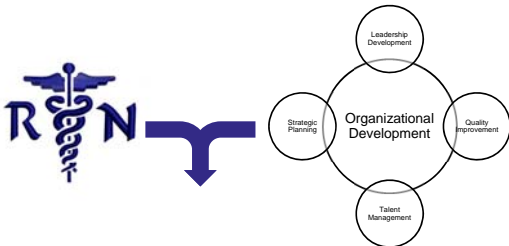
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**30+ years in Senior Care**



Leadership strategies for engaging, motivating and retaining committed employees

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## Today

- A **leadership system** and **evidence-based leadership practices** that drive employee engagement and simultaneously improve:

- Workforce retention
- Employee performance
- Customer satisfaction

How does employee engagement impact business outcomes?

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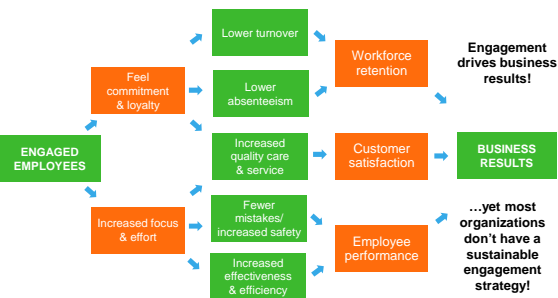
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## THE VALUE PROPOSITION

Irrefutable links between engagement and business results...



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## EMPLOYEE ENGAGEMENT viewed as a ...

### Program

Engagement is an HR event vs a business issue

Conduct a survey

Initiate some random activities and hope for the best

Not integral to business, i.e., business as usual

Set of "one and done" transactions

### WIG

Engagement is treated by leaders as a strategic priority

Regularly assess engagement followed by accountability for evidence-based improvements

Improvements are integrated into workflows and processes

Cycles of continuous learning and improvement to progressively shape a **culture** of engagement

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A sustained **CULTURE OF ENGAGEMENT** requires a **bold** leadership approach that is...

- systematic
- intentional
- deliberate

You have a choice!

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### Leverage points for shaping a culture of engagement

- Senior Leaders** Establish a **leadership system** that **systematically** drives engagement  
 Who are the Senior Leaders in your facility?
- Leadership Team** Strengthen the capacity of the team to **intentionally** shape an engaging work environment
- Immediate Supervisor** **Deliberately** embed specific engagement **behaviors and practices** at the level closest to employees

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### Baldrige Performance Excellence Framework

A set of criteria that represent best practices used by high-performing organizations

**HOW do Senior Leaders lead the organization?**

From Baldrige Performance Excellence Program, 2017-2019 Baldrige Excellence Framework: A System Approach to Improving Your Organization's Performance. Health Care: Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>

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**LEADERSHIP SYSTEM**  
The formal and informal ways you exercise leadership

**5 Senior Leader actions that drive employee engagement**



... for the ultimate goals:  
**Improved employee performance, workforce retention and customer experience**

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**ACTION 1** Personally engage

As Senior Leaders, how do your **personal actions** guide and sustain your organization?

**HOW do you personally:**

- Communicate with and engage your entire workforce?
- Create a motivating environment for your workforce?
- Cultivate organizational learning and leadership development?



You personally influence organizational culture through your visible commitment and the *Cascade Effect*

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**Senior Leader actions**

- Become self-aware of the impact of your leadership presence
- Visibly demonstrate engaging behaviors:
  - Constancy of purpose
  - Composure
  - Connection
  - Humility
- Own your engagement strategy and mobilize your team to role model and deploy engagement practices



*People watch you and take their cues from you*

Go beyond **rhetoric** (words) and make it **reality** (energy, behaviors and actions)

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**The payoff**

✓ Organizational energy and influence are infused throughout the organization through the *Cascade Effect*



YOUR PERSONAL ENGAGEMENT RESULTS IN ...

**Organizational momentum**

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**ACTION 2** Communicate purpose and priorities

**A primary task of leadership is to direct attention.** Senior Leaders must be clear on purpose and priorities AND routinely communicate this to employees.

**CHALLENGE #1:**

- Misalignment among leaders regarding what's most important (and if leaders aren't clear, no one else will be!)

**CHALLENGE #2:**

- No consistent process for communicating purpose and priorities to employees




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**THE TRAP**  
Thinking everyone knows organizational purpose and priorities

**Survey of "non-desk" employees:**

**84%** said:  
"We don't get any or enough information from top management."

**78%** said:  
"I don't see a link between my work and the success of the company."

**72%** said:  
"Hearing from senior leaders is important."



Not hearing from leaders was interpreted as a lack of respect for employees and their contributions

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Engagement survey item:

**I have a clear understanding of the goals and priorities of this organization.**

*"The single biggest problem in communication is the illusion that it has taken place."*  
— George Bernard Shaw

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## Senior Leader actions

- Establish a formal communication plan to include:
  - Goals and progress
  - Key decisions and changes
  - Future plans/direction
  - Recent successes and recognition of employee contributions
- Communication plan criteria:
  - Systematic approach
  - Accountability for deployment
  - Gets to **ALL** employees
  - Measurable so that you can learn and improve



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## Employee Communication Plan (sample)

Audience	Message(s)	Method	Frequency	Timing	Who	Measure
All staff	Facility goals and status update; key decisions; Q&A	In-person meetings (on each shift)	Quarterly	Second Tuesday of the month at 2:00 PM, 9:00 PM, 11:30 PM	Senior Leader (rotate)	EE survey – "Are you informed of goals and priorities?"
New employees	Mission, vision, values	New Employee Orientation	Every 2 weeks	9:00-10:00	Exec. Director	NEO evaluation

**Authentic communication and transparency**  
inspires trust and promotes feelings of significance

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**The payoff**

- ✓ Employees stay informed and can act in alignment with direction and priorities
- ✓ Employees **feel their work is meaningful** and become invested in the organization's success

CLARITY OF PURPOSE AND PRIORITIES RESULTS IN ...

**Aligned actions**




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**ACTION 3** Listen strategically

No leader wants to be blindsided by unknown issues!

**CHALLENGE #1:**


- You may be insulated — people tell you what they think you want to hear **OR** they may not feel safe to share information

**CHALLENGE #2:**

- You lead in a complex environment which requires many sources of information — No single person paints the picture

**Beware the leadership bubble!**

Frontline employees, the people closest to your customer, can provide important information needed to make good decisions — if you listen




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**Senior Leader actions**

Intentionally burst the bubble by actively seeking input, feedback and ideas from employees.

- Engagement assessments
- Employee rounding
- Lunch with leaders

Make your listening strategies systematic, actionable and safe!




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## Reduce intimidation and make it safe

To create psychological safety:

- Open with a request for help ... humbly admit you don't know all the answers
- Model curiosity — ask good questions:
  - If you were in my job, what would you be focusing on?
  - What things can we do to improve patient/resident experience?
  - As an organization, what are some things that we don't do that we should start doing?
- Maintain self-awareness of your presence ... body language, tone of voice, facial expressions
- Keep the conversation future-focused and solution-oriented
- Acknowledge and express gratitude for the information

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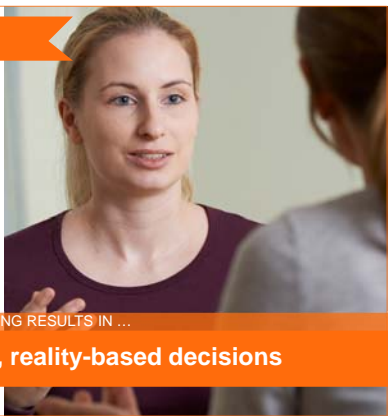
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### The payoff

- ✓ Employees **feel safe** to share thoughts, issues and ideas
- ✓ Employees **feel heard**
- ✓ Root out problems before they become full-blown crisis

STRATEGIC LISTENING RESULTS IN ...

**Proactive, reality-based decisions**



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### ACTION 4 Humanize the workplace

Engagement is impacted by how employees **feel** ...  
(about their work and their workplace)

#### CHALLENGE #1:

- Are we really going to talk about emotions in the workplace?

#### CHALLENGE #2:

- Compliance and bottom-line pressures embed a production-focused mindset which may adversely impact our approach to leading people

With a production mindset, it's easy to forget the needs of the people doing the producing.

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## Production-focused workplace

Manager/Supervisor perspective:

- Do we have enough bodies to fill slots on the schedule?
- Are employees getting their tasks done?
- Are we compliant with regulations?



Employees are viewed as human resources rather than human beings — cogs in the operational wheel

The irony: We expect our employees to provide person-centered care!

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## “Why compassion is a better managerial tactic than toughness”

Harvard Business Review, May 7, 2015

Production-Centered (Toughness)	People-Focused (Humanness)
Increased stress, higher health costs	Decreased stress, lower health costs
Self-protective behaviors	Pay it forward behaviors
Productivity inhibited	High productivity and performance
Loyalty erodes increasing turnover	Loyalty builds increasing retention

**More humanity =  
better performance  
and better results**

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## Senior Leader actions

- Recognize that grit and grace are not mutually exclusive
- Role model people-focused leadership — visibly demonstrate care for employees
- Evaluate your workforce policies, programs and practices. Do they consider the emotional factors that impact engagement?
  - ❖ Significance – “I’m valued; I matter.”
  - ❖ Safety – “I feel safe and respected.”
  - ❖ Control – “I have a voice.”
  - ❖ Connection – “I’m included; I belong.”
  - ❖ Fairness – “I’m treated fairly.”

Define your employer brand as a workplace that cares

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**The payoff**

- ✓ A caring employer brand draws people into your facility
- ✓ A caring environment compels employees to stay



HUMANIZING THE WORKPLACE RESULTS IN ...

**Preferred workplace**

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**Leverage points for shaping a culture of engagement**

Senior Leaders	Establish a <b>leadership system</b> that <b>systematically</b> drives engagement
Leadership Team	Strengthen the capacity of the team to <b>intentionally</b> and <b>collaboratively</b> shape an engaging work environment
Immediate Supervisor	<b>Deliberately</b> embed specific engagement <b>behaviors and practices</b> at the level closest to employees

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**ACTION 5** Develop your leaders

You define your culture by whom you pick for leadership positions and by the leadership standards you enforce

**CHALLENGE #1:**

- The war for talent is over! Talent won!
- Your best employees expect a great workplace and, if they don't get it, they can easily find a job elsewhere

**CHALLENGE #2:**

- The people who have the greatest impact on employee engagement often have the least training in engagement practices

*"An organization's failure to achieve high performance can almost always be traced to a failure in leadership."*  
- Mark Blazey, Senior Examiner, Baldrige Award

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## Senior Leader actions

Establish a systematic leadership development process

- Invest in developing your current leaders
- Identify high potentials
- Grow future leaders

Help them grow or watch them go!

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## The payoff

- ✓ Better leaders, better results
- ✓ Robust leadership pipeline



LEADERSHIP DEVELOPMENT RESULTS IN ...

**Agility and sustainability**

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HOW do **Senior Leaders** lead the organization?

HOW do your employees **experience** your leadership?



... for the ultimate goals:  
**Improved employee performance, workforce retention and business results**

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## What motivated you to work in the Aging Services/Senior Care field?

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For more information, contact:

**Nancy Anderson, RN, MA**  
SVP, Engagement Solutions  
Align, Wausau, WI

[nanderson@align30.com](mailto:nanderson@align30.com)



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