MANAGER TRAINING SERIES

CREATE A THRIVING WORKPLACE

JUNE 30, 2020
1 P.M. EASTERN

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National Health Service Corps
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SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION
WEBINAR HOUSEKEEPING

We are Recording

Ask Questions

Session & Series Evaluations

Have Fun
Questions?

- Use the chat and questions boxes
- Email mblake@clinicians.org

Use the Q&A box to share questions directly with the presenting team

Select “All panelists and attendees” before sending your chat to the group

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OUR PRESENTER

April Lewis
CEO
Good Connection, Inc.

www.aprillewis.com

Connecting you with your highest self.
TODAY’S SESSION

Employee Engagement
Decrease Turnover
Recognize & Reduce Burnout

http://www.chcworkforce.org
Use ONE word to describe the culture of your organization?
START WITH “WHY”

PASSION LED US HERE
WHAT DOES YOUR TEAM WANT?

- Full appreciation for the work done

Source: SparkHire HR & Recruiting
WHAT DOES YOUR TEAM WANT?

- Full appreciation for the work done
- Feeling “in” on things

Source: SparkHire HR & Recruiting
WHAT DOES YOUR TEAM WANT?

- Full appreciation for the work done
- Feeling “in” on things
- Sympathetic help on personal problems

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- Job security

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- **Good wages**
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- Job security
- Good wages
- **Interesting work**

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WHAT DOES YOUR TEAM WANT?

- Full appreciation for the work done
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- Sympathetic help on personal problems
- Job security
- Good wages
- Interesting work
- Promotion/ growth opportunities

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WHAT DOES YOUR TEAM WANT?

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- Sympathetic help on personal problems
- Job security
- Good wages
- Interesting work
- Promotion/ growth opportunities
- Personal loyalty to workers

Source: SparkHire HR & Recruiting
WHAT DOES YOUR TEAM WANT?

- Full appreciation for the work done
- Feeling “in” on things
- Sympathetic help on personal problems
- Job security
- Good wages
- Interesting work
- Promotion/growth opportunities
- Personal loyalty to workers
- **Good working conditions**
WHAT DOES YOUR TEAM WANT?

- Full appreciation for the work done
- Feeling “in” on things
- Sympathetic help on personal problems
- Job security
- Good wages
- Interesting work
- Promotion/ growth opportunities
- Persona; loyalty to workers
- Good working conditions
- Tactful discipline

Source: SparkHire HR & Recruiting
“Start where you are. Use what you have. Do what you can.”

~ Arthur Ashe
EMPLOYEE ENGAGEMENT

- Society for Human Resource Management (SHRM) defines employee engagement as the lifecycle employees experience physically, emotionally, psychologically, and behaviorally with their organization.
On a scale of 1-5, with 5 being the MOST engaged, how engaged is your team? (average of them all)
ENGAGEMENT VS. SATISFACTION
FACTORS THAT AFFECT ENGAGEMENT

Leadership

• Inspiring
• Interact with the workforce
• Collaborative
• Employees want to feel like they are involved in the company’s success and growth

Source: HR Toolbox
FACTORS THAT AFFECT ENGAGEMENT

Advancement Opportunities

• Learning and development
• Professional growth
• Internal/ team promotion
FACTORS THAT AFFECT ENGAGEMENT

Communication

• Consistent
• Resolve problems quickly
• Trustworthy
• Bi-directional
FACTORS THAT AFFECT ENGAGEMENT

Diversity, Equity and Inclusion

- Open to new ideas
- Equal opportunities and treatment
- Across gender, race, generation, etc.
FACTORS THAT AFFECT SATISFACTION

Compensation

• Comparable to market and competitors
FACTORS THAT AFFECT SATISFACTION

Benefits and Rewards

• Support overall well-being
• Perks outside of salary
FACTORS THAT AFFECT SATISFACTION

Work-life Balance

• Flex schedules/ Comp time
• Remote work
• Vacation
• Promote joy at work
FACTORS THAT AFFECT SATISFACTION

Recognition

• Show appreciation
  • Formal or informal
    • “The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People” by Gary Chapman
• Affects engagement
JOB SATISFACTION AND EMPLOYEE ENGAGEMENT ON MASLOW’S HIERARCHY OF NEEDS

- **SELF-ACTUALIZATION**
  Alignment of professional with personal goals, a spirit of entrepreneurship, creative, rewarding work, work-life balance

- **ESTEEM**
  Regular recognition, two-way feedback, a culture of appreciation, personal growth through learning and development

- **BELONGING**
  Diversity and inclusion, support from team members and managers, social interactions in the workplace

- **SAFETY**
  Job security, insurance, benefits, regular training for long-term employability, sufficient pay to meet long-term goals

- **PHYSIOLOGICAL**
  A safe workplace, short commutes to work, sufficient pay to meet immediate needs of survival
WAYS TO MEASURE ENGAGEMENT

- Pulse Surveys
- One-on-Ones
- Stay/Exit Interviews
- Net Promoter Score
- Establish key metrics
- Listen
### HOW CAN YOU TELL?

<table>
<thead>
<tr>
<th>Engaged behaviors</th>
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</thead>
<tbody>
<tr>
<td>Optimistic</td>
</tr>
<tr>
<td>Team-oriented</td>
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<td>Goes above and beyond</td>
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<td>Passes along credit but accepts blame</td>
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**HOW CAN YOU TELL?**

<table>
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<tr>
<th>Engaged behaviors</th>
<th>Disengaged behaviors</th>
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</thead>
<tbody>
<tr>
<td>Optimistic</td>
<td>Pessimistic</td>
</tr>
<tr>
<td>Team-oriented</td>
<td>Self-centered</td>
</tr>
<tr>
<td>Goes above and beyond</td>
<td>High absenteeism</td>
</tr>
<tr>
<td>Solution-oriented</td>
<td>Negative attitude</td>
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<tr>
<td>Selfless</td>
<td>Egocentric</td>
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<tr>
<td>Shows a passion for learning</td>
<td>Focuses on monetary worth</td>
</tr>
<tr>
<td>Passes along credit but accepts blame</td>
<td>Accepts credit but passes along blame</td>
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</tbody>
</table>
High engagement can lead to high retention.
1. Manager
2. Poor fit for the job
3. Coworkers not committed to quality
4. Pay and benefits
5. Connection to organization or leadership

Source: Gallup
WAYS TO REDUCE TURNOVER

- Recruit and hire for best fit
- Manager training
- Competitive wages
- Focus on drivers of engagement
- Coaching strategies
“Train people well enough so they can leave, treat them well enough so they don’t want to.”

~ Richard Branson
Recognize and Reduce Burnout
BURNOUT DEFINED

A state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress.

Source: Helpguide
WHAT DOES IT LOOK LIKE?
RECOGNIZE BURNOUT

• Feeling tired
RECOGNIZE BURNOUT

- Feeling tired
- Complaints of headaches or muscle aches caused by stress
RECOGNIZE BURNOUT

• Feeling tired
• Complaints of headaches or muscle aches caused by stress
• Increased absenteeism for sick days or leaving early
RECOGNIZE BURNOUT

• Feeling tired
• Complaints of headaches or muscle aches caused by stress
• Increased absenteeism for sick days or leaving early
• Decreased motivation
RECOGNIZE BURNOUT

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• **Cynical or negative attitude**

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RECOGNIZE BURNOUT

- Feeling tired
- Complaints of headaches or muscle aches caused by stress
- Increased absenteeism for sick days or leaving early
- Decreased motivation
- Cynical or negative attitude
- Detachment from work and the team
RECOGNIZE BURNOUT

• Feeling tired
• Complaints of headaches or muscle aches caused by stress
• Increased absenteeism for sick days or leaving early
• Decreased motivation
• Cynical or negative attitude
• Detachment from work and the team
• Decreased productivity
RECOGNIZE BURNOUT

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- Decreased productivity
- Procrastination or taking longer than usual to complete task
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- Procrastination or taking longer than usual to complete task
- **Outbursts**
REDUCE BURNOUT
REDUCE BURNOUT

• Flexible scheduling, when able
REDUCE BURNOUT

- Flexible scheduling, when able
- Encourage and support work life balance
REDUCE BURNOUT

- Flexible scheduling, when able
- Encourage and support work life balance
- EHR/ Technology optimization
REDUCE BURNOUT

- Flexible scheduling, when able
- Encourage and support work life balance
- EHR/ Technology optimization
- **Provide clear expectations for all employees**
REDUCE BURNOUT

• Flexible scheduling, when able
• Encourage and support work life balance
• EHR/ Technology optimization
• Provide clear expectations for all employees
• **Ensure employees have access to necessary tools and resources**
REDUCE BURNOUT

• Flexible scheduling, when able
• Encourage and support work life balance
• EHR/ Technology optimization
• Provide clear expectations for all employees
• Ensure employees have access to necessary tools and resources
• Provide ongoing training
REMEMBER…

✓ Burnout doesn’t happen overnight
✓ It doesn’t “look” the same in everyone
✓ Several factors lead to burnout
✓ Reducing burnout requires change
✓ Burnout can happen to all staff
✓ Utilize the STAR² Center’s Burnout Assessment Tool to measure your need for intervention to prevent burnout:
  http://forms.logiforms.com/formdata/user_forms/68725_123124/361775/page1.html?cachebust=368
MANAGER TRAINING TOOLKIT

STARC2CENTER
SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

June 2020

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling $448,662.00 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit HRSA.gov

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COMING SOON!
THANK YOU FOR YOUR TIME

Any questions?
Please complete the session evaluation.

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