

MANAGER TRAINING TOOLKIT



STAR²CENTER SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

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INTRODUCTION

The Association of Clinicians for the Underserved (ACU) is a transdisciplinary organization of clinicians, advocates and healthcare organizations that provide health care for the underserved. Our programs include professional education, clinical tools, advocacy, patient education, training, and technical assistance.

ACU is united in a common mission to improve the health of America's underserved populations and to enhance the development and support of the health care clinicians serving these populations.

The Solutions, Training, and Resources for Recruitment and Retention (STAR² Center) offers an online resource center, a one-stop shop for toolkits, manuals, best practices, and other resources related to clinician recruitment and retention. Additionally, confidential health center Recruitment and Retention Data Profiles are updated annually and shared with health centers to help identify specific needs of individual health centers.

PURPOSE

The purpose of the Manager Training Toolkit is to provide a training and development resource for managers at health centers. Research relating to human resources indicates that the number one reason an employee leaves a job is due to their manager, not the job itself (Gallup). To maintain a skilled workforce, many health center leaders advance their best employees into management positions. However, many leaders neglect to provide new managers with the training necessary to help them succeed in their new roles. Without adequate training, employees who once excelled in their work may begin to struggle in their new roles and create instability across the workplace. This toolkit and supporting webinar series will equip managers with skills and tools to lead their teams, increase engagement and reduce turnover.

TARGET AUDIENCE

The toolkit is designed for anyone in a management or leadership role at a health center. It is for those who manage one or more employees and seeking to create an optimal work environment and have more fulfilled staff. It is useful for new and veteran managers.

"Leaders become great, not because of their power, but because of their ability to empower others." ~John Maxwell

MANAGER SKILLS

Managers play a vital role in an employee's experience within an organization. They make the difference between an engaged, thriving employee and one that is stressed and burned out. Communication is a key component of managing people. Communication is most effective when the message is clear and concise.

To succeed in their roles, managers can benefit from training in two areas: **hard and soft skills**. Hard skills are related to specific technical knowledge and training while soft skills are personality traits such as leadership, communication, or time management. According to online job searching platform, Indeed, both types of skills are necessary to successfully perform and advance in most jobs.

According to a survey by [Adecco Staffing USA](#), 44 percent of executives said a lack of soft skills was the biggest proficiency gap they saw in the U.S. workforce.

When developing approaches to Community Health Center Entry Level training, Seattle Indian Health Board reported soft skills as the leading skills gaps

The following list can be used as a guide for your organization to identify the necessary skills to best meet the needs of your patients and fulfill your mission:

Hard/Technical Skills:

- Strategic Planning
- Data Analysis
- Computer Software (e.g., EMRs, etc.)
- Budgeting
- Project Management
- Health Literacy

Soft/People Skills:

- Communication
- Team Building
- Performance Feedback
- Adaptability
- Empathy
- Leadership
- Emotional Intelligence
- Critical Thinking
- Problem Solving

TRAINING FOR TODAY'S MANAGER

An employee's working relationship with their manager has a direct impact on engagement, happiness, and productivity. Trained managers are equipped to lead through change, communicate effectively and boost retention (SHRM).

The Science of People references the following types of trainings for managers:

- Change management
- Coaching and mentoring
- Communication training
- Compliance
- Decision making
- Financial management
- Managing talent
- Managing up
- Measurement and metrics
- Performance management
- Project management
- Risk management

Training plans should be designed based on the current and future needs of the organization.

IMPLICIT BIASES

Implicit bias, also known as social cognition, refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner (The Kirwan Institute for the Study of Race and Ethnicity). These biases show up involuntarily without awareness or control. In addition, they can be favorable or unfavorable. Everyone has implicit biases. Recognizing implicit biases allow managers to create an inclusive environment for everyone on the team.

"Unconscious bias is an opinion, positive or negative, we have about a group or person. It occurs when we make spontaneous judgments about people or situations based on our past experiences, culture, background, or exposure to media. These spontaneous judgments occur within 3-5 seconds of encountering a person. The attitudes or stereotypes that develop early in life (as early as 1-6 years old), are reinforced over time, and affect our understanding, actions, and decisions in an unconscious manner," Dr. Shirley Davis, Speaker and Author of 'The Seat: How to Get Invited to the Table When You're Over-Performing and Undervalued.'

According to the Harvard Business Review, bias itself is hard to eliminate but easier to interrupt. Unconscious bias impacts how you work with and treat your team. Researchers at Harvard University developed the Implicit Association Test (IAT) to measure the strength associations between concepts, evaluations and can be take here:

<https://implicit.harvard.edu/implicit/takeatest.html>

EMPLOYEE ENGAGEMENT AND RETENTION

“To win in the marketplace you must first win in the workplace.”

Doug Conant, former Campbell’s Soup CEO

According to data from the Society of Human Resource Management (SHRM), over the course of 5 years, the cost of turnover due to workplace culture exceeded \$223 billion.

Each organization has a culture, whether it is trying to build one or not. The culture of your organization impacts how engaged or disengaged your employees are.

SHRM defines employee engagement as the lifecycle employees experience physically, emotionally, psychologically, and behaviorally with their organization.

Measuring employee engagement exceeds Employee Satisfaction Surveys. According to Gallup research conducted from April to May 2020, the percent of engaged employees reached 38%, the highest its been since tracking the metric in 2000. The following were identified as descriptions for highly engaged employees:

- *Despite challenges and barriers, the engaged do not often let problems become an excuse for inaction or destroy their ability to perform.*
- *They seek ways to operate at their best, which means they focus on their strengths and do not spend too much time trying to do what does not come naturally to them.*
- *They are intentional about their engagement. They have a plan and independently, proactively try to improve their engagement rather than expecting someone else to engage them.*
- *They take accountability for their performance instead of blaming others when things do not go as they want.*

In the absence of internal survey results, managers can identify behaviors for engaged and disengaged (SHRM):

Engaged behaviors	Disengaged behaviors
Optimistic	Pessimistic
Team-oriented	Self-centered
Goes above and beyond	High absenteeism
Solution-oriented	Negative attitude
Selfless	Egocentric
Shows a passion for learning	Focuses on monetary worth
Passes along credit but accepts blame	Accepts credit but passes along blame

Healthcare Source outlines 5 Ways to Improve Employee Engagement in Your Healthcare Organization:

- Hire the best talent
- Recruit for cultural fit
- Develop a strong onboarding process
- Give regular, frequent feedback and recognition
- Provide opportunities for professional development

Resources to measure employment engagement:

- National Association of Community Health Center (NACHC) StaffPulse Survey
- SHRM Employment Engagement Survey
- Gallup's Q¹² Survey

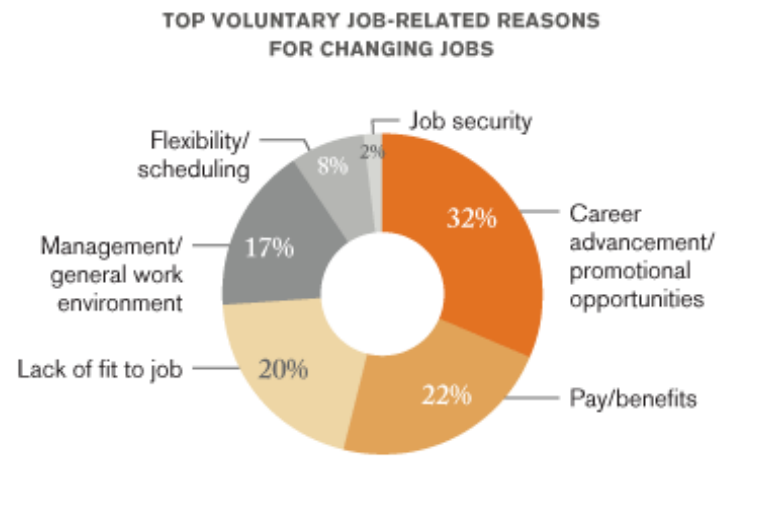
Employee retention is the ability of an organization to retain its employees. When employees are not engaged, they are less motivated to stay. Retention decreases the cost of high turnover which include productivity, cost of recruitment and training. Company culture is negatively impacted when there is high turnover.

"Employees who are engaged are more likely to stay with their organization, reducing overall turnover and the costs associated with it. They feel a stronger bond to their organization's mission and purpose, making them more effective brand ambassadors. They build stronger relationships with customers, helping their company increase sales and profitability." ~Gallup
State of the America Workplace

Job satisfaction has more to do with whether an employee is personally happy than if the employee is actively involved in advancing the workplace.

Why People Change Jobs

Contrary to what many managers might think, most of their employees who voluntarily leave the company aren't doing so for better pay or benefits. About a third of employees (32%) choose to leave for career advancement or promotional opportunities, while 22% cite pay and benefits as the reason they're heading for the door. One in five (20%) depart because of a lack of fit to their role. And managers who experience a rash of turnover might want to take a hard look at their own management style: 17% of employees leave because of management or the general work environment.



Source: Gallup

Graphic by Tommy McCall

Gallup identifies the Top Five Predictors of Turnover as:

1. The immediate manager
2. Poor fit for the job
3. Coworkers not committed to quality
4. Pay and benefits
5. Connection to the organization or to senior management

COACHING STRATEGIES

Today's managers take on the role of *coach* in the day-to-day activities in the workplace. Coaching focuses on the now and how the employee is currently performing or feeling rather than on the future. When a manager implements a coaching approach, it has a multi-faceted impact on the employee rather than just teaching job functions.

A recommended book written by Michael Bungay Stanier, [The Coaching Habit: Say Less Ask More & Change the Way You Lead Forever](#), provides strategies to listen more to what your employee has to say during meetings instead of giving advice or solving the problem. His approach teaches practical ways to improve how you lead your team by asking 7 essential questions:

1. The Kickstart Question: "What's on your mind?" – this question will allow the manager to get to what matters most to your employee.
2. The AWE Question: "And what else?" – this question will prevent the manager from going directly to "advice-giving" mode and listening for what else is important.
3. The Focus Question: "What's the real challenge here for you?" – this question will help you get to the real problem and not attempt to tackle every issue.
4. The Foundation Question: "What do you want?" – this question will show the manager what the employee needs right now.
5. The Lazy Question: "How can I help?" – this question will direct your employee to specifically state what is needed.
6. The Strategic Question: "If you are saying yes to this, what are you saying no to?" – this question minimizes workload overwhelm and overcommitment which can lead to reducing burnout.
7. The Learning Question: "What was most helpful for you?" – this question fosters learning and development and spotlights the benefit of the meeting.

This approach to coaching and engagement can be used during one-on-one and team meetings. The book is filled with other resources to transform the way today's managers lead.

RECOGNIZE AND REDUCE BURNOUT

Burnout has increased in the workplace over the years. There are many factors that have led to this increase and some specific to the healthcare industry. Burnout is defined as a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress (Helpguide). Burnout in healthcare also leads to depersonalization and a lack of sense of personal accomplishment.

The Agency for Healthcare Research and Quality (AHRQ) sites five causes of clinician burnout:

- Family responsibilities
- Time pressure
- Chaotic environment
- Electronic Health Record (EHR)
- Low control of pace

Burnout does not happen overnight and shows up in each person differently. Signs to recognize burnout in yourself and your team may include:

- 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
- Procrastination or taking longer than usual to complete task
- Outbursts

Implementing a Patient-Centered Medical Home can also improve physician satisfaction and reduce burnout amongst the team.

Additional promising practices to reduce burnout include:

- Flex schedules and reasonable work hours
- Encouraging work life balance
- Reduce number of clicks in the EHR
- Provide clear expectations for all employees
- Ensure employees have access to necessary tools and resources
- Provide ongoing training to maintain competency

The STAR² Center developed the Burnout Assessment Tool for your health center to gauge the need for intervention to prevent burnout. The assessment takes 5-10 minutes and the goal is to support your efforts for provider retention.

MANAGER TRAINING PLAN

A training plan is a detailed guide for the planning and execution of a specified training. The template below is designed to support the ongoing training and development of managers.

<u>Mission:</u>
<u>Timeframe:</u>
<u>Person reviewing this plan with you:</u>

Competencies <i>What skills do all managers need to be successful?</i>	Resources <i>What resources do we offer to support their learning?</i>	Time <i>How do we account for the time necessary for this learning?</i>	Outputs <i>What learning activities will happen?</i>	Outcomes <i>What impact will these learning activities make?</i>

RECOMMENDED READING AND RESOURCES FOR MANAGERS

How to Win Friends and Influence People by Dale Carnegie

7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen R. Covey

The Happiness Advantage: The Seven Principles of Positive Psychology that Fuel Success and Performance at Work by Shawn Achor

The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You by John Maxwell

Leadership: The Power of Emotional Intelligence by Daniel Goleman

Society for Human Resource Management (SHRM) Resources for Managers

50 great Websites for Healthcare Administrators

People Management Courses

Managing People in a Healthcare Setting