Developing Clinical Leaders at Every Level in Your Health Center

Michelle Fernández Gabilondo, Associate Director of Workforce Development

Thursday, October 12, 2022

STAR² CENTER

- National Cooperative Agreement awarded in 2014

- Funded by the Bureau of Primary Healthcare

- One of 21 National Training and Technical Assistance Partners (NTTAPs)

- Produces **FREE** Resources, Training, and Technical Assistance

www.chcworkforce.org

Contact us: info@chcworkforce.org

STAR² CENTER TEAM

SUZANNE SPEER
(she/her)
Senior Director, Workforce Development
sspeer@clinicians.org

DR. MICHELLE FERNÁNDEZ GABILONDO
DSW, MSW
(she/her/ella)
Associate Director of Workforce Development
mfernandez@clinicians.org

MARIAH BLAKE
(she/her)
Program Manager
mblake@clinicians.org

HELEN RHEA VERNIER
MSC
(she/her)
Training Specialist
hvernier@clinicians.org

ALEX ROHLWING
MA, EMT-P
(he/him/they)
Training Specialist
arholwing@clinicians.org

LEARNING OBJECTIVES

- Identify ways providers exemplify leadership regardless of their position, role, or certification level.

- Recognize the crucial role career paths and skill-building opportunities play in retaining clinical staff.

- Comprehend the important of succession planning for recruiting the next generation of clinical leaders.

- Plan to develop leadership training for all clinical staff as a core component of workforce development.

WORKFORCE IS THE FUEL

A health center with a full tank identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...

CORE COMPONENTS

Data-Informed Workforce Plan	Equitable & Effective Compensation Structure	Positive Culture Focused on Engagement	Tested Recruitment & Retention Strategies
Health Professions Training Program	Chief Workforce Officer	High-Functioning Managers	Policies that Support Diversity & Cultural Respect

ACU
ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

WHAT IS A LEADER?

What word(s) would you use to describe a leader?
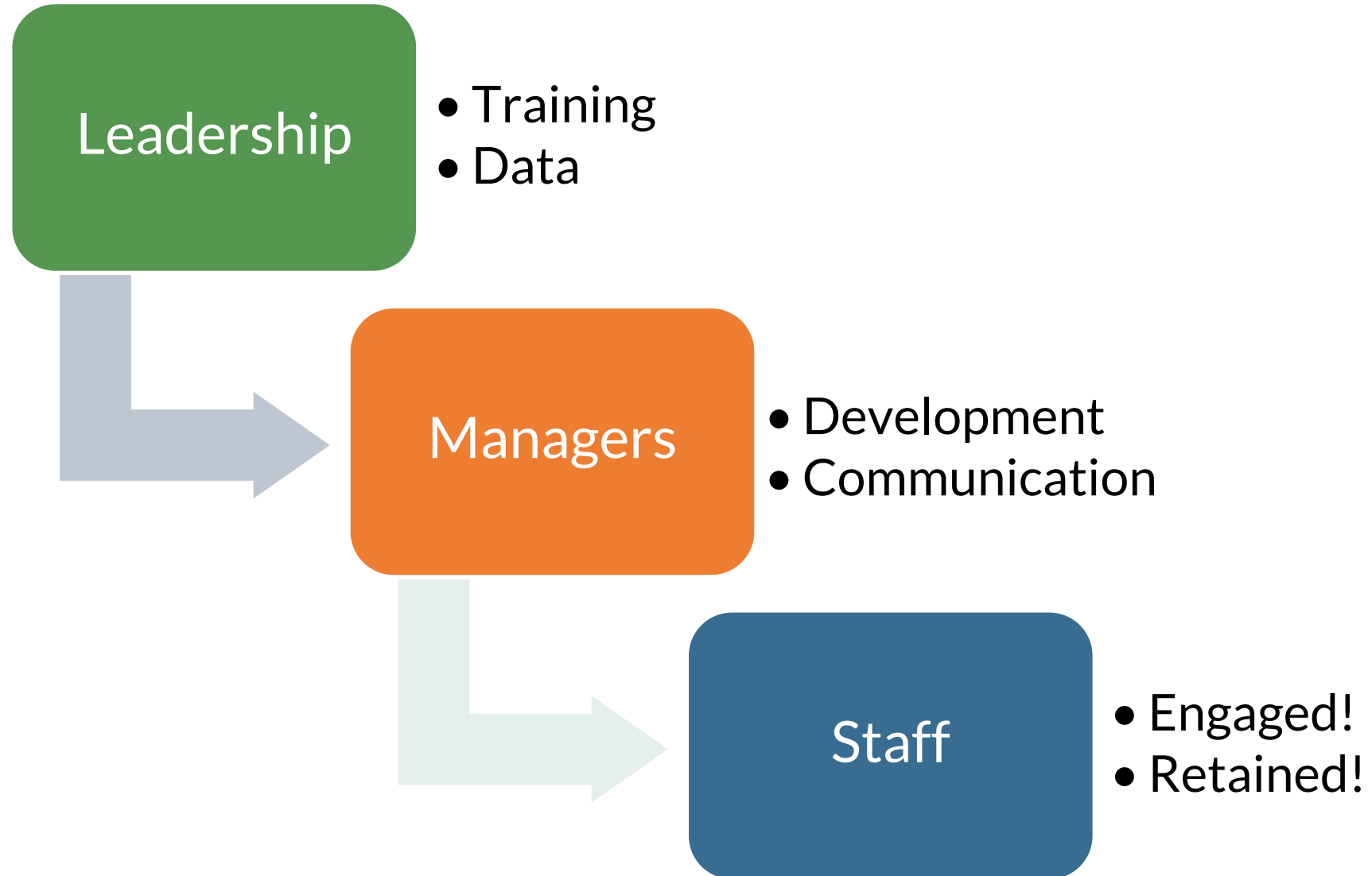
EMOTIONAL INTELLIGENCE
IQ & EQ

WHAT IS A LEADERSHIP COMMUNICATION STYLE?

- Action-Oriented
- Based on Three Pillars
    - Imprint
    - Functions
    - Motivations
- Preferred Way of Communicating
    - Directive and to the point
    - Expressive, warm, and personal
    - Methodical, step-by-step
    - Analytical
    - Asking Questions

Source: Pumble

LEADERSHIP & COMMUNICATION
Styles & Effectiveness

ACU ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

STAR²CENTER SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

Listening	Coaching	Teaching	Directing	Advising	Motivating	Delegating
Listen more than you speak	Help to develop your employees	Use when you see someone struggling with a particular skill	Specifies the steps needed to move forward	Providing clarity on a specific situation	Encouraging your team	Transfer of responsibility to employees
Listen for what's not being said as well	Combination of teaching and advising	Laying the foundation and explaining the benefits	Directing ≠ Dictating	Offering solutions	Know your team and what works best for them	Hands off but still offer guidance

Sources: Forbes & Pumble

LEADERSHIP STYLES
Which Is Yours?

- Visionary

- Transformational

- Democratic

- Coaching

- Affiliative

- Adaptive

- Other?

QUIZ TIME!

What's Your Leadership Style?

tinyurl.com/ycpzc87a

CAREER PATHS & DEVELOPMENT

CAREER PATHS VS. CAREER LADDERS
Definitions

Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.
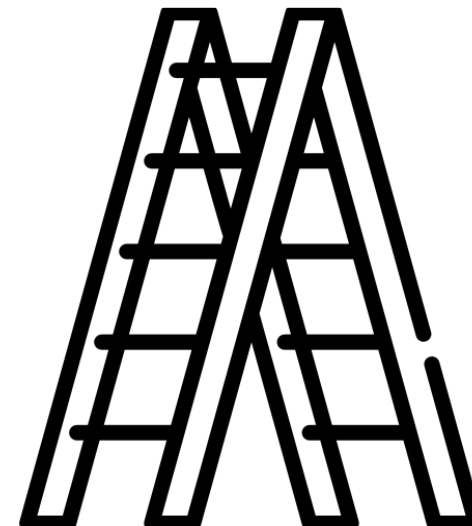
Source: SHRM;
Images: Flaticon

Staff are often more likely to stay with an organization if there are opportunities for **professional growth and advancement**.

CAREER PATHS
Key Steps

Disclose skills- and competency-based career paths

Determine the required skills and competencies to reach various roles or career stages

Identify available training and professional development resources for employees to gain those skills

Clearly and consistently communicate that information to employees

UPSKILLING

CROSS SKILLING

RESKILLING

Source: Gloat
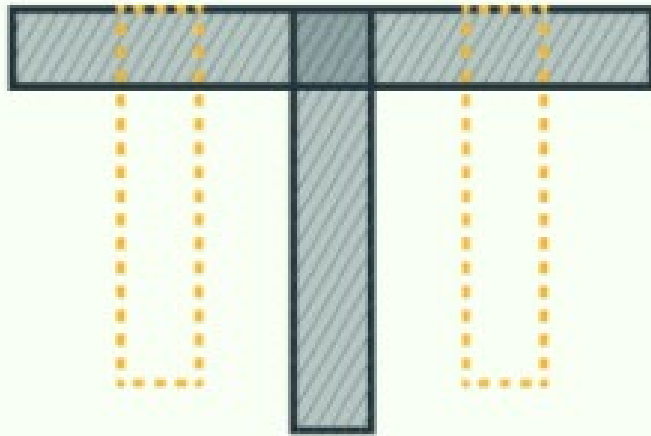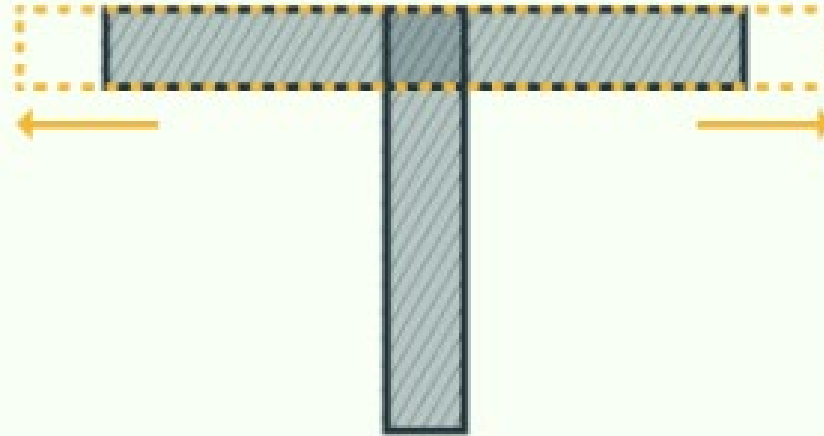
SKILL REQUIRED: CAREER DEVELOPMENT

EXAMPLES OF TRAINING TOPICS

Vertical Career Pathways

Horizontal Career Pathways

Locating Appropriate Training

Formal Development Plan Evaluation

DEVELOPMENT STRATEGIES

- Provide professional development, continuing education, and mentorship
  - Ensure it meets the needs of BIPOC individuals and other underrepresented/diverse groups

- Remember, experience is as important as education

- Invest in career ladders that train a diverse and inclusive group of employees for the successful and equitable achievement of leadership positions

ACU
ASSOCIATION OF CLINICIANS
FOR THE UNDERSERVED

STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

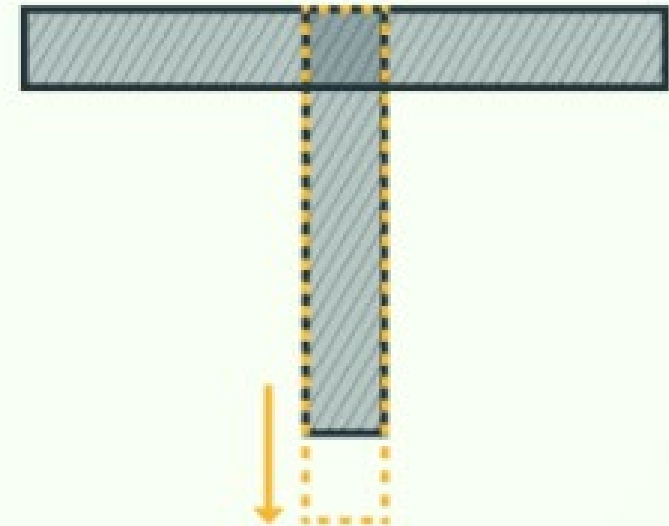# The only way to prepare your organization for the future of work is by putting skills at the center of your strategy.

Source: Gloat

SUCCESSION PLANNING

DEFINITION

Succession planning is the "future-focused practice of identifying the knowledge, skills, and abilities to perform certain functions and then developing a plan to prepare multiple individuals to potentially perform those functions" (Society for Human Resource Management [SHRM]).

KEY CONCEPTS

• Workforce Development

• Leadership Training

• Career Paths/Ladders/Lattices

• Employee Engagement & Retention

• Talent Recruitment

- Regularly communicate with staff about plans

  - Life changes

  - Retirement

  - Schedule adjustments

- Be proactive

- Be comfortable with letting go

- Prepare staff

  - Leadership training

- Look internally

- Think broadly

- Use a diversity, equity, and inclusion (DEI) lens

SUCCESSION PLANNING
Process

ASSESS

- Identify business challenges in the next one to five years
- Identify critical positions that support business operations/continuity
- Identify competencies, skills, and institutional knowledge needed for success

EVALUATE

- Consider "high potential" employees
- Select skills and competencies individuals needed to succeed in their new role
- Categorize skills or competency gaps
- Predict likelihood of recruiting/retaining a qualified candidate pool

DEVELOPMENT

- Capture institutional and professional knowledge prior to employee departure (e.g., retirement, planned leave, unplanned departure)
- Develop targeted career development strategies

Source: *University of Washington Succession Planning Toolkit*

SUCCESSION PLANNING
Process

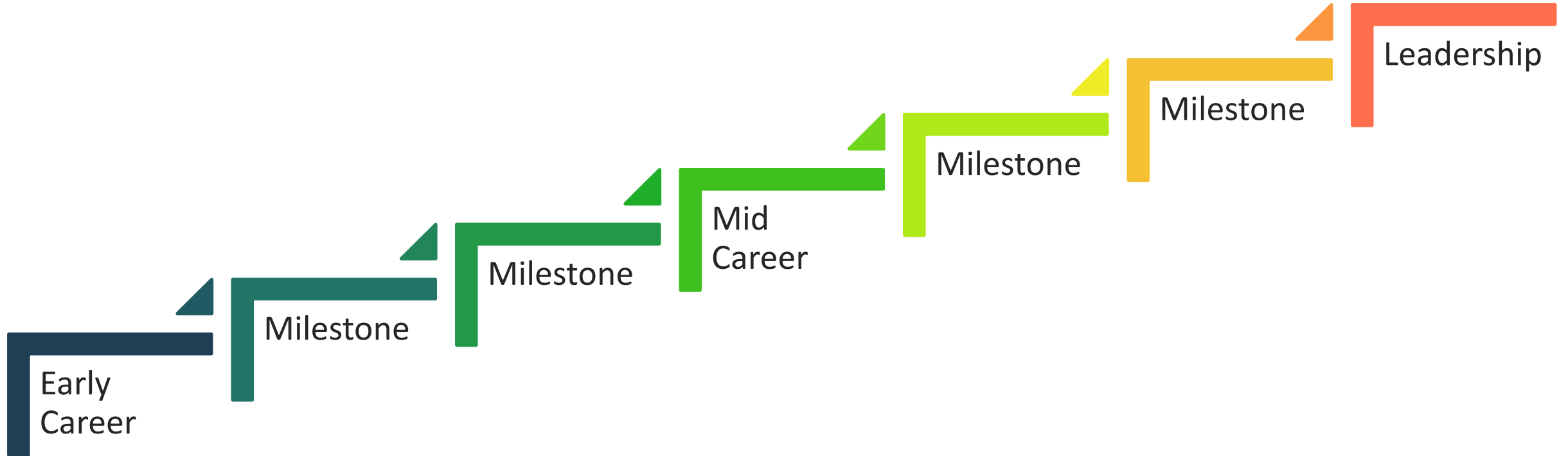Identify Roles & Responsibilities

Identify Critical & Vulnerable Positions

Develop Eligibility Requirements

Identify Talent

Nominate Successors

Create an Action Plan

Evaluate Succession Plan

Source: NIH Succession Planning: A Step-by-Step Guide

Early
Career

Milestone

Milestone

Mid
Career

Milestone

Milestone

Leadership

SUCCESSION PLANNING
Mistakes to Avoid

- Poor communication from leadership or lack of transparency with staff

- Playing favorites

- Not addressing implicit biases

- Not prioritizing JEDI in the planning process

- Resisting change and new ideas

- Overlooking recruitment and retention needs

- Making the process subjective

- Poor planning and not formalizing the process

- Not providing adequate training and mentorship

- Rushing the process

- Making it a competition

- Not addressing staff concerns

SUCCESSION PLANNING
Benefits

- Improves retention, engagement, employee satisfaction, and empowerment

- Provides employees with career advancement and development opportunities

- Supervisors serve as mentors

- Provides a transfer of knowledge and expertise

- Management better understands the value of its employees

- Increases likelihood for internal promotions

- Employees and leadership share company values and vision

- Prepares a new generation of diverse leaders

- Benefits the entire workforce and patients

Source: Investopedia

LEADERSHIP TRAINING & DEVELOPMENT

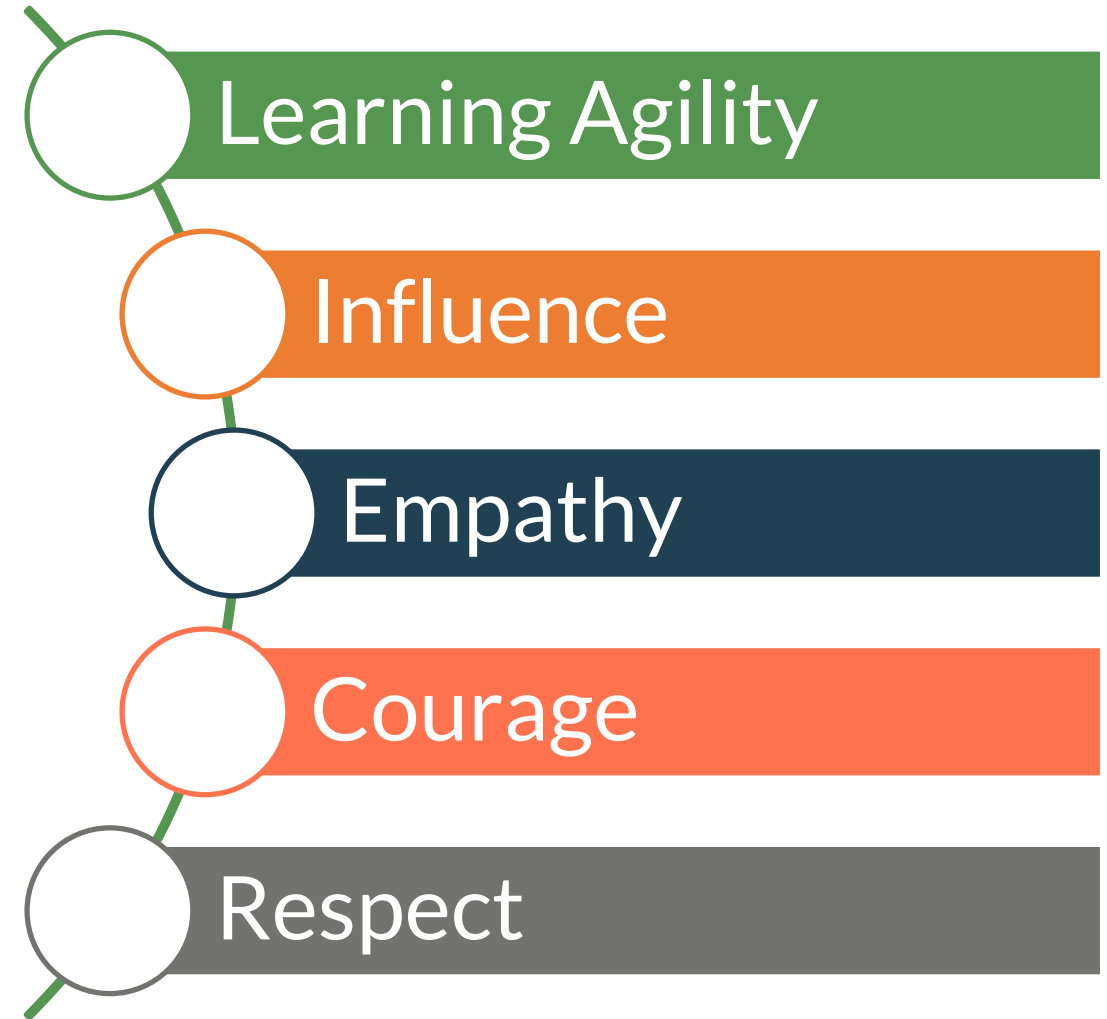# Leadership is a skill that can be <u>developed</u>.

LEADERSHIP CHARACTERISTICS

Integrity

Delegation

Communication

Self-Awareness

Gratitude

Learning Agility

Influence

Empathy

Courage

Respect

Source: Center for Creative Leadership (CCL)

LEADERSHIP TRAINING
How to Make It happen?

DEFINE LEADERSHIP NEEDS

- Consider any leadership gaps
- Review short- and long-term strategic goals
- Reflect on what leadership means to your organization

DEVELOP STAFF

- Nurture and develop rather than manufactured
- Mentoring and coaching
- Professional development opportunities

IDENTIFY LEADERS

- Anyone can be a leader!
- Avoid tunnel vision
- Give employees the skills and confidence they need

MEASURE RESULTS

KEEP RETENTION IN FOCUS

- Work to keep these valuable team members
- Consider compensation, one-on-one meetings, rewards systems, letters of appreciation, and more!

Source: Robert Half Talent Solutions

EXAMPLES OF TRAINING TOPICS

Giving Performance Feedback

Recognizing Excellence

Difficult Conversations

Data Analysis

Scheduling & HR Topics

Project Management

Creative Problem Solving

Job-Specific Skills

Finance & Budgeting

LEADERSHIP TRAINING
Techniques

Assessment Instruments
- Strengths Deployment Inventory (SDI)
- Myers-Briggs Type Indicator (MTBI)

Multirater (360-degree) Feedback
- Measurement of leadership performance from relevant viewpoints

Coaching
- Helps individuals understand their assessment data and apply it to real-life situations

Mentoring
- A form of coaching in which a more senior person participates actively in the professional development of a junior person

Source: SHRM

LEADERSHIP TRAINING
Techniques Continued

Leader-to-Leader Development
- Can result in benefits such as knowledge transfer, confidence building and open collaboration

Emotional Intelligence Development
- The ability of an individual to be sensitive and understanding to the emotions of others, as well as to manage their own emotions and impulses

Work Experiences Stretch Assignments, and Rotational Assignments
- Coaxes leaders out of their comfort zones and challenges them to employ new strategies to deal with change

Group-Based Leadership Development
- Helps employees attain real-world skills in real time

Source: SHRM

LEADERSHIP TRAINING
Future Trends

Vertical Development

Stronger emphasis on building employees' leadership capacity in more-complex roles

Individual Ownership

Workers are able to determine their own training agenda

Collective Leadership

Less hierarchy and more fluidity in the workplace - requires leadership skills to be more widely distributed across the workforce
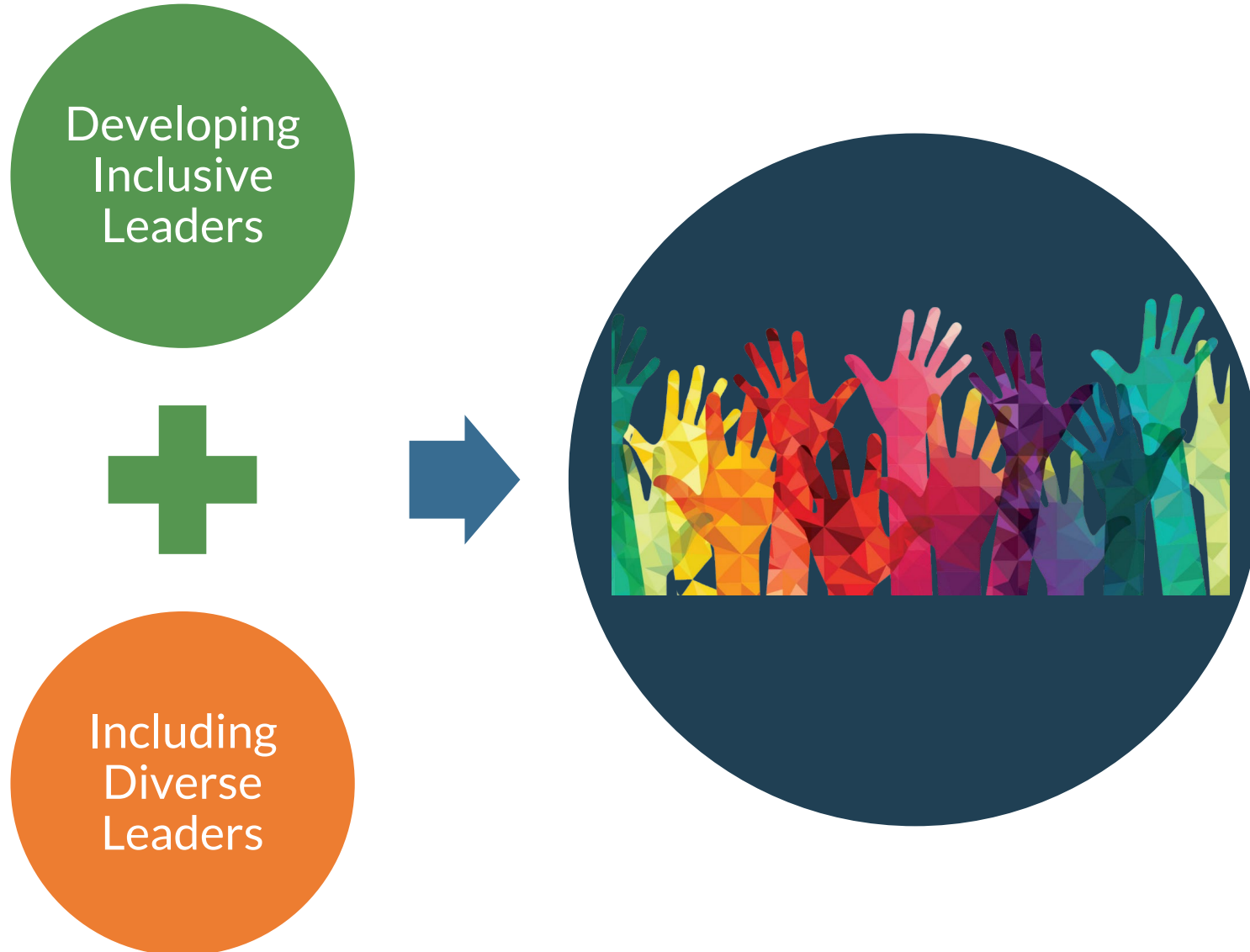
Innovation

Greater agility and more experimentation to meet the demands of the new environment

Source: SHRM

QUESTIONS

STAR² CENTER RESOURCES

- **Recruitment & Retention Self-Assessment Tool** (*Newly updated!*)
- **Health Center Comprehensive Workforce Plan Template** (*formerly Health Center Provider Recruitment & Retention Plan - Newly updated!*)
- **Pay Equity Checklist**
- **Pay Equity White Paper** *(New Resource!)*
- **Financial Assessment For Provider Turnover Tool** (*Newly Updated!*)
- **Building an Inclusive Organization Toolkit**
- **Onboarding Checklist** (*A Brand New Tool!*)
- **HP-ET Financial Impact Assessment Tool** (*A Brand New Tool!*)
- **Supporting Mental Health Through Compensation Equity Factsheet**

You can find all of the STAR² Center's free resources here

Sign up for our newsletter here for new resources, trainings, and updates

READY TO LEARN MORE?

Check out the
[STAR² Center Self-Paced Courses](#)
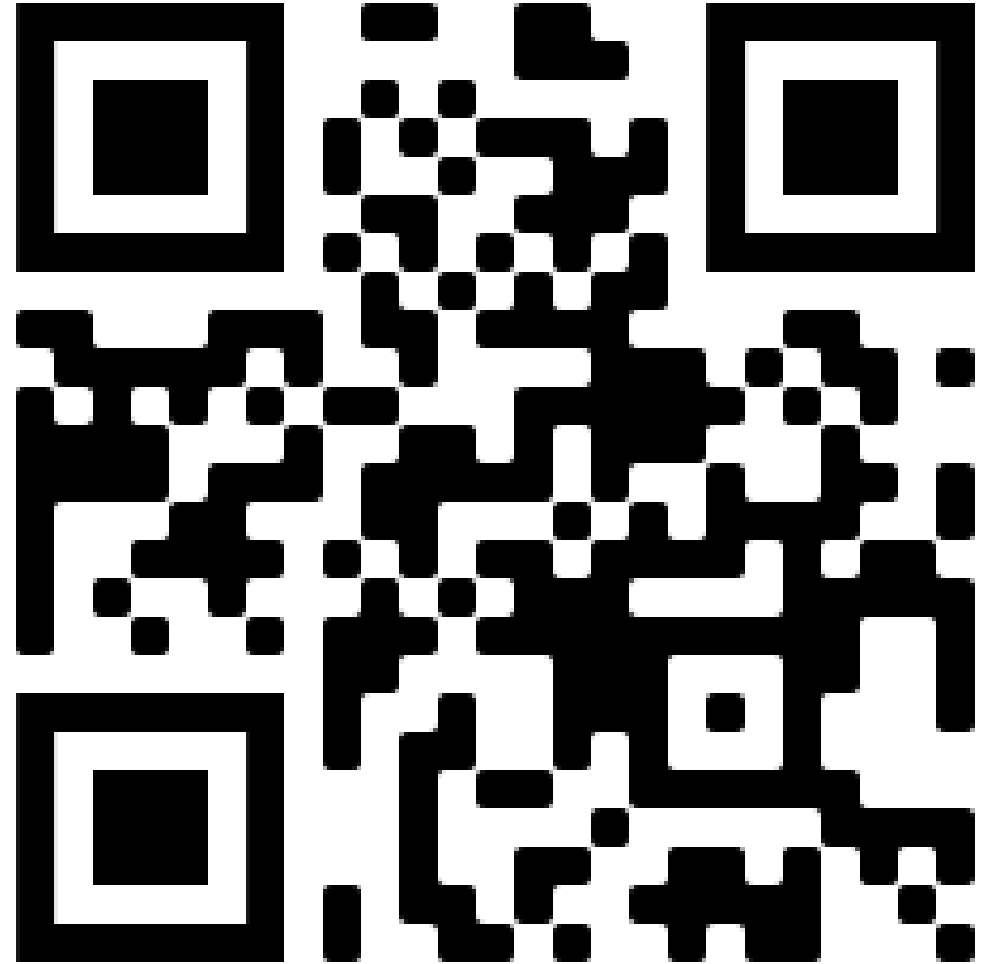
And the STAR² Center's
Podcast Series, *[STAR² Center Talks Workforce Success](#)*

SIGN UP FOR OUR NEWSLETTER!

tinyurl.com/3jttdtvv

STAY IN TOUCH!

Chcworkforce.org

info@chcworkforce.org

844-ACU-HIRE