

# IHA-AHP Recruitment and Retention Strategies for Healthcare Leadership Series



## WEBINAR 4

Granting Voice, Offering Growth: Training, Supervision,  
and Performance Management as Retention Strategies

October 18, 2022



# Housekeeping

- This is an interactive session to promote learning and dialogue.
- During the session, we will have polls to get your input on key questions. Your input is vital.
- If you have a question during the session, please feel free to raise your hand or enter your question into the chat. We will respond!
- Your participation and input is vital and will inform discussion topics for future sessions of this learning community.

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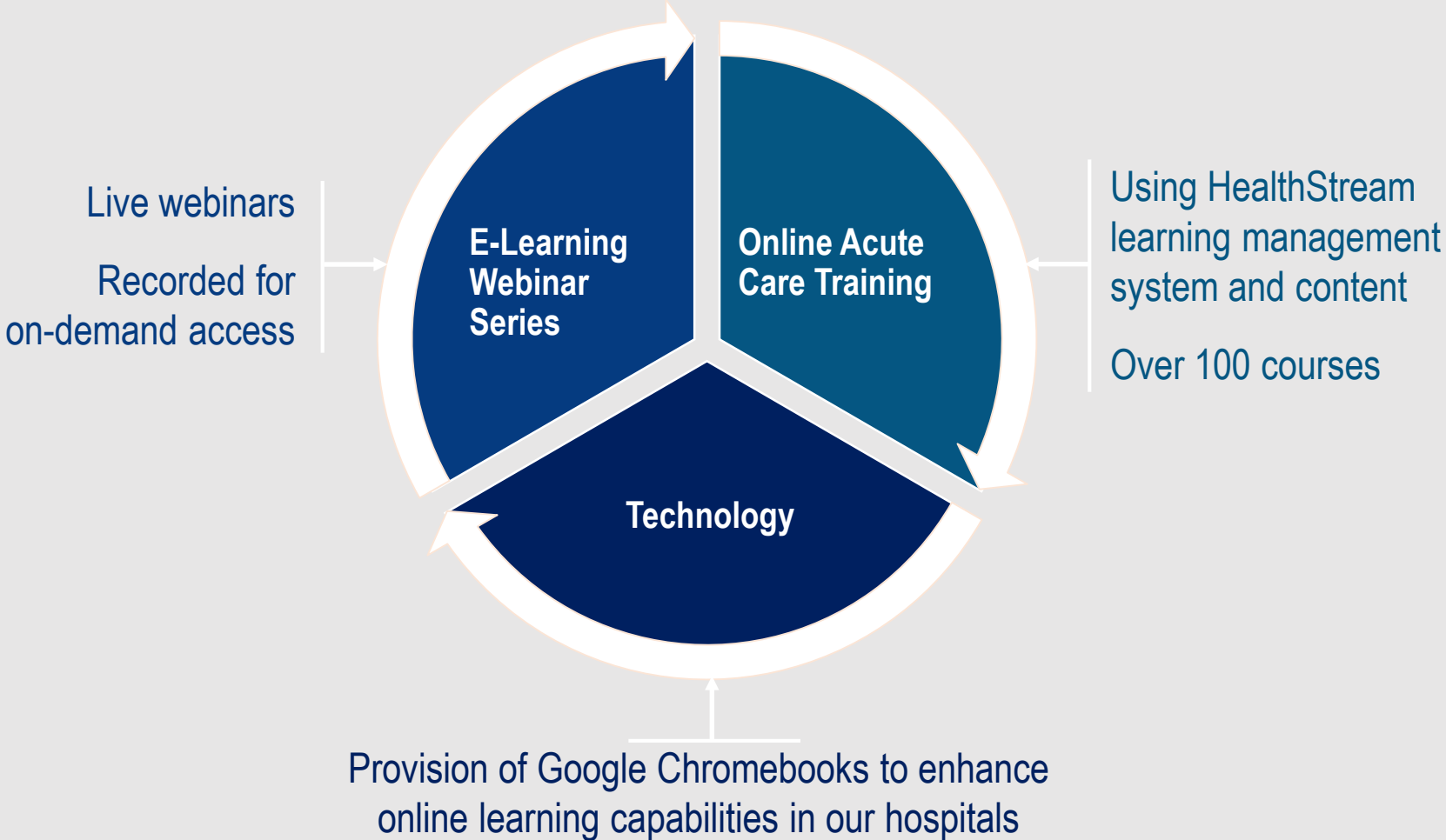
# ACKNOWLEDGEMENT

Support for this statewide initiative is provided through a grant by the Mother Cabrini Health Foundation.

Thank you to the Foundation for its generous support.

# Overall Goal and Components of Grant

Creation of a set of tools for IHA member hospitals to retain and recruit essential healthcare workers



# The Partnership Collaborating in Providing This E-Learning Webinar Series



# IHA Webinar Partner

Advocates for Human Potential, Inc. (AHP) is nationally recognized for its expertise in training and technical assistance for healthcare providers and systems. AHP has focused from the beginning on improving the systems that support organizations and people in achieving health and wholeness.



# Meet Today's Presenters



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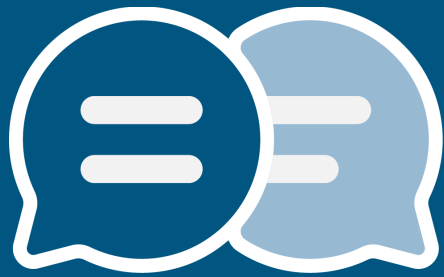
afowler@ahpnet.com

MASSACHUSETTS OFFICE/Sudbury

## Check-in:

Think about your workplace.

How would you rate your job satisfaction?



1 2 3 4 5 6 7 8 9 10



**Approaching  
miserable**

**I'm exactly where  
I want to be**

If it's already fairly high, what aspects of your workplace contribute to that satisfaction rating?

If it's middling or low, what kind of change in practice or culture would bump up that rating at least two points?

How do you think your colleagues and staff might rate their satisfaction?

## After Today's Session, You'll Be Able To:



1. Strategize about how to use data to inform retention practices
2. Understand that improved retention both decreases the need for recruitment and bolsters the hiring process
3. Develop a tailored and responsive retention plan

# Poll: Retention



Other than direct compensation, which term best describes the biggest retention challenge in your organization?

- Workload and daily pace
- Ineffective collaboration
- Unconnected or unengaged staff
- Ineffective communication
- Deficits in training/skills
- Adversarial relationship between staff and administration
- Other (type into chat)

# The Five Plans for Workforce Development

## Webinar #2: Changing the Equation

- Recruitment
- Hiring (Onboarding)

## Today

- Training
- Supervision
- Performance Management

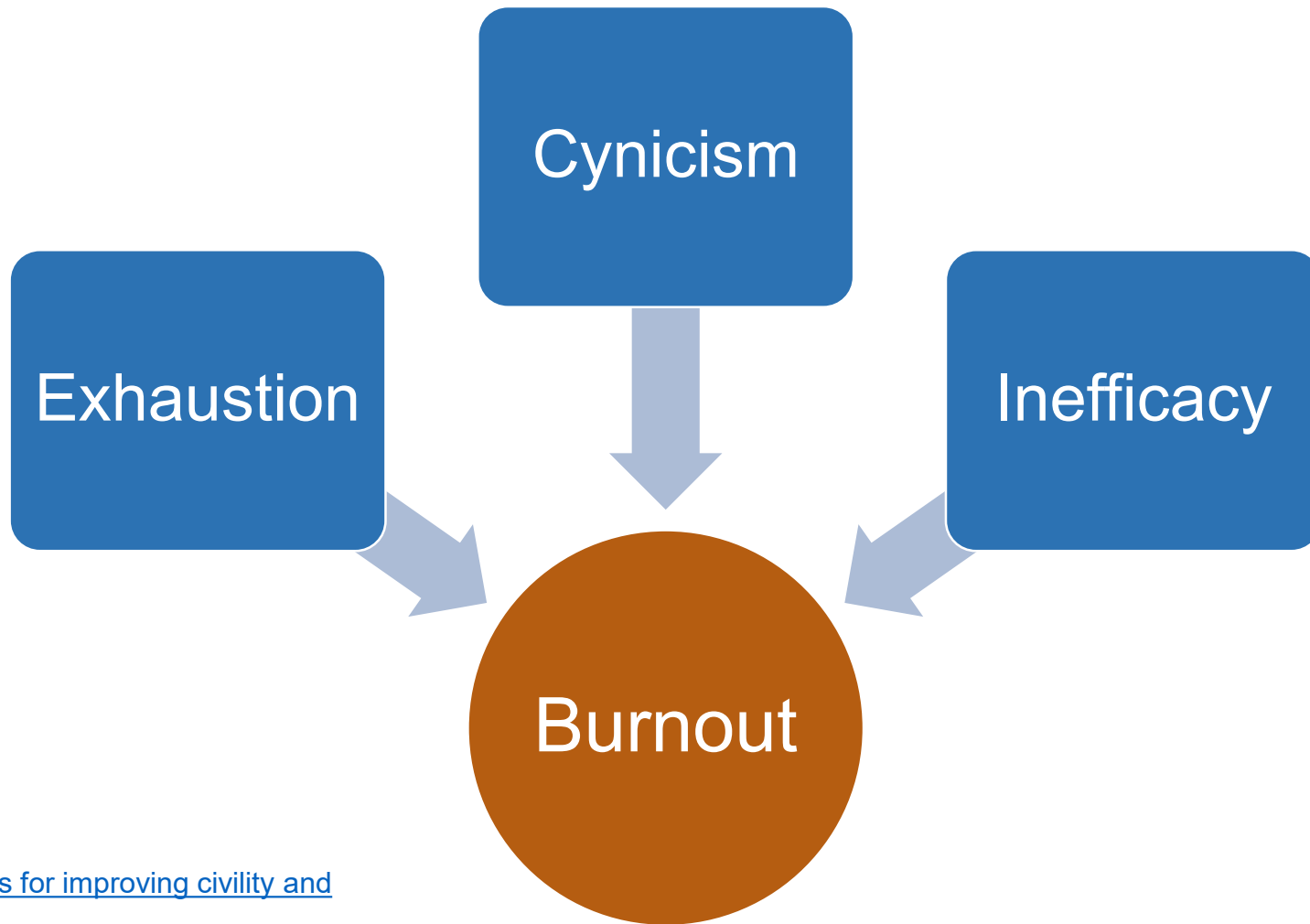


# 1 Challenges Specific to Retention



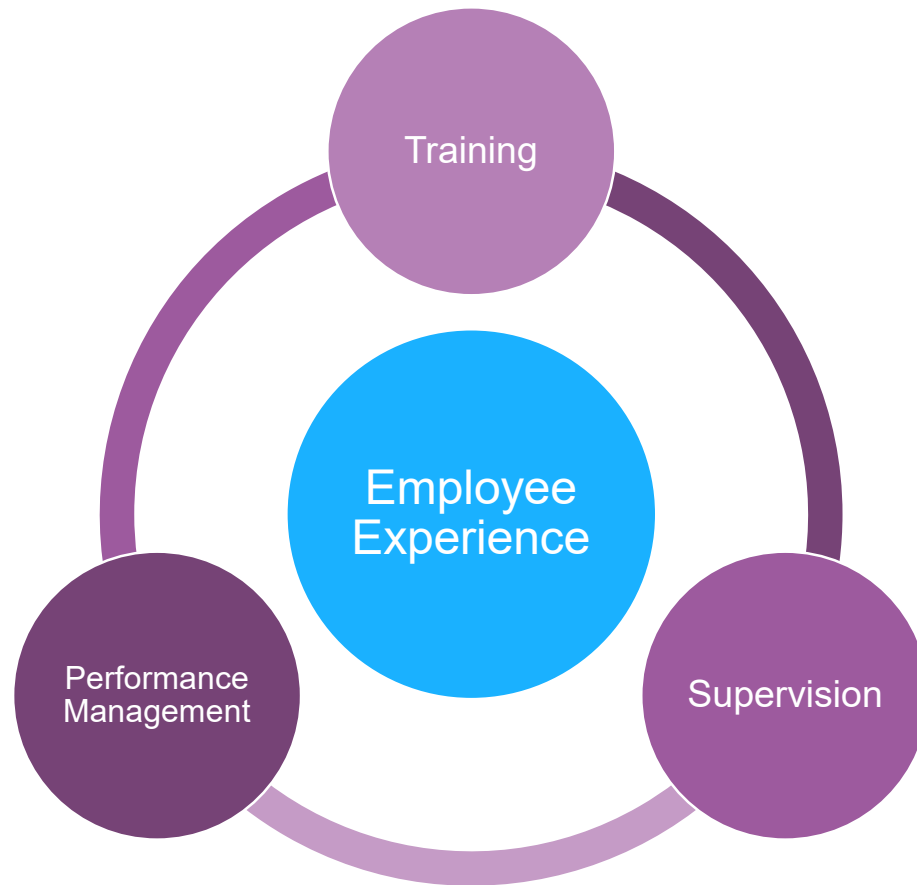
# Challenges Specific to Retention: Burnout

“Burnout is not a problem of people but of the social environment in which they work.”



[New insights into burnout and health care: Strategies for improving civility and alleviating burnout - PubMed \(nih.gov\)](#)

# Challenges Specific to Retention: Employee Experience



“Research shows that companies that invest in their employee experience are four times more profitable than those that do not.”

[Reinvention For Retention: How 4 Business Best Practices Might Solve Workforce Challenges In Healthcare \(forbes.com\)](https://www.forbes.com)

# Best Practices: Training



# Training Plan: Data Collection



- Training needs assessment (gaps in knowledge, skills, attributes [KSAs], employee experience)
- Evaluation of current training practices
- Evaluation of training initiatives
  - Immediately following
  - Six months post-training (capture changes in behavior or KSAs)

# Top Takeaways for Management: Training/Onboarding

Participate to Validate

Model the Values

Seek Feedback

# Lit Review

Training to Workplace  
Culture/Community of  
Practice

## Areas of Work-Life (AW) Model

- Workload
- Control
- Reward
- Community
- Fairness
- Values

[New insights into burnout and health care: Strategies for improving civility and alleviating burnout - PubMed \(nih.gov\)](#)

# Lit Review

## Training to Workplace Culture/Community of Practice

# Training to Build a Community of Practice

- Active conversation with peers
  - Process builds emotional intelligence
- Shared responsibility
  - Changes bring discomfort, a prerequisite for change

[New insights into burnout and health care: Strategies for improving civility and alleviating burnout - PubMed \(nih.gov\)](#)

# Resource

## Training Toward a Community of Practice



Center for a Diverse Healthcare Workforce

UC Davis Health / School of Medicine / Center for a Diverse Healthcare Workforce / CoP Toolkit

Communities of Practice: a Toolkit

What Are Communities of Practice?

Coined by Drs. Jean Lave and Etienne Wenger-Trayner, Communities of Practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. A Community of Practice (CoP) has three defining characteristics:

- **Domain:** CoP members share a commitment to the domain and a collective understanding of each other's competencies and basic understanding of their shared concern or passion.
- **Community:** CoP members engage in joint activities wherein they learn how to improve their similar programs, share best practices, and discuss areas of growth. These joint activities are foundational for building the "community" in a Community of Practice.
- **Practice:** CoP are practitioners; they develop a shared repertoire of resources: experiences, stories, tools, ways of addressing recurring problems—in short a shared practice.



Wenger-Trayner, E., & Wenger-Trayner, B. (n.d.). Introduction to Communities of Practice. Retrieved from <http://wenger-trayner.com/introduction-to-communities-of-practice/>.

Tweets by @UCDavisCDHW

**Center for a Diverse Healthcare Workf** @UCDavisCDHW  
 Medical students honored for efforts to keep unused hospital supplies out of landfill  
[health.ucdavis.edu/news/headlines...](http://health.ucdavis.edu/news/headlines...)

**Medical students honored for...**  
 Fourth-year medical students C...  
[health.ucdavis.edu](http://health.ucdavis.edu)  
 Aug 12, 2022


Center for a Diverse Healthcare Workforce Retweeted

**The DocsWithDisabilities Initiative** @DocsWith  
 New in @JAMA\_current 19% of learners who need accommodations don't request them, with significantly fewer requests among those with cognitive disabilities (e.g., ADHD, psychological & learning disabilities)—Why? #DocsWithDisabilities #BarriersToDisclosure ja.ma/3Af7VII

[Communities of Practice Toolkit \(ucdavis.edu\)](http://ucdavis.edu)

## How to Create a CoP

While Communities of Practice share three defining characteristics, communities can shape and define themselves to serve the unique needs of their institution. From the case studies presented here by NCMEDR and CDHW, we found that CoPs are not standardized. In fact, CoPs work best when each institution has the opportunity to create and mold their community to their liking. With this toolkit, we present these steps as guidelines to create your own unique CoP.

- 
- STEP 1:** Identify stakeholders and partners: Who might be appropriate members of your CoP?
  - STEP 2:** Convene partners and establish CoP agreements such as purpose, common goals, expectations, and outcomes.
  - STEP 3:** Solidify commitments to the CoP project and to CoP team members.
  - STEP 4:** Develop pathways for CoP communication to build relationships and share personal narratives.
  - STEP 5:** Determine initial project needs and opportunities.
  - STEP 6:** Outline project outcomes: What do you need to learn, know, and clarify?
  - STEP 7:** Identify useful tools to meet CoP goals such as evidence-based studies or systematic review.
  - STEP 8:** Finalize project plan details: What are you going to do? What are your first steps? What foundation needs to be laid for long-term impact?
  - STEP 9:** Plan next steps: What do you need to progress? How can we adequately sustain group efforts?
  - STEP 10:** Identify strategies of Dissemination of Information for all audiences.
  - STEP 11:** Evaluate plan and community agreements: What evaluation tools might be helpful?
  - STEP 12:** Finalize concept with CoP members.
  - STEP 13:** Implement plan.
  - STEP 14:** Disseminate findings to academic medicine, clinical, and professional organization partners
  - STEP 15:** Celebrate successes!

[Communities of Practice Toolkit \(ucdavis.edu\)](http://ucdavis.edu)

# Training Plan: Activities

- Yearly training around core values/skills
- Periodic training around innovations, issues, and staff suggestions
- Staff-centered input and evaluation
- Online training modules via IHA



# IHA WIO Courses: Training and Management



[Acute Care Training Program | IHA WIO](#)

[2022 IHAWIO - Acute care Training Program Overview.pdf\(Shared\)- Adobe cloud storage](#)

# Best Practices: Supervision



# Supervision Plan: Data Collection

Anonymous  
yearly staff  
survey

Training  
attendance

Unexpected  
absences

Supervision  
notes

Kudos and  
accolades

Feedback  
from co-  
workers

Key  
Performance  
Indicators

Staff  
turnover

Quarterly  
self-  
evaluation

# Top Takeaways for Management: Supervision

Mentor as Well as Supervise

Build on Strengths

Seek Feedback

# Supervision vs. Mentorship

## SUPERVISORS

- Hold power by nature of the organizational hierarchy
- Delegate workplace responsibilities, schedule, team assignments, etc.
- Help to set and sometimes mandate professional development goals
- Assess performance and deliver the consequences (good and not so good)

## MENTORS

- Experienced colleagues who offer parity in interactions
- Discuss workplace responsibilities, normalize challenges, and brainstorm strategies
- Discuss, share, and help to set professional development goals
- Debrief performance without consequences (setbacks, challenges, and successes)

# Strengths-Based Supervision



Shared  
Responsibility



Shared  
Learning



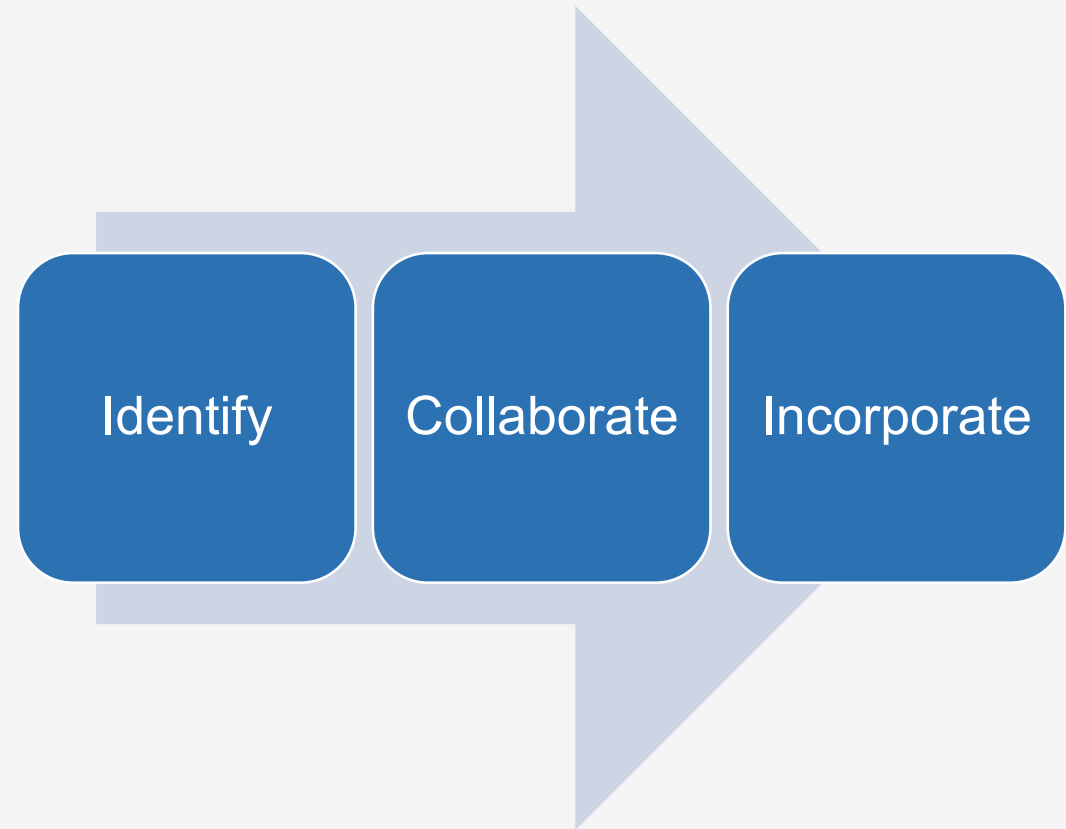
Shared  
Leadership

[How is Strengths-based Supervision Different? – St Luke's Innovative Resources](#)

# Case Study

## Supervision

# Topic-Focused Supervision

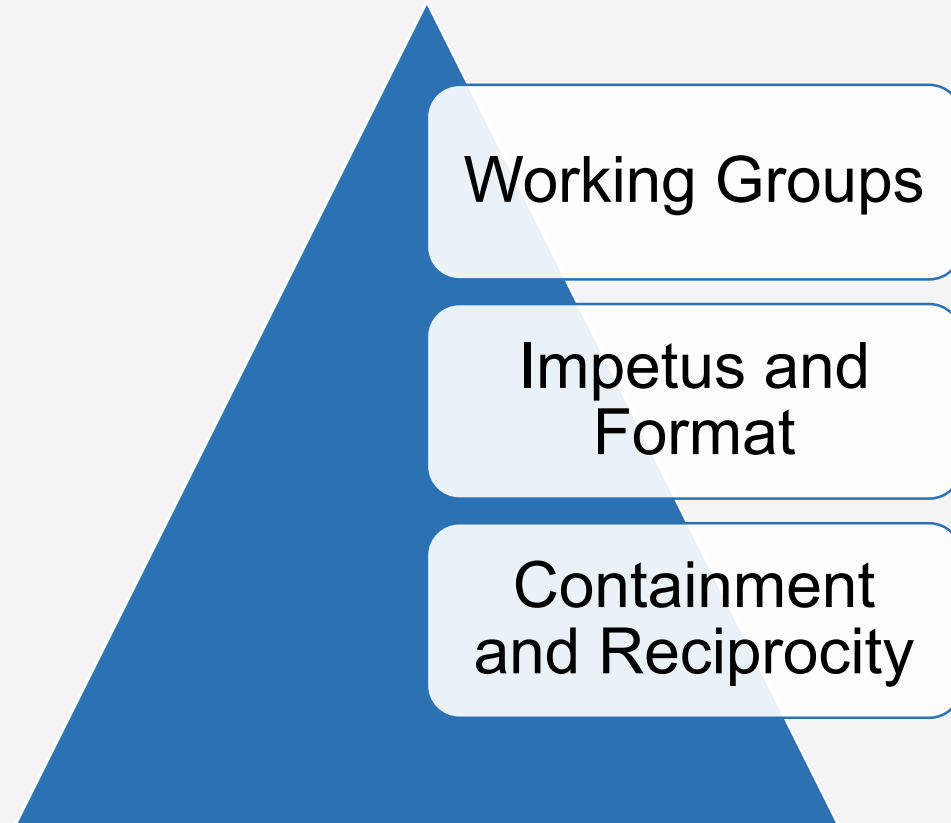


[Making every moment of clinical supervision count - Counseling Today](#)

# Case Study

## Supervision

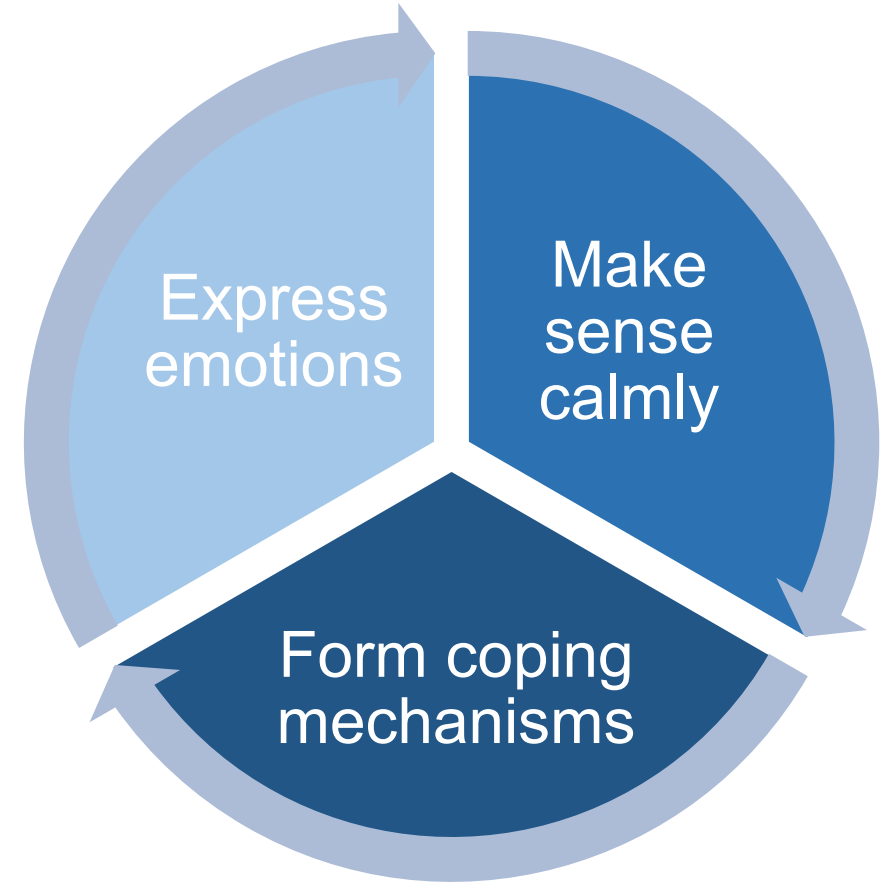
# Restorative Supervision



# Restorative Supervision



The aim of those providing restorative clinical supervision is to help staff build their own resilience to diminish their stress and burnout; emphasis is placed on improving their wellbeing, which will support their ability to make appropriate clinical decisions in complex situations.



[Restorative Supervision | nursingtimes.net](http://nursingtimes.net)

# Supervision Plan: Activities

- Initiate or continue career-planning activities
- Establish clinical supervision plan(s)
- Integrate mentoring
- Create a culture of transparency
- Determine how staff feedback is heard, shared, and acted upon
- Assess, update, and improve practices
- Cultivate the Caring Gene<sup>®</sup>



# Best Practices: Performance Management



# Lit Review

## Performance Management

# Performance Management

“Performance management is an **ongoing process of communication between a supervisor and an employee** that occurs throughout the year, in support of **accomplishing the strategic objectives of the organization**. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.”

# Top Takeaways for Management: Performance Management

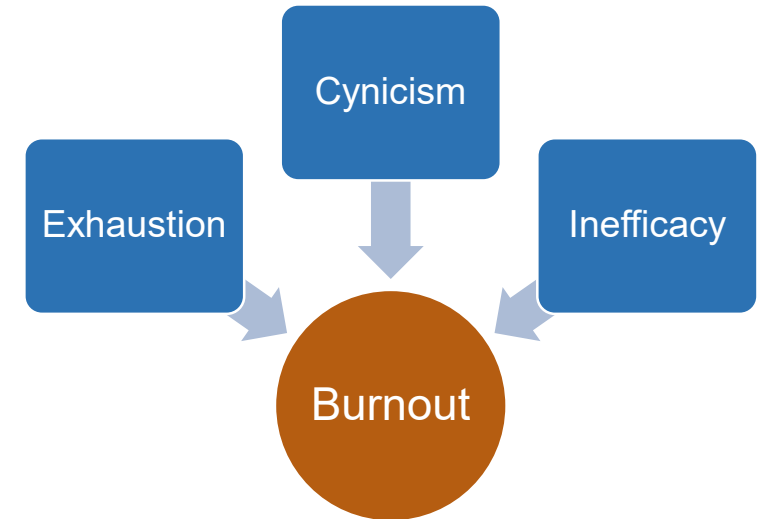
Encourage Check-ins

Share Decision-making

Authentic Appreciation

# Civility as an Organizational Goal

- The CREW intervention improved workgroup civility (Civility, Respect, and Engagement in the Workplace).
- Improved civility alleviated burnout.
- The change remained in effect at a one-year follow-up.
- Required a full appreciation of the importance of both individual and workplace dynamics to effect lasting change (**Performance Management**).



[New insights into burnout and health care: Strategies for improving civility and alleviating burnout - PubMed \(nih.gov\)](#)  
[Civility, Respect, and Engagement in the Workplace \(CREW\) - National Center for Organization Development \(va.gov\)](#)

VA » Health Care » National Center for Organization Development » Civility, Respect, and Engagement in the Workplace (CREW)

# National Center for Organization Development

- ▼ National Center for Organization Development
- National Center for Organization Development Home
- VA Workforce Surveys
- Model of Intervention
- Civility, Respect, and Engagement in the Workplace
- Research
- More Health Care

### QUICK LINKS

Hospital Locator

## Civility, Respect, and Engagement in the Workplace (CREW)

WATCH THE CREW VIDEO!  
 DOWNLOAD THE CREW BROCHURE!

What is CREW?

*Civility, Respect, and Engagement in the Workplace (CREW)* is a VA-wide culture change initiative. First launched in 2005 by the VHA National Center for Organization Development (NCOD) in response to employee feedback that low levels of civility affected their level of job satisfaction. It has since been utilized by over 1,200 VA workgroups to establish a culture of respect and civility in their organization.

- **Civility** is an essential behavior of all employees in all organizations. These are the interpersonal "rules of engagement" for how we relate to each other, our customers, and our stakeholders; the fundamentals of courtesy, politeness, and consideration.
- **Respect** connects us at a personal level. It reflects an attitude developed from deep listening and understanding, cultural and personal sensitivity, and compassion. It honors all the participants in an interaction by creating a safe place to have difficult conversations and leads to an environment of honesty and mutual trust.
- **Engagement** is the result of respectful relationships within an atmosphere of trust. It provides all staff with the charge, the parameters, the training and the support to make decisions "on the spot" in the best interest of the veteran.

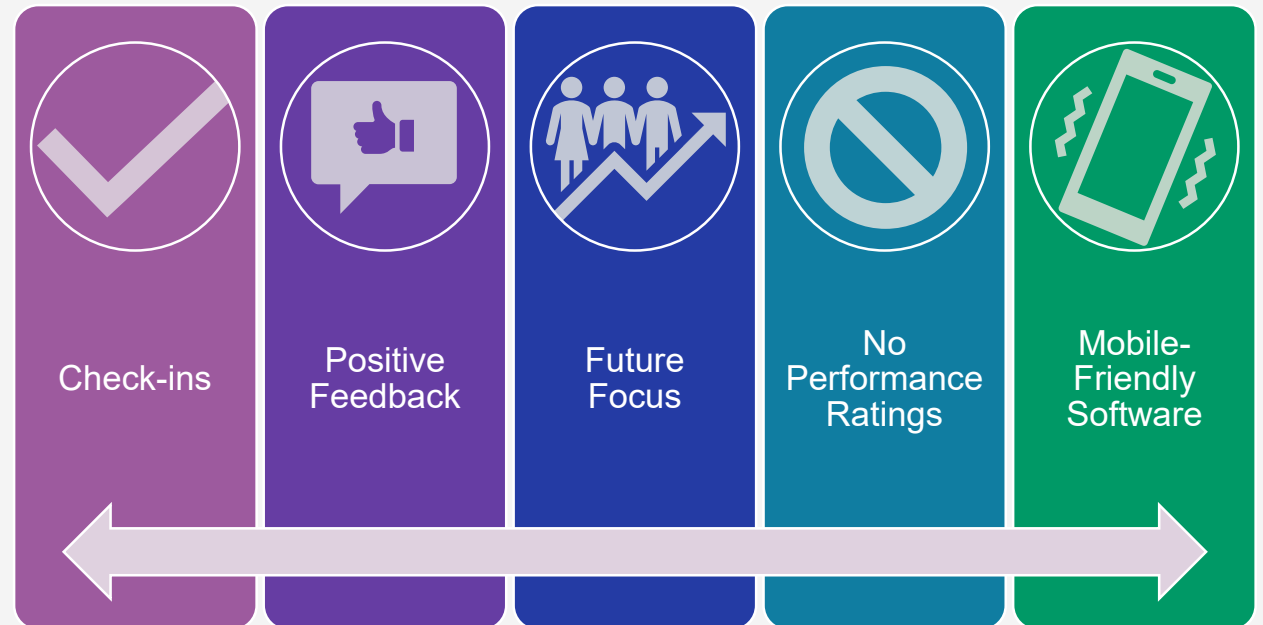


<https://www.va.gov/NCOD/CREW.asp>

# Case Study

## Performance Management

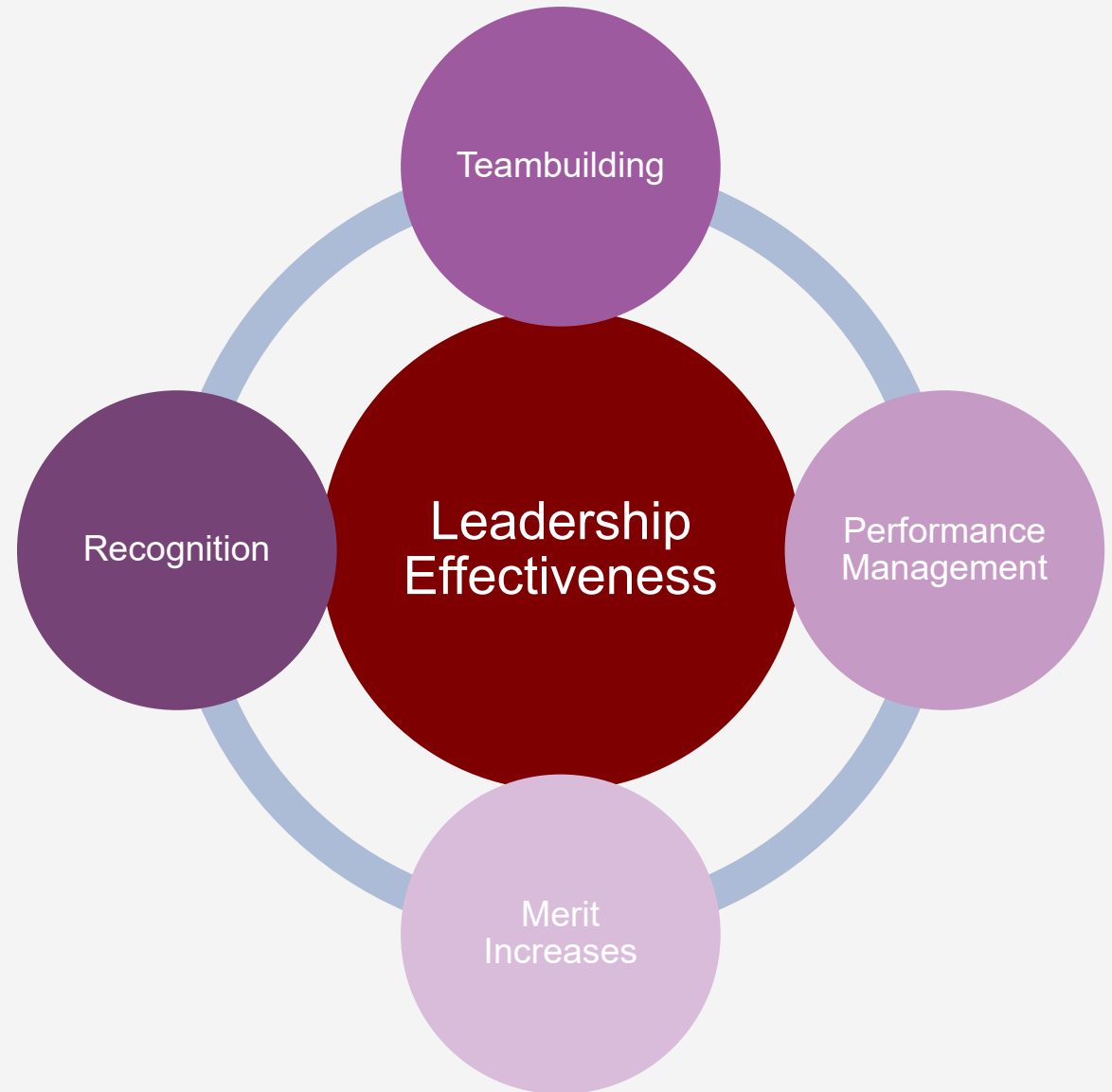
### Five Case Studies



# Case Study

UnityPoint Health

Performance Management



[UnityPoint Health Named Among 150 Top Places to Work in Healthcare](https://www.unitypoint.org/our-culture.aspx)

<https://www.unitypoint.org/our-culture.aspx>

# Resource and Case Studies

## Performance Management

13

Departments of Health

9

Case Stories

<b>Performance Management Toolkit</b>	<b>Examples of Performance Management in Practice</b>
<b>Toolkit Home</b>	The Public Health Foundation (PHF) is compiling and sharing examples of performance management applications in public health. Each overview describes how a health department has applied a customized strategic approach to managing organizational performance in order to better serve and improve community health. The resources on this page are solely the responsibility of the authors and do not necessarily reflect any official recommendations from PHF.
<b>Approaches to Performance Management</b>	<b>Columbus Public Health (OH)</b> The 2017 Quality Improvement Plan from Columbus includes Performance Management, and is linked in a coordinated fashion with the Strategic Plan, the Health Equity Plan, the Workforce Development Plan and the Community Health Improvement Plan.
> Getting Started with Performance Management	<b>Connecticut Department of Public Health</b> The Healthy Connecticut 2020 Performance Dashboard uses the Results Based Accountability framework to show trend data on performance indicators and measures, supporting the implementation of their Quality Improvement Plan.
> Performance Management Self-Assessment	<b>Delaware Division of Public Health</b> Policies from the Delaware Division of Public Health focus on quality improvement, performance management, employee performance management, and align with their 2016 Quality Improvement Plan.
> Continuous Improvement of Performance Management Systems	<b>Florida Department of Health in Broward County (FL)</b> The Performance Management Through Use Of Cascading Scorecards In A Centralized Performance Management System poster presentation describes a multi-layer performance management framework that incorporates community health, process, and financial metrics in a uniform way.
> Examples of Performance Management in Practice	
<b>Performance Management System Framework Components and Resources</b>	
> About the Performance Management System	

[Examples of Performance Management in Practice | phf.org](https://www.phf.org/examples-of-performance-management-in-practice)

[Turning Point Project Publications | phf.org](https://www.phf.org/turning-point-project-publications)

# Case Study

## Performance Management



# Case Study

## Mayo Clinic

### Coordinated (and Inclusive) Management

“In the normal routine operations, we generally have a consensus-based approach to writing policies, writing procedures. . . . We make sure we engage key stakeholders; we get everybody’s input and make sure that everything that we put out is operational and makes sense to the frontline providers.

“Simultaneously, we also have the ability to put all our committee structure aside and have key stakeholders—in smaller numbers—participate in making quick decisions when we need to. We’re able to make that switch from the slow, deliberate way of approaching things to our quick-response system.

[Methods for Scaling a Coordinated and Comprehensive Plan | catalyst.nejm.org](https://catalyst.nejm.org)

# Case Study

Mayo Clinic

Coordinated (and Inclusive)  
Management

“We make that transition really well, and the key to that is that our leadership at the institutional level—when there’s a crisis—trust the content experts to be the leaders versus wanting everything run up through leadership.”

# Performance Management Plan: Activities

- Individualized professional development plans
- Competency-based performance appraisals
- Clear Key Performance Indicators (KPIs)
- Performance improvement plans
  - Including interventions to address immediate performance concerns
  - Including accolades and recognition for progress and contributions



# Performance Management Plan: Data Collection

- Number or percent of employees who participate in performance management activities
- Number or percent of employees with improved measurements
- Number of promotions and job changes (e.g., lateral moves)
- Aggregate data on competency-based performance of staff in like roles
- Aggregate staff performance compared to written performance standards and expectations

# QUESTIONS



# Next Webinars

Title	Key Concepts	Date*
<p><b>Webinar 5:</b> Offering a New Dynamic: Best Practices in Diversity, Equity, and Inclusion as Employee Engagement</p>	<ul style="list-style-type: none"> <li>• How can you effectively gather information from employees to assess satisfaction?</li> <li>• Do employees have an opportunity to engage in improving the workplace?</li> <li>• What are the best practices to support employee work-life balance and overall health and well-being?</li> </ul>	<p>Tuesday, November 15, 2022</p>
<p><b>Webinar 6:</b> Bolstering the Workforce: Resiliency, Workplace Wellbeing and Retention</p>	<ul style="list-style-type: none"> <li>• How do you build a resilient workforce? What current strategies do you use?</li> <li>• What kind of support network do you have in place—professional/personal?</li> <li>• How might your organization better foster resilience for your employees?</li> </ul>	<p>Tuesday, December 13, 2022</p>

**\*All webinars from 12 p.m. to 1 p.m. ET**



## Important Links

### Resource Page

<https://www.ihawio.org/recruitment-retention-webinars-and-resources/>

All webinars will be recorded and available at the above link with copies of each presentation.

To learn more about workforce development, see AHP's landing page:

<https://www.ahpnet.com/Rotating-Banner-Landing-Pages/Workforce-Development>



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# Resources

## Framing the Challenge

- [Retirements\\_Pew\\_Research](#)
- [Labor\\_Challenges\\_Pew\\_Research](#)
- [AHA-KH-Ebook-Financial-Effects-of-COVID-Outlook-9-21-21.pdf](#)
- [New insights into burnout and health care: Strategies for improving civility and alleviating burnout - PubMed \(nih.gov\)](#)
- [Reinvention For Retention: How 4 Business Best Practices Might Solve Workforce Challenges In Healthcare \(forbes.com\)](#)

## Training

- [New insights into burnout and health care: Strategies for improving civility and alleviating burnout - PubMed \(nih.gov\)](#)
- [CREW\\_Civility\\_Brochure\\_electronic\\_pg1 \(va.gov\)](#)
- [Communities of Practice Toolkit \(ucdavis.edu\)](#)
- [Acute Care Training Program | IHA WIO](#)
- [2022 IHAWIO - Acute care Training Program Overview.pdf\(Shared\)- Adobe cloud storage](#)

# Resources

## Supervision

- [How is Strengths-based Supervision Different? – St Luke's Innovative Resources](#)
- [Making every moment of clinical supervision count - Counseling Today](#)
- [Restorative Supervision | nursingtimes.net](#)

## Performance Management

- [Performance Management: Concepts & Definitions | People & Culture \(berkeley.edu\)](#)
- [Civility, Respect, and Engagement in the Workplace \(CREW\) - National Center for Organization Development \(va.gov\)](#)
- [Continuous Performance Management Case Studies \[A 2020 Review\] \(clearreview.com\)](#)
- [UnityPoint Health Named Among 150 Top Places to Work in Healthcare](#)
- [Examples of Performance Management in Practice | phf.org](#)
- [Turning Point Project Publications | phf.org](#)
- [PM Health Department Applications One-Pagers 2.pub \(phf.org\)](#)
- [Methods for Scaling a Coordinated and Comprehensive Plan | catalyst.nejm.org](#)