



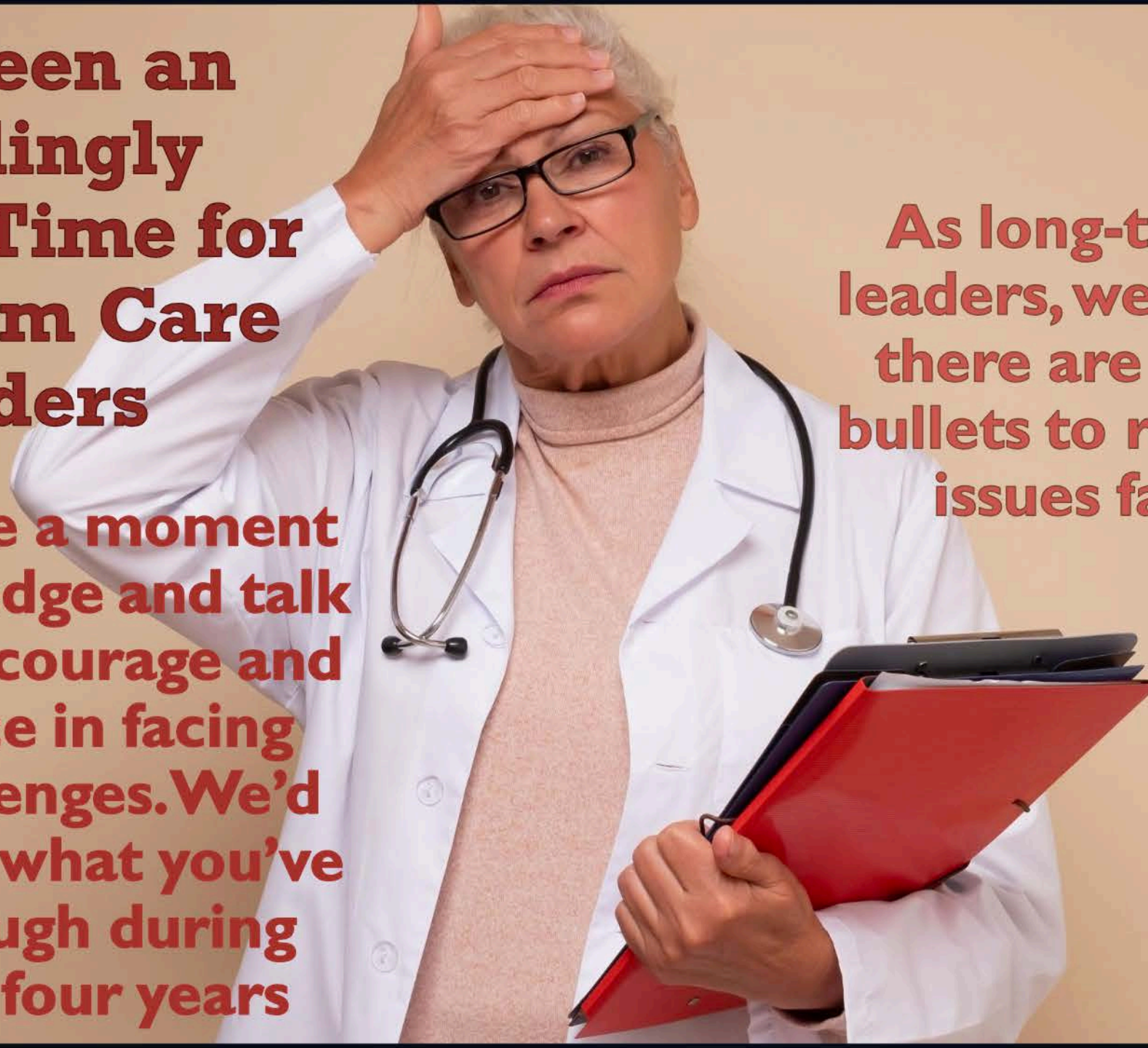
Engaged Leadership Workshop:

**Cultivating Culture in Long-Term
Care Facilities to Reduce Staff
Turnover and Burnout**

It has Been an Exceedingly Stressful Time for Long-Term Care Providers

**As long-term care
leaders, we know that
there are no magic
bullets to remedy the
issues facing us**

**So, let's take a moment
to acknowledge and talk
about your courage and
persistence in facing
these challenges. We'd
like to hear what you've
been through during
these last four years**



Staff Turnover – RN, LPN/LVN, CNA

National

Utah

53.9%

60.4%

Did You Know...

**Employees who feel engaged are
87% less likely to leave their
company than disengaged
employees**



**Engaged Leaders
are Key to Staff
Retention and the
Renewal of
Long-Term Care**

What Does Engaged Leadership Mean to You?





Engaged Leadership is Defined as...

**...behavior that
facilitates, strengthens,
connects and inspires
employees...**

Schaufeli, Wilmar. "Engaging Leadership: How to Promote Work Engagement?" *Frontiers in Psychology*, vol. 12, no. 754556, 27 Oct. 2021, www.frontiersin.org/articles/10.3389/fpsyg.2021.754556/full, <https://doi.org/10.3389/fpsyg.2021.754556>. Accessed 10 Jan. 2024.

Engagement from the Employee's Perspective is...

...When leaders foster trust and respect. Employees feel that their opinions are valued and that their contributions are appreciated. Leaders also foster a culture of collaboration and innovation.

((CultureMonkey))

Engaged Leaders are “Close by Leaders”

- ▶ They are accessible to their people
- ▶ They show genuine concern for their team
- ▶ They enable their people by supporting them, challenging them and providing opportunities for growth and learning

Let's Talk About What it Means to Be an Engaged Leader

- ▶ **Talk about a time where you felt fully engaged in your work environment**
 - **What did it feel like?**
- ▶ **Did someone inspire you to feel fully engaged? How?**

Why is it Important to Be an Engaged Leader?

- ▶ 76% of employees say that their manager creates the culture at work
- ▶ Supervisor support more than doubles the odds of employee engagement
- ▶ Managers account for 70% of the variance in team engagement and heavily influence employee well-being
- ▶ 74% of disengaged employees are either actively looking for new employment or watching for openings. Highly disengaged employees say factors such as poor management and bad work experiences are big contributing factors to their disengagement

An engaged leader recognizes the signs of employee burnout



Ku, Daniel. "26 Employee Engagement Statistics Every Manager Needs to Know." *PostBeyond*, PostBeyond, 6 July 2020, <https://www.postbeyond.com/blog/26-employee-engagement-stats/>.

ApolloTechnical. "17 Employee Engagement Statistics That Matter the Most (2021)." *Apollo Technical LLC*, 18 May 2022, <https://www.apollotechnical.com/employee-engagement-statistics/>.

Copernicus

Let's Talk About Burnout

- ▶ **Keep your eyes, ears and your mind open**
- ▶ **It is up to us to understand if team members are at risk for burnout**
- ▶ **Things to think about**



Risk Factors for Staff Burnout



- **Heavy workload – long hours**
- **Struggling with work-life balance**
- **Working in a helping profession that involves a great deal of care taking of others**
- **Having little or no control over one's work**
- **Lack of clarity in what's expected**
- **Lack of support**

The Ways that Burnout Can Manifest Itself at Work

- Chronic lateness
- Absenteeism
- Increased cynicism and apathy
 - Poor treatment of others
 - Careless mistakes
- Obstructive and uncooperative behavior

Some Strategies that Leaders Can Use to Combat Burnout

- Make sure your direction is clear and unambiguous
- Make sure employees know that you are listening and responding to staff concerns
- Make sure that staff can take breaks without feeling guilty
- Acknowledge staff strengths and contributions
- Promote a sense of belonging and safety

Highly Engaged Workers Can Burnout Too

- There is a fine line between engagement and burnout
- Studies show that “purpose driven” work breeds high risk for burnout
- “(High work)” engagement can lead to an unhealthy view of work
 - Feelings that one can never do enough to fulfill duties
- Staff across the country have told us that they take extra shifts and work through lunch because they want to provide the best possible care for their residents

Highly Engaged Workers Can Burnout Too

- This risk can also be prevalent within our leadership team
- Long hours, unclear or unattainable goals and lack of resources affect even our most committed leaders, including yourselves
 - The higher the work demands, the more employees need support, acknowledgement or opportunities for recovery

Highly Engaged Workers Can Burnout Too

- Strategies to encourage healthy engagement and reduce the risk of burnout
 - Provide optimal resources to complete assigned work
 - Leadership support, at all levels, to support high achievers
- Avoid always coming back to engaged workers for extra shifts or projects
 - Be aware of the signs of highly engaged employee burnout – consistently not taking lunch breaks, staying late at work, putting in too many hours and not taking sick/vacation time when needed
- A highly engaged leader can have impact by understanding the signs for both disengaged and over engaged staff

So...

What are Some of the Characteristics of an Engaged Leader?



- **Knows their employees**
- **Enjoys day-to-day responsibilities**
- **Is resilient**
- **Works efficiently**
- **Is collaborative**
- **Communicates effectively**
- **Supports and encourages others**
- **Pursues opportunities for growth**

**Some of the
Characteristics
of an Engaged
Leader**

The Influence of Engagement

The Benefits of Highly Engaged Leaders

- Greater sense of staff motivation to do their very best
- Greater team productivity
- Lower staff turnover
- Lower employee absenteeism
- Greater level of staff collaboration and teamwork
- Better morale among staff

The Impact of Disengaged Leaders

- Higher level of staff disinterest in work
- Greater level of distraction from work among staff
- Negative attitudes towards work and the organization
- Minimal work output among teams
- Lack of creativity
- Lack of support among the team

And Did You Know...

**75% of people quit their jobs to
“get away” from their manager at
some point in their career**

**Retention Starts
with You!**

**Becoming More
Self-Aware**



Leaders are Always on Stage... Your Behavior has Consequences

- Staff is always observing our behavior
- The way in which we behave impacts their decision to remain with the organization or leave

“I may not remember what you said, but I will remember how you made me feel.” Maya Angelou

Let's Try This

Your Superpower and Your Achilles Heel

- This exercise helps us look at our personal positives and negatives and assists us in understanding that neither are good or bad
- Understanding how we use them and how they can help or harm us is what's most important

Write down your greatest Superpower and your most challenging Achilles Heel

What is the impact that your Superpower and your Achilles Heel have on staff retention?

How do you use them in your everyday work life?

Reflection

How can you adjust your Superpower and your Achilles Heel so that they help and not hurt you?

Strategies to be Consistently Self-Aware

Knowing Yourself and Others

► Practice Mindfulness

- Be aware that you are constantly sending messages to others without even saying a word. Your feelings are communicated through your demeanor, the words you choose and the tone you use

► Keep an Open Mind

- Being naturally curious and open to new ways of doing things improves self-awareness. When you welcome alternative viewpoints and ideas, you foster your own growth and development while making those around you feel supported and accepted

Strategies to be Consistently Self-Aware

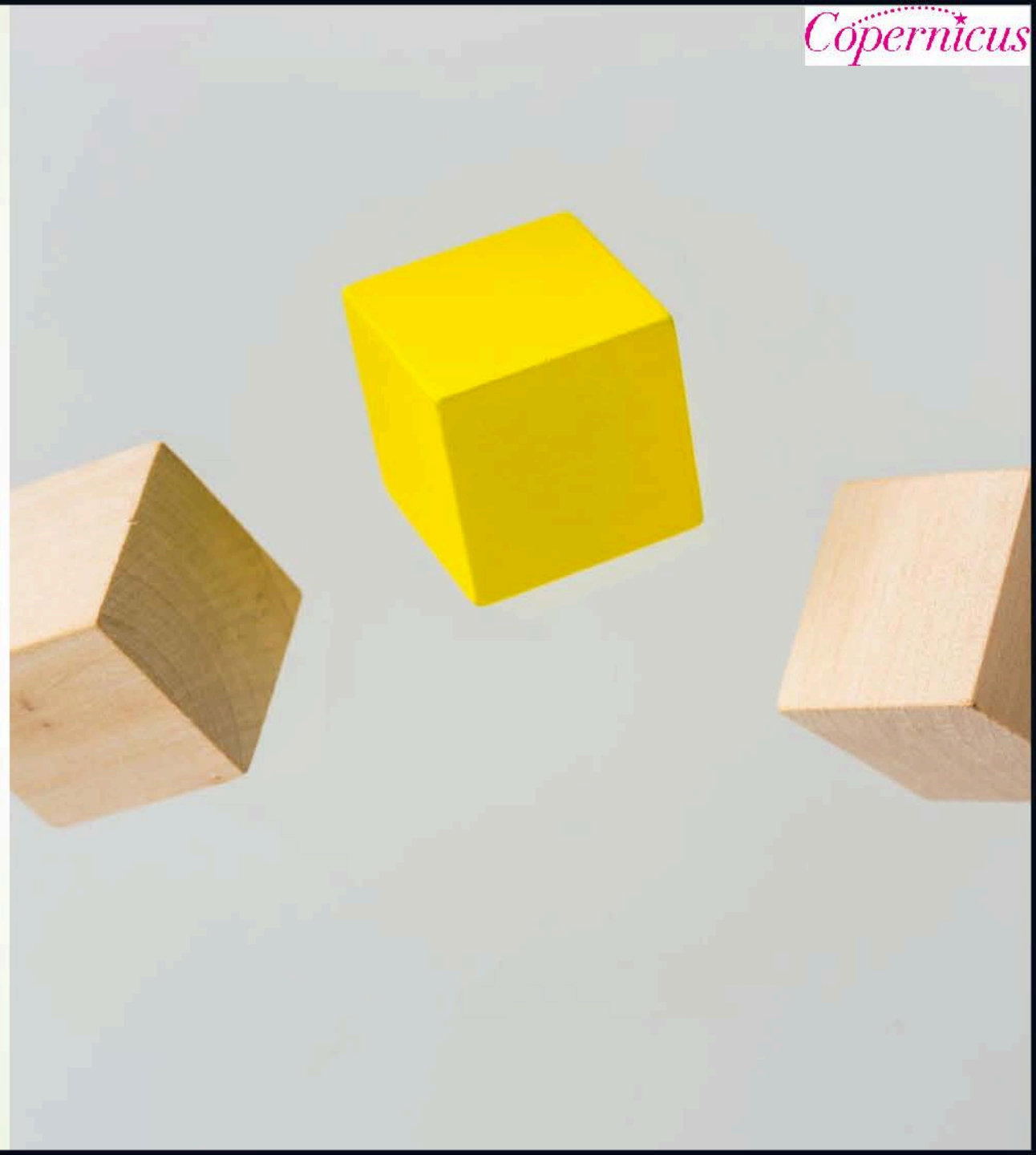
Knowing Yourself and Others

► Ask for and Act on Feedback

- Get input about how you “show up” in various situations helps gain a clearer understanding of yourself
- Gather feedback to help you see behavior you don't realize is there
- Understanding your strengths and weaknesses helps you identify what you are doing right, what could be better and then work on improving the areas that warrant it



**Self-Aware
Leaders Build
Trusting
Relationships
With One
Another and
With Their
Teams**



Building a Strong and Interconnected Leadership Team Begins With Creating a Foundation of Trust

- ▶ **Trusting relationships at the leadership level...**
 - **Foster interdependent and reciprocal relationships among the leadership team**
 - **Provide the knowledge and resources to strengthen relationships between leaders and their teams**
 - **Promote better cohesiveness among staff**

A Trusting Work Environment Begins By Creating a Leadership Team that Trusts One Another

B U I L D T R U S T

- ▶ **What does it mean to trust one another?**
- ▶ **Do you think that your leadership team trusts each another?**
- ▶ **How do you see and honor each other's contributions?**
- ▶ **How do you create a safe space where leaders feel free to share their thoughts and ideas?**
- ▶ *Do you think others trust you?*

Let's Try This

The People Hunt

Here's one activity that might be helpful to try as you work on building trust in your organization.

Using the worksheet, walk around for the next 5 minutes, trying to match each item on the worksheet to someone in the room.

Each time you find a match, write the initials of the person next to that item.

Which items were you unable to match?

What did you learn that surprised you?

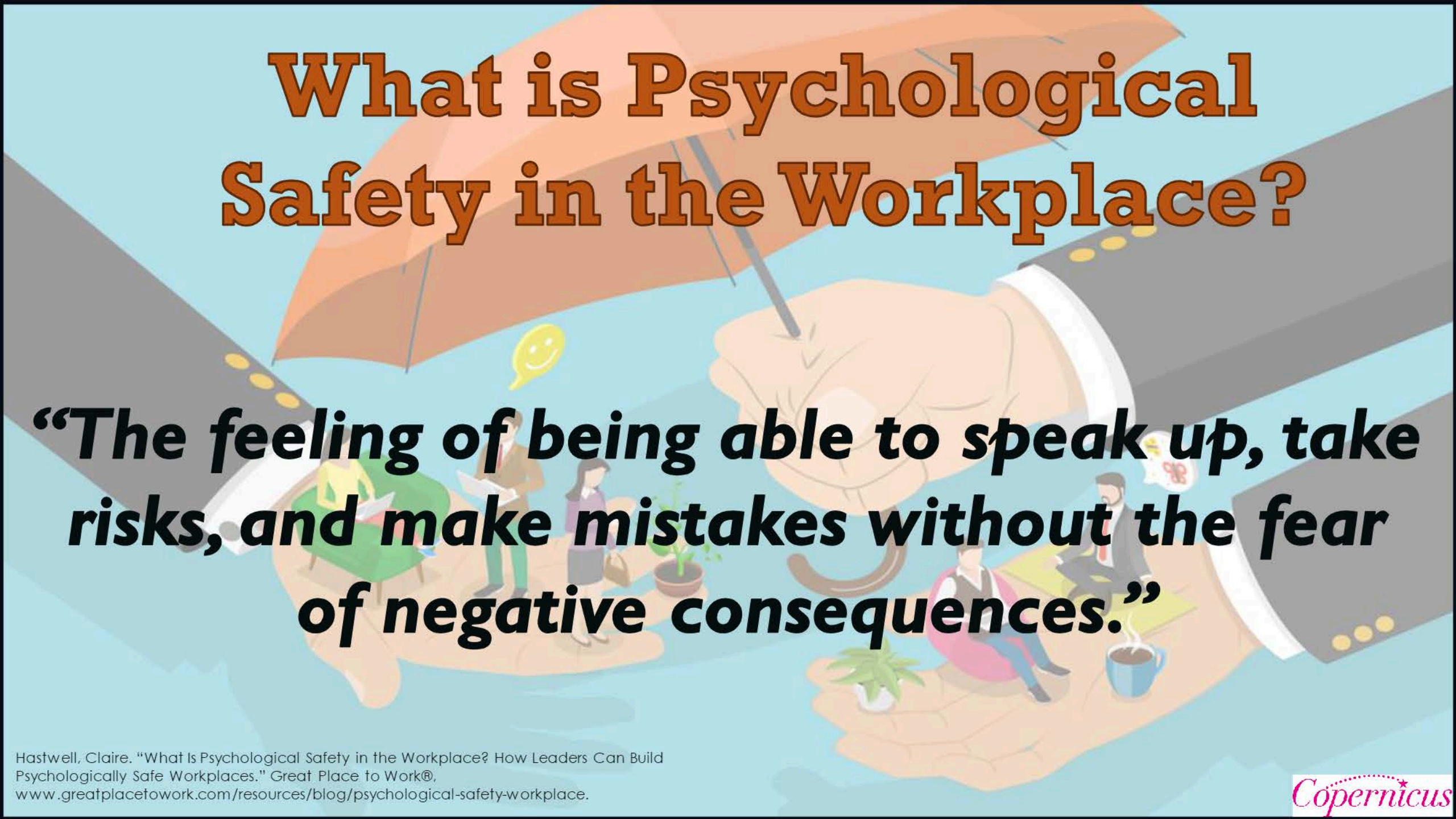
How do you think this activity can build trust in your organization?

The People Hunt

Leaders Who Build Trusting Relationships are Curious

- They want to understand how their staff perceives them and how their actions and behaviors impact their teams
- In order for staff to feel comfortable and secure, leaders must create a psychologically safe environment

What is Psychological Safety in the Workplace?

An illustration of a large, light-skinned hand holding a globe. Inside the globe, there is a miniature office scene with several people working, a potted plant, and a coffee cup. A large orange umbrella is positioned over the globe, and a yellow speech bubble with a smiley face is also visible. The background is a light blue sky with a grey diagonal band.

“The feeling of being able to speak up, take risks, and make mistakes without the fear of negative consequences.”

What Do You Think?

- ▶ **How psychologically safe do you think your organizational environment is?**
- ▶ **Are you comfortable talking about psychological safety with your leaders and with your team?**

In a Psychologically Safe Organization, the Leadership Team:

- ▶ **Communicates in a way that focuses on finding solutions rather than placing blame**
- ▶ **Creates an environment for staff to share their ideas and concerns without blame and shame**
- ▶ **Chooses words and actions thoughtfully**
- ▶ **Creates respectful and trusting dialogue**
- ▶ **Commits to come from a place of good intention and assumes that others do too**

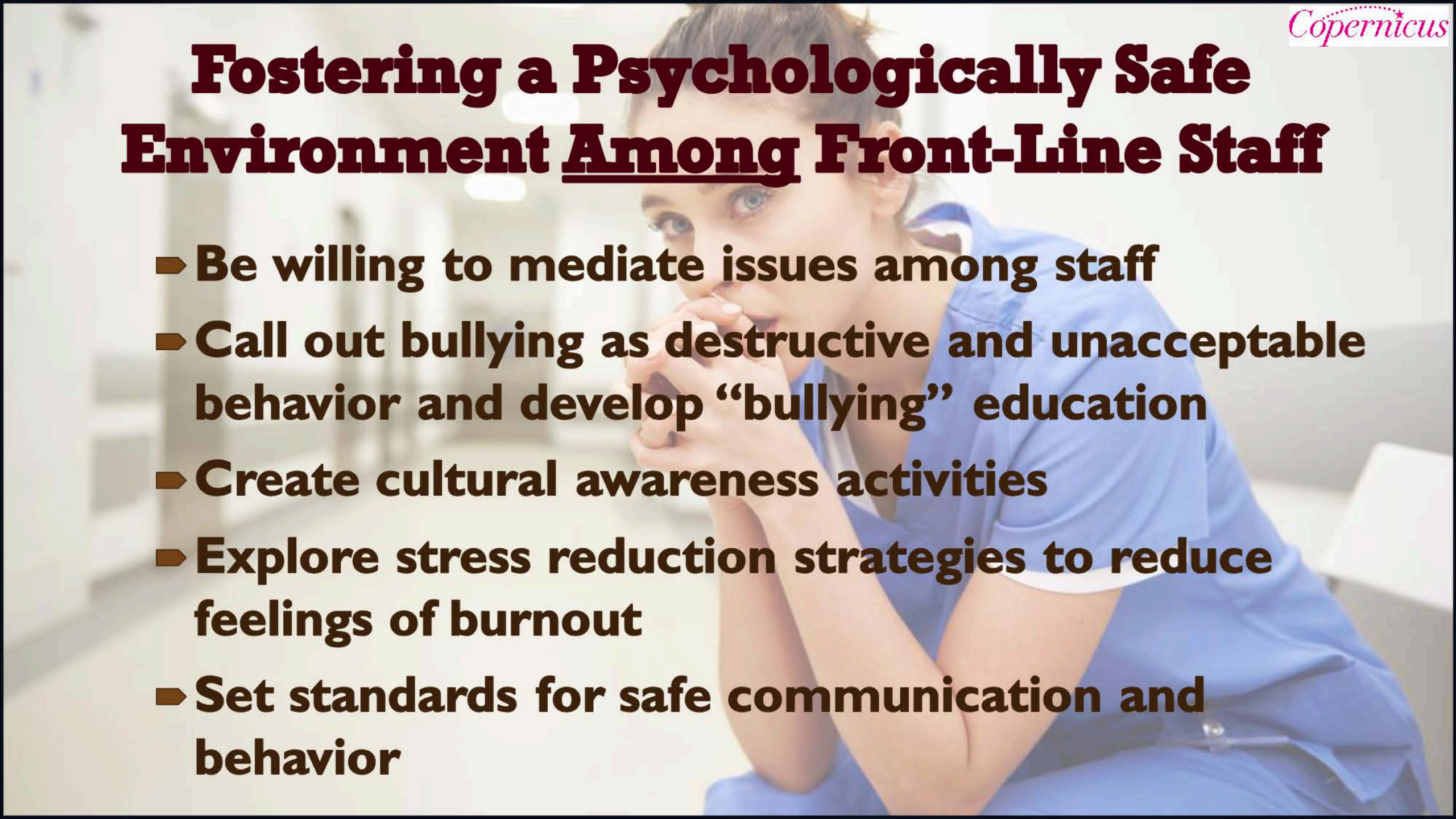
Leaders Create a Psychologically Safe Environment for Front-Line Staff by:

- **Asking for and accepting feedback**
- **Getting to know staff as unique individuals**
- **Providing explicit encouragement by creating mechanisms for staff input**
 - **Huddles, townhalls, one-on-one conversations**
- **Getting rid of retribution and blame**

Leaders Create a Psychologically Safe Environment for Front-Line Staff by:

- **Seeing mistakes as learning opportunities**
- **Being aware of the impact of bullying as you create a safe environment**
- **Being willing to say “I don’t know”**
- **Being open to hearing problems among staff without judgement**
- **Creating a safe mechanism for staff to share difficult issues**

Fostering a Psychologically Safe Environment Among Front-Line Staff

- **Be willing to mediate issues among staff**
 - **Call out bullying as destructive and unacceptable behavior and develop “bullying” education**
 - **Create cultural awareness activities**
 - **Explore stress reduction strategies to reduce feelings of burnout**
 - **Set standards for safe communication and behavior**
- 
- A woman in blue scrubs is sitting at a desk, looking thoughtful with her hands clasped. She is the central figure in the background of the slide.

Did You Know...

57% of employees report not being given clear directions and 69% of managers are not comfortable communicating with employees in general

**Why do you
think
communication
breaks down?**



A Few of the Causes of Communication Breakdown

Share an Example of How This Might Happen in Your Workplace

- ▷ Perceptions
- ▷ Inattention
- ▷ Time pressures

- ▷ Emotional state
- ▷ Inaccurate information (gossip & rumors)

Juneja, Prachi. "MSG Management Study Guide." *Communication Barriers - Reasons for Communication Breakdown*, MSG, https://www.managementstudyguide.com/communication_barriers.htm.



Becoming Skillful: One Component of Effective Communication

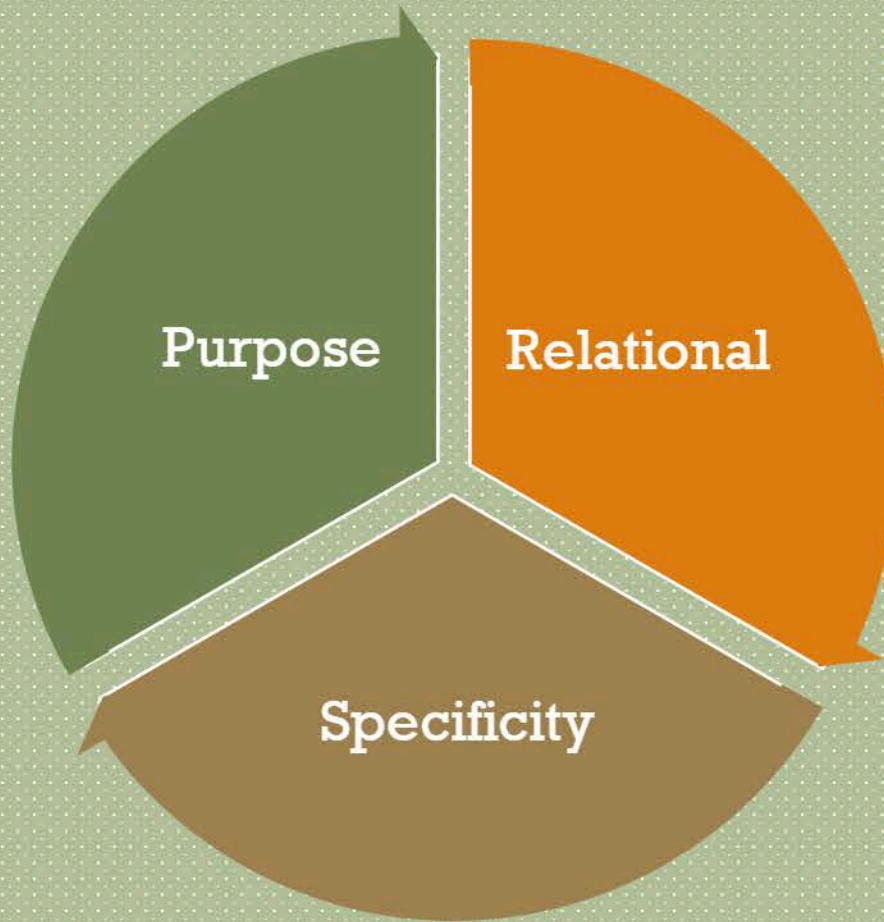
Being intentional

BE INTENTIONAL

“Communicating with intention is being aware of the purpose and implication of what you are about to say. Many...times we enter conversations focused on our own personal goals, or we approach conversations from a place of thinking we are “right” which keeps us defensive and thus not in line with our intention.”

The Components of Communicating Intentionally

- **Be clear about the PURPOSE of your message**
 - **Choose your language thoughtfully**
 - **Explain the relevance of the Information**
 - **Be consistent**



- **Communication should both create and strengthen RELATIONSHIPS**
 - **Be cognizant of nonverbal communication**
 - **Show empathy and understanding**
 - **Engage in active listening**
 - **Welcome feedback**

Andrew, Chris. "How Do You Communicate Purpose Effectively." *Caburn Hope*, Caburn Hope, 6 Sept. 2021, <https://caburnhope.co.uk/blog/how-do-you-communicate-purpose-effectively/>.

Think, Big. "Top 8 Interpersonal Skills for the WorkplaceBig." *Big Think*, 14 June 2022, <https://bigthink.com/plus/top-8-interpersonal-skills-for-the-workplace/>.

- **Simplify your message so that everyone can understand what you are saying**
 - **The more explicit you are, the wider the doors open in the listener's mind**
 - **Practice your delivery**

Misner, Ivan. "How to Communicate Simply and with Specificity." *Dr. Ivan Misner*®, 11 May 2015, <https://ivanmisner.com/communicate-simply-specificity/>. Ees

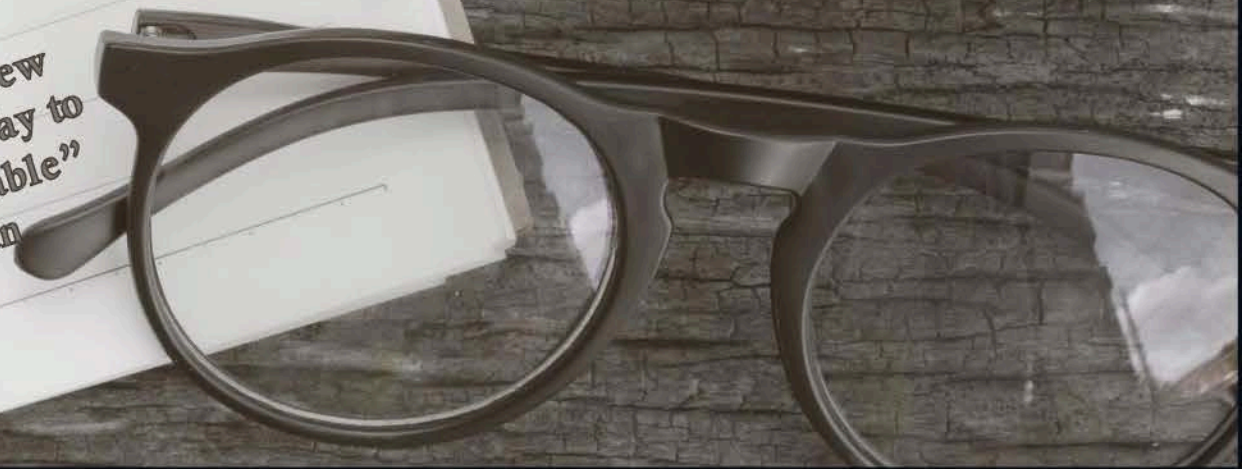
A modern office interior with large windows and people working. A man in a light blue shirt and khaki pants stands on the left, pointing at a whiteboard. In the center, a man in a grey suit jacket and blue pants stands with his back to the camera, looking at a laptop. To his right, a woman in a white blouse and grey pants stands, looking at a smartphone. Further right, a woman in a white top and black pants walks towards the camera, holding a coffee cup and a folder. In the background, a man in a blue shirt sits at a desk with a laptop. The office has wooden desks, stools, and large windows with a grid pattern.

Skillful Communication and Accountability are Part of the Framework that Supports Workplace Engagement

Accountability

“Accountability is about delivering on a commitment. It’s responsibility for an outcome, not just a set of tasks. It’s taking the initiative with thoughtful, strategic follow through.”

Harvard Business Review
1/11/16 “The Right Way to
Hold People Accountable”
by Peter Bergman



How Would You Describe the Practice of Accountability in Your Organization?

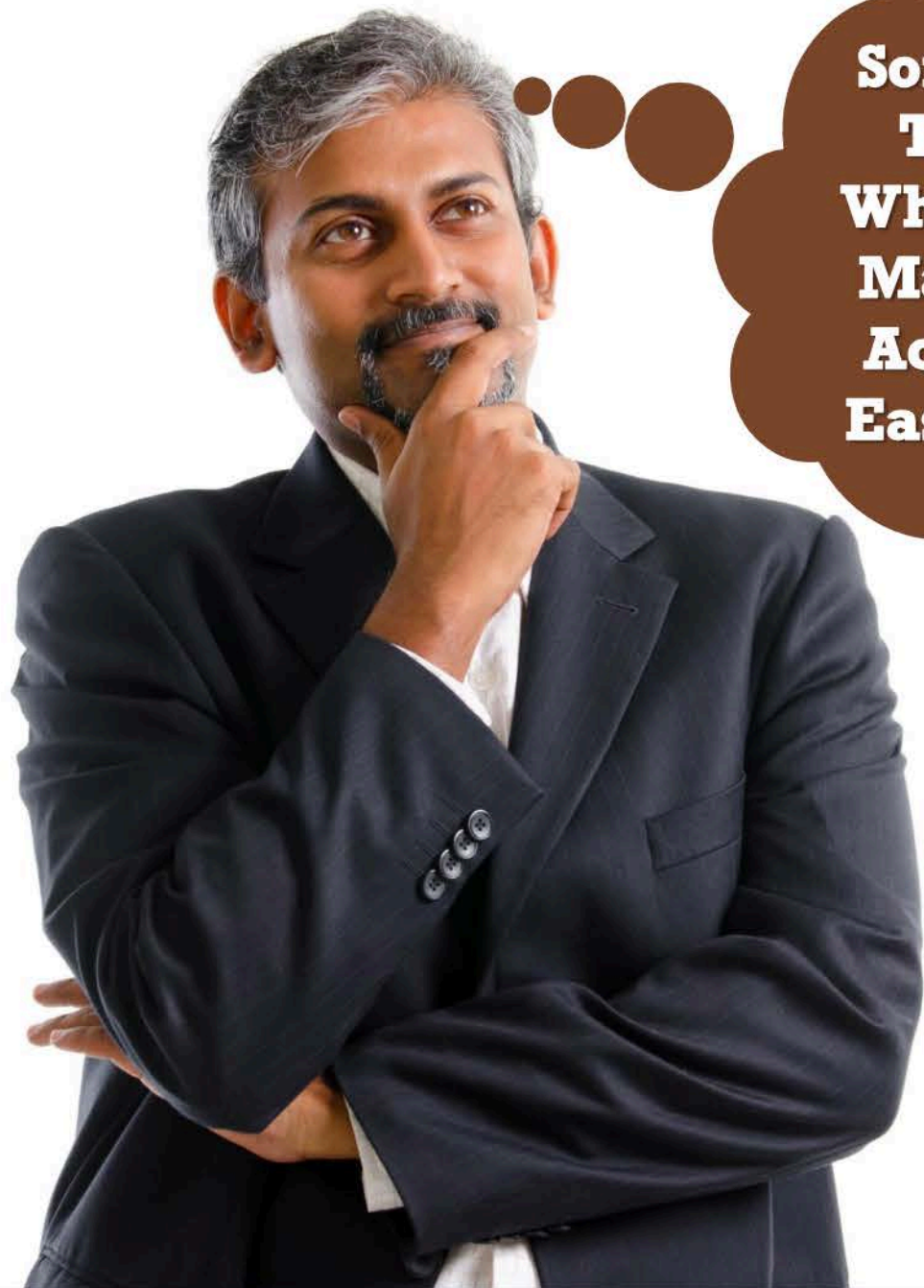
Personal and workplace accountability can be frustrating, challenging and difficult to talk about

What Makes Personal Accountability Difficult?

A man in a light blue shirt is shown in profile, looking down with his hands covering his face, suggesting a state of stress or frustration. The background is a blurred outdoor setting with a wooden railing.

- It's hard to be objective about your own behavior and to feel vulnerable
- It's hard to say "I'm wrong"

- We may want to hold onto the status that being in charge provides
- Our ego and fear may get in the way of admitting that we don't have all the answers



**Some Things to
Think About
Which Can Help
Make Personal
Accountability
Easier to Tackle**

- ▶ **Be aware of your own emotions**
- ▶ **Incorporate reflection into your daily practices**
- ▶ **Take responsibility when you make a mistake – it can be freeing**
- ▶ **Think about how you are using your time**
- ▶ **Be mindful of overcommitting**
- ▶ **Be open to change**
- ▶ **Find a buddy**

Content Team, Mind Tools. "Developing Personal Accountability." *MindTools.Com*, www.mindtools.com/ami110w/developing-personal-accountability. Accessed 9 May 2023.



How Do You Think Accountable Leadership Impacts Your Organizational Teams?

Editorial Team, Indeed. "Accountable Leadership: Definition and 10 Ways to Become One - Indeed." *Indeed.Com*, 27 Feb. 2023, www.indeed.com/career-advice/career-development/accountable-leadership.

- ▶ Taking responsibility for one's work and actions with honesty and transparency can benefit relationships among the team
- ▶ Practicing this behavior creates an environment where staff feel valued and respected
- ▶ This behavior provides a great example for staff and encourages accountability among the team
- ▶ This, in turn, can create a more positive work environment where staff want to stay



We are
ACCOUNTABLE

**“It is not only what we do,
but also what we do not do,
for which we are
accountable” Moliere**

A woman with glasses and a man in a suit are sitting at a table, looking at a tablet together. The woman is on the left, wearing a white shirt and glasses, with her hands raised as if explaining something. The man is on the right, wearing a light blue suit jacket and a red tie, looking at the tablet. The background is a blurred outdoor setting, possibly a cafe or office breakroom.

**What Makes it
Difficult to Hold
Someone
Accountable?**



**It's Hard to Hold
People
Accountable When
We are Afraid of
Losing Staff**

**Does the Fear of
Losing Staff Impact
Holding People
Accountable in Your
Organization?**

**It can feel like we're between a
rock and a hard place but...**



**Staff Often Tell Us that
When There is Not Enough
Accountability it Impacts
Their Decision to Stay or
Leave the Organization**

**Getting
Comfortable
Holding
Someone
Accountable by
Having “Hard”
Conversations**



A man in a dark blue suit and light blue striped shirt is shown in profile, looking thoughtfully to the left. His hands are clasped together in front of his chin. He is wearing a silver watch with a black strap on his left wrist. The background is a soft, out-of-focus light blue and white.

How Do You Prepare for a “Hard” Conversation?

**What influences the way in
which you approach
someone?**

Strategies to Help Initiate and Engage in Difficult Conversations

► Make the Decision

- Those best at crucial conversations don't think first about the risks of speaking up. They think first about the risks of not speaking up

► Consider the Content

- Reduce the issue to its barest minimum. Be clear about the fact that a commitment/promise has been broken

► Acknowledge Your Emotions

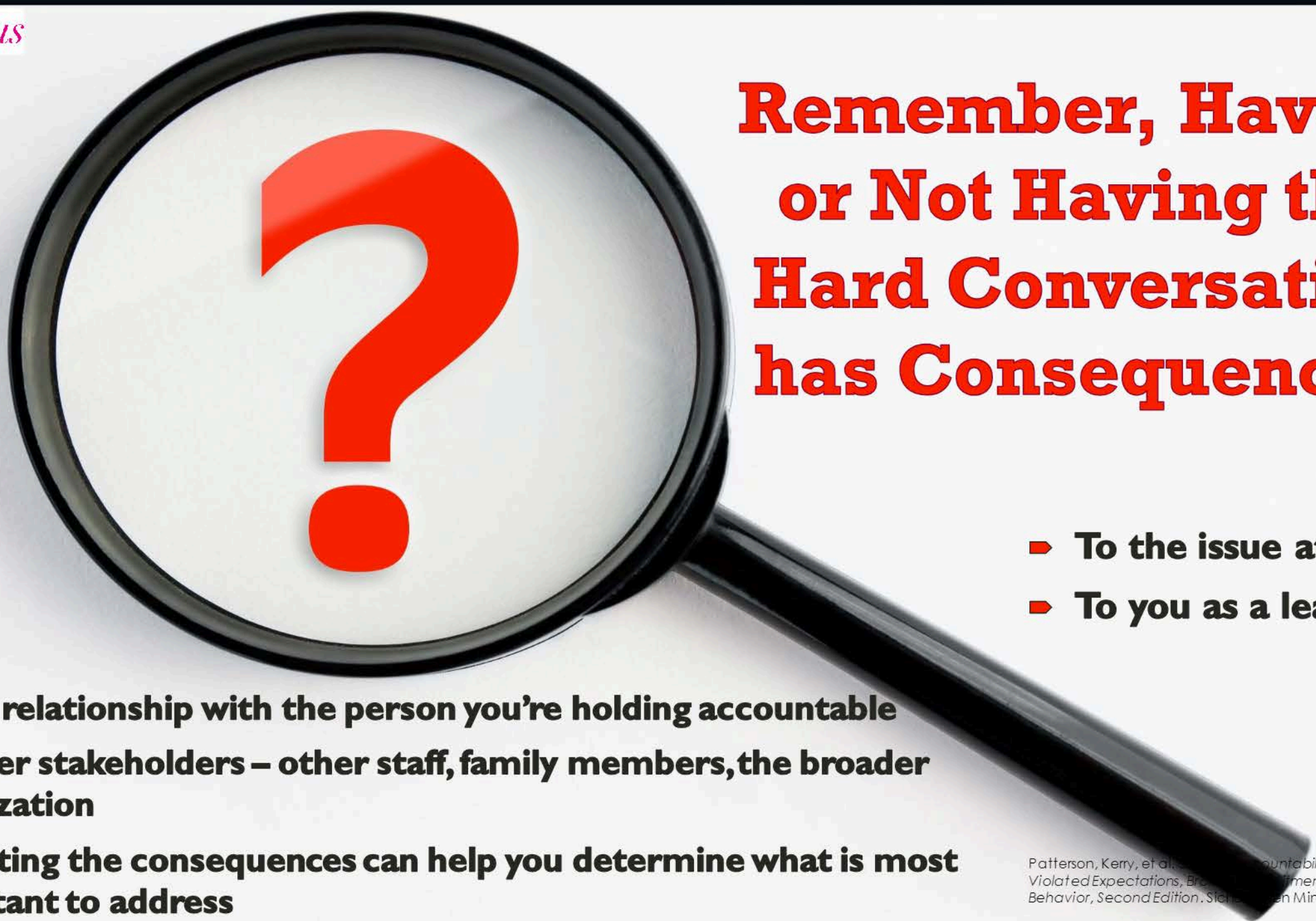
- Before opening your mouth, open your mind. Try to see others as reasonable, rational, and decent human beings—a practice that softens strong emotions and ensures you come across more agreeably

► Make Others Feel Safe

- Start a high-stakes conversation assuring the other person of your positive intentions and your respect for them. When others feel respected and trust your motives, they feel safe, and begin to listen, even if the topic is unpleasant

► Invite Dialogue

- After you create an environment of safety, express your concerns, and then invite dialogue. Encourage the other person to disagree with you. Those who are best at crucial conversations don't just come to make their point; they come to learn and teach



Remember, Having or Not Having the Hard Conversation has Consequences

- To the relationship with the person you're holding accountable
- To other stakeholders – other staff, family members, the broader organization
- Evaluating the consequences can help you determine what is most important to address

- To the issue at hand
- To you as a leader

Making Accountability a Core Value

Create a Culture of Accountable Leadership

- Establish clear roles
- Foster a sense of joint ownership and mutual communication
- Promote encouragement not punishment

Make Mistakes a Learning Experience

- Consider mistakes a learning opportunity as opposed to a compliance experience
- Create a safe environment so that staff feel comfortable sharing mistakes

Provide Feedback with Kindness Not Shame

- Be specific and consistent
- Provide feedback empathetically
- Impart feedback immediately following an event
- Focus on performance, not personality

Sustaining the Leadership Behaviors that We Have Discussed

- **Integrating engagement, self-awareness, trust, psychological safety, effective communication and accountability into your daily practices can lead to staff having a greater sense of belonging**
- **We are hardwired to want to belong to something greater than ourselves and this translates to a higher level of commitment and care for your residents**
- **How do you embed these practices into your daily routines?**

Sustaining Positive Change in Leadership Behavior

Things to Think About



What Next?

Based on the work we have done this morning we would like to include areas that you feel need further exploration in this afternoon's discussion. What comes to mind?

