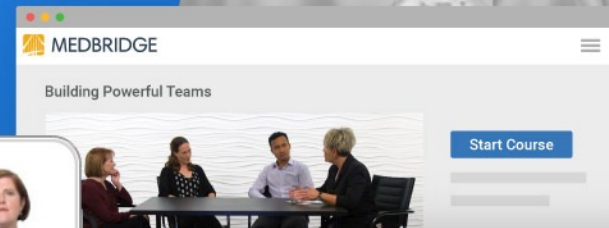


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# Simple Leadership Habits that Elevate Home Health Staff Engagement

*Tonya Miller, PT, DPT, PhD*

*Kim Kranz, RN, MS*



**MEDBRIDGE**

# About TYM Coaching

- Tonya Miller, PT, DPT, PhD
- More than 25 years of healthcare leadership
- Leadership education, coaching, and development
- Author and researcher
- Certified professional behavioral and emotional quotient analyst



# About Kim Kranz

- Kim Kranz, RN, MS
- More than 30 years of home health and hospice leadership
- Clinical, financial, and outcome management results through servant leadership
- Certified hospice and palliative care administrator



# Learning Objectives

1. Connect leadership habits and employee engagement
2. Design a leadership habit plan to improve employee engagement
3. Integrate leadership habits for employee engagement into daily workflow

# Employee Engagement

- A positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption

# The Employee Engagement Challenge

- Only 30% of all employees are engaged
- Approximately 20% of all employees are actively disengaged
- Half of all employees are disengaged
- Less than 25% of employees feel that their employer cares about their well-being
- From 2021 to 2022, engagement in the healthcare workforce fell more than engagement in any other US workforce

# Engagement and Patient Outcomes

- A significant relationship between engagement, safety cultural scores, and adverse events



# The Employee Engagement Challenge

- Lack of engagement related to the clarity of expectations, resources to do the job, and connections to the organization's mission and vision

# Three Engagement Strategies

**Clear  
Expectations**



**Opportunity  
to Contribute**



**Sincere  
Appreciation**



# Leadership Habits: Clear Expectations

- **Communicating expectations**
  - Reflective communication
    - It's all in how you ask
- **“Can you explain this process to me so I can ensure that I stated it clearly and gave enough guidance?”**

# Leadership Habits: Clear Expectations (cont.)

- **Reflective listening**
  - Understanding how others perceive instructions and processes
- **“So, what I am hearing you say is... Did I miss anything, or do I need to understand more?”**

# Leadership Habits: Clear Expectations (cont.)

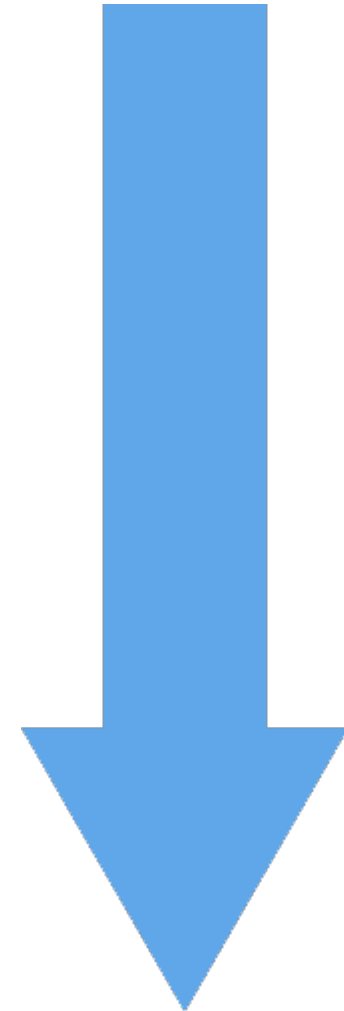
- **Accountable language**
  - State your current reality
  - Use action verbs
  - Don't spend time in BED (blame, excuse, deny)

# Discussion

Clear Expectations

# Contribution Matters: Mandates Backfire

- **Mandatory return to office**
  - 42% of companies have higher attrition than expected
  - 29% of companies have a more challenging time recruiting
  - 76% of employees polled said they would change jobs if flexibility were taken away



# Contribution Matters

- However, employees reported they were more willing to return to the office if it was their choice



# Leadership Habits: Contribution

- **Decision-making: ask yourself these key questions:**
  - Would this decision improve with input from others?
  - Is there an emergent reason why I can't give the decision time for input from others?
  - What is the best way to get feedback about this decision?
  - Who would benefit from providing insight into this decision?
  - What organizational gains are there from a collaborative approach to this decision?

# Leadership Habits: Contribution (cont.)

- **The next step: collaboration**
  - Ask for insight on organizational direction and strategy
- **Who is at the table?**
  - Are there diverse representations from across the organization?
  - Are they given time to digest the content?
  - Are they given the training to feel prepared?
  - Are they provided an explanation of the importance of their participation?

# Discussion

Encouraging Contribution

# Leadership Habits: Sincere Appreciation



Leveraging emotional intelligence (EQ) to engage others sincerely



EQ is a learned behavior



It only takes minutes a day to improve your EQ

# Why EQ Matters in the Workplace

**High EQ is a key component of effective management skills and a necessity for attaining sustainable results**

**EQ connects to positive organizational behavior that fosters engaged employees, high performance, and commitment, which lowers the risk of losing talent**

**Managers with higher EQ have teams with a higher commitment to the organization**

Coetzee & Pauw, 2013

# What We Know About Leaders With High EQ

**Demonstrate a higher level of organizational commitment**



**Can envision change**



**Leverage emotions to improve problem-solving**



**Instill a sense of enthusiasm, trust, and cooperation in employees**

# What Happens When the Whole Team Has High EQ?



I use my good mood to overcome obstacles



I can tell how people are feeling by listening to their tone of voice



When I am happy, I know how to build on this feeling



I know why my emotions change



I can openly share emotions



I am aware of my nonverbal expressions and their impact on others



I use past experiences to understand and approach current ones



I can empathize with others when they share life events

Reavichandran et al., 2011

# Leadership Habits: Emotional Intelligence

- **Self-awareness and self-regulation**
  - Take pauses to reflect on your emotions throughout the day
  - Examine when emotions impact your actions
- **Social awareness and social regulation**
  - Examine interactions, and reflect on the tone of the room
  - Use emotions to create positivity
    - Gratitude messages
    - Be purposeful with praise and positive statements





# Discussion

Sincere Appreciation

# Daily Habit Integration



## Clear Expectations

- Choose one or two discussions to use reflective statements in



## Contribution

- Be purposeful about reaching out for input from team members



## Sincere Appreciation

- Start each day by thanking a team member for something
- Pause 2–3 times a day and do an emotional check-in with yourself

# Key Points

- Employee engagement challenges all industries, but especially healthcare
- Employee engagement directly impacts patients
- All team members can develop simple daily habits that improve engagement
- It doesn't have to be difficult, but it does have to be consistent

# Question & Answer Session

“

**Suffer the pain of discipline  
or the pain of regret.**

”

—Jim Rohn

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