

IHA-AHP Recruitment and Retention Strategies for Healthcare Leadership Series



WEBINAR 6

Bolstering Workforce Resilience, Wellbeing, and Retention

December 13, 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 the future sessions of this learning community.

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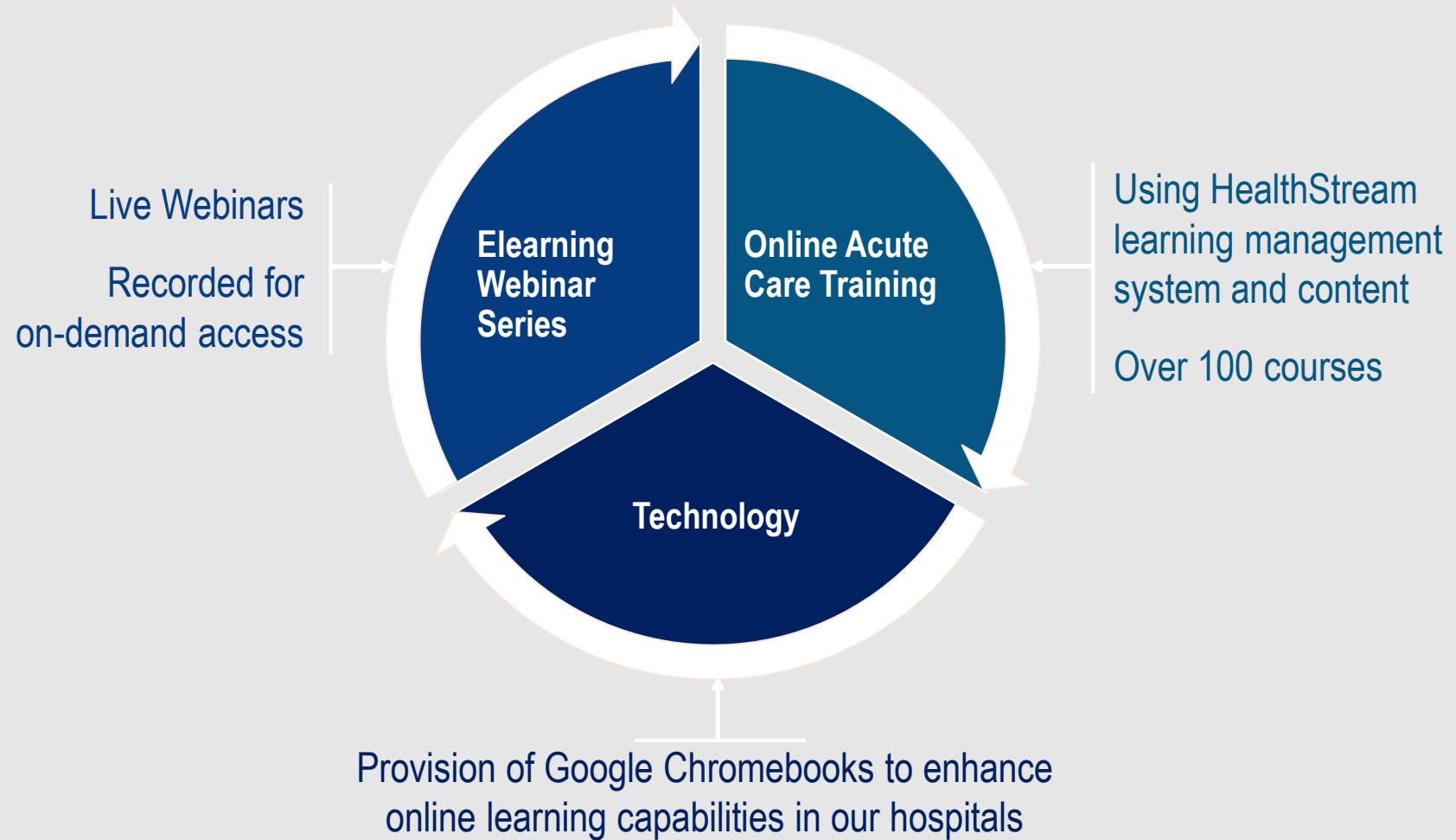
ACKNOWLEDGEMENT

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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 Elearning 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.



Presenters



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



1. Identify and discuss your coping style.
2. Understand the components of courageous leadership.
3. Communicate with more emotional intelligence.

Our Collective Compassionate Agreement

Be present

Be brave

Be a learner and a teacher

Step up/Step back

Suspend judgment

Allow everyone to have their own experience

Take a break when needed

Pass if you don't feel comfortable sharing



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1 Know Your Coping Style



Your Work Can Present Unique Challenges

Providing high quality care in an efficient and cost-containing way, while understaffed and dealing with budget constraints, can push you out of your window of tolerance.



Window of Tolerance

You can deal with whatever's happening in life.

You might feel stress or pressure, but it doesn't bother you much.

(Siegel, 1999)



Moving Out of Our Window of Tolerance

Something overwhelms us, and our usual coping strategies don't work.

Is individualized—each person's threshold is different.

May be caused by a single overwhelming event or a series of smaller events.

May come from events external to the person or from internal dynamics.

Can be triggered by an explicit or implicit traumatic memory.

Is time limited.

Poll: What's Your Default Coping Style?

Studies have demonstrated that coping style is associated with psychological health and well-being.



“Problem-focused coping is a task-oriented coping style that attempts to alter stressful situations with active efforts to solve the problem or reduce its negative impact.”



“Emotion-focused coping aims to diminish stress events through emotional responses such as self-blaming, anger, or self-preoccupation.”

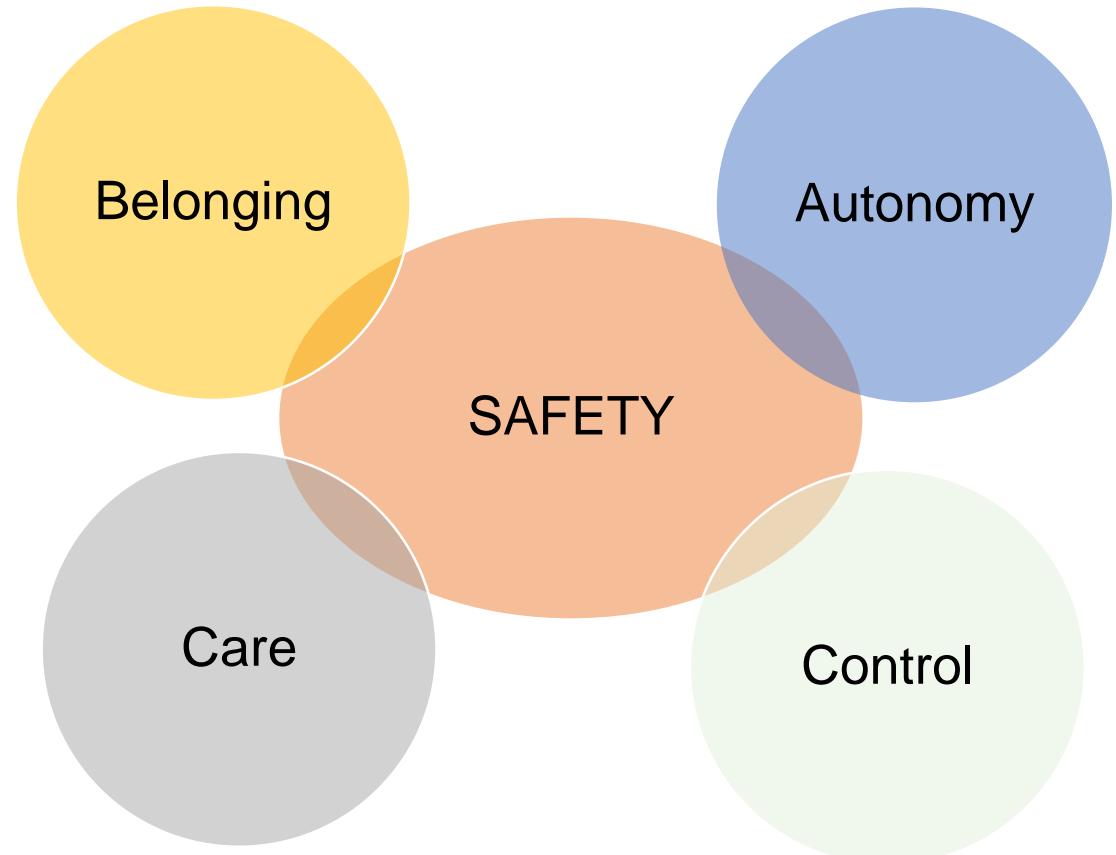


“Avoidance coping involves attempts to avoid stressful situations via social distraction or escape from the situation rather than actively facing and dealing with it.”

(Wu et al., 2020)

Why Do We Behave This Way?

The nervous system is trying to get you back to your window of tolerance and to restore:



Resilience



“What happens to us becomes a part of us. Resilient people do not bounce back from hard experiences; they find healthy ways to integrate them into their lives.”

(Greitens, 2015)

Bolster Resilience Through Courageous Leadership



Resilience at Work

- Resilient workplace culture—The “values, belief systems, attitudes and the set of assumptions” shared by people in a workplace that result in greater adaptive capacity in the face of adversity.
- *Leaders, strategic organizational direction, and management approach greatly influence the resilience of the culture.*

(Wu et al., 2020; Agarwal, 2018)

Courageous Leadership

- See challenges and crises as opportunities for growth.
- Create a culture that can adapt in the face of difficulty.

(Pena, 2017)



Courageous Leadership

- What is courageous leadership?
 - Guides staff without crushing creativity
 - Leads by example
 - Stands at the helm of the organization
- Courageous leadership gives employees “confidence to do their jobs to the best of their ability.”



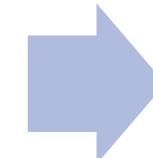
(Pena, 2017)

Confidence and Resilience

Confidence: A belief in one's ability to meet life's challenges and succeed.



The window of tolerance increases as a result of greater confidence.



Employees are more likely to employ more resilient and positive coping styles.

(Psychology Today, n.d.)



The Three Buckets of Leadership Courage

Try

Try courage: Courage to take the first step in a new initiative

Trust

Trust courage: Courage to let go of control, delegate, and show trust in people

Tell

Tell courage: Courage “to speak openly and with conviction about your beliefs and ideas,” even when this may make someone uncomfortable

(Pena, 2017)



Commit to Courage

- Claim your courage
- Get comfortable with being uncomfortable
- Reveal vulnerability
- Confront reality head-on

(Pena, 2017)



Courage and Communication

- Seek feedback and actually listen
- Say what needs to be said
- Take action on performance issues
- Communicate openly and often



(Pena, 2017)

Responsibility and Courage

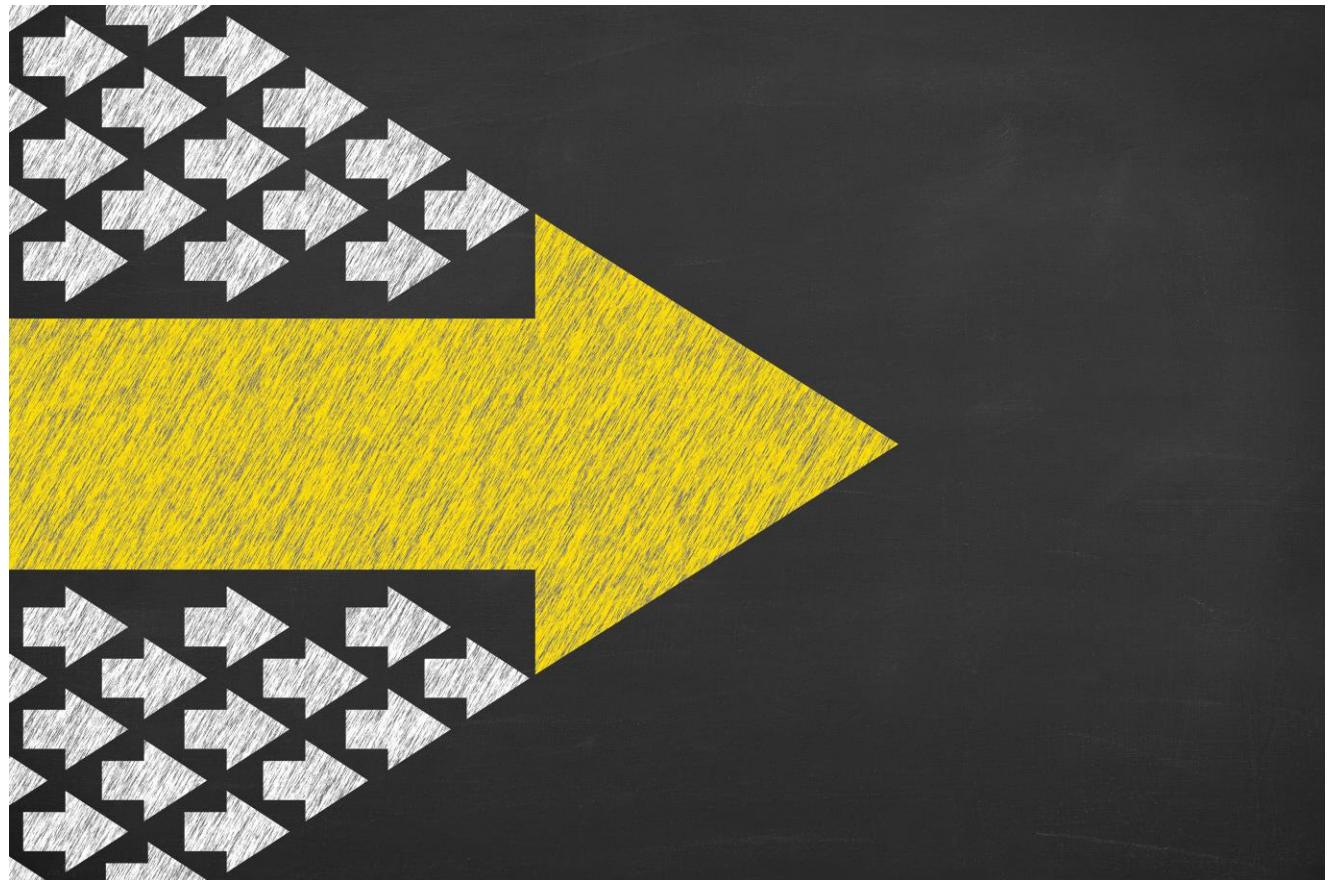
- Give credit to others
- Hold yourself accountable
- Delegate to your employees
- Admit when you've made a mistake
- Stand behind your employees



(Pena, 2017)

Provide Direction

- Change direction when required
- Establish higher standards
- Showcase your talents
- Remove yourself from bad situations



(Pena, 2017)

Case Study

- **Fred Keller, Founder, Cascade Engineering—Welfare to Career Program**
- **Goal:** “Show that a for-profit business could also help address society’s social ills,” such as intergenerational poverty.
- **Courage**
 - **Perseverance:** Initial attempts failed completely. Keller faced internal and external criticism.
 - **Education:** Keller and managers participated in training on intergenerational poverty.
 - **Advocacy:** Keller championed the cause and purpose they were serving.
 - **Creativity:** Partnered with the state and employed a public social worker on-site.
 - **Grit:** “Managers pushed through hard times,” overcame resistance, and developed solutions.
 - **Vulnerability:** Keller admitted mistakes, listened to and acted on input from inside and outside the organization.

(Marquis, 2022; Detert, 2022)



Communicate with Emotional Intelligence



Communicate with Emotional Intelligence

Self-Assess

Calm Your
Nervous System

Listen
Empathically

Speak
Empathically

Wait to
Problem
Solve

Self-Assess

Ask yourself:

- ✓ What story am I telling myself?
- ✓ What emotions am I experiencing?
- ✓ What do I need to do to calm my nervous system?



Calm Your Nervous System

Notice

Notice the weight of your feet on the floor and the colors, textures, sounds, and smells in the environment.

Name

In your mind, name the objects you see around you or the things you hear.

Focus

Focus on breathing, and breathe slowly.

Why Calm Your Nervous System?



You'll think more clearly,
communicate wisely, and
make better decisions.

Listen Empathically

With empathic listening, you strive to give the person a sense of being seen and heard.

- Avoid judgment
- Give undivided attention
- Allow silence for reflection
- Be accepting
- Show respect



Speak Empathically

Ask permission

- “Can we talk about your performance on the ABC project now?”

Verbally reflect their emotional state

- “It sounds like you feel very angry about this.”

Offer the ultimate empathic statement

- “Let me be sure what I heard is what you just said.”

Validate the person’s emotions

- “You’re frustrated. You had to wait three days for me to return your call.”

Acknowledge their experience

- “I see how much you’ve been juggling and how difficult it’s been to keep up with work demands.”

Get Curious to Disagree Well

- “It seems we’re locked into our perspectives. Let me take a step back—tell me about your passion around this topic.”
- “That’s not my experience.”
- “Walk me through this.”
- “Help me understand.”
- “Tell me why this doesn’t fit or work for you.”
- “I’m working from these assumptions. . . What about you?”
- “What problem are we actually trying to solve?”
- “I’m curious about. . .”
- “Tell me more.”
- “I’m wondering. . .”

(Brown, 2018)

Find Common Ground

Find something about the person's position you can agree with.

Agree with the truth:

"Yes, you've been putting in a lot of extra hours."

Agree in principle:

"Everyone needs a break from time to time."

Agree with the odds:

"This has probably been going on for a while."

If you can't honestly agree, then agree to disagree.



Consider Your Nonverbal Communication

Hand and Body Movements

Facial Expressions

Eye Contact

Posture

Tell the person that you care,
you're being truthful, and you're
listening well.

Wait to Problem Solve

When people are upset, the ability to process verbal information is usually compromised.

Choose your words carefully.

Short
sentences

Simple
vocabulary

Pauses to
process

Repetition

Agreement

“Empathy is no longer a ‘nice to have,’ it’s critical for attracting and retaining talent.

Nazir Ul-Ghani, 2021

QUESTIONS



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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Thank You

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