

# WORKFORCE FROM A PROCESS PERSPECTIVE

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QUALITY HEALTHCARE INNOVATIONS

## PROCESS

- A process is a series of steps that turns an input into an output
- A system is a group of processes that interact to achieve a common purpose
- If you can't describe what you are doing as a process, you don't know what you are doing

## WORKFORCE CHALLENGES

- Rising acuity
- Staffing
- Wage Pressures
- Regulatory Issues
- Coordination of Care
- ACOs/MCOs/Medicare Advantage (Part C)

## QUALITY

- Your current processes are *perfectly*
- designed to get the results you
- are already getting...
- *and will continue to get!*

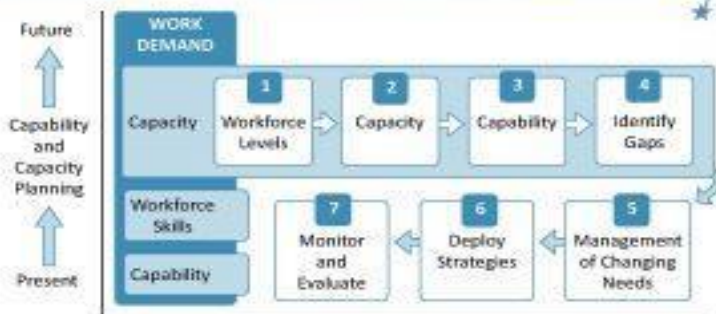
LEARN GROW  
*inspire*

ED BASICS

## BALDRIGE WORKFORCE CRITERIA (CATEGORY 5)

- How do you build an effective and supportive workforce environment?
- How do you assess your workforce capability and capacity needs?
- How do you recruit hire place and retain new work force members?
- How do you prepare your workforce for changing capability and capacity needs?

### Workforce Capability and Capacity System



Mission ★ Vision ★ Values ★ Core Competencies



5.1a (1) Capability and Capacity



Mountain Valley

“If you love what you do,  
you will never work a day  
in your life...”

‘Is a total  
crock’

Tim Cook, Apple CEO

Leadership is ultimately about  
creating a way for people to  
contribute to making something  
extraordinary happen



Alan Keith-Lucas Digital

## The New Psychology of leadership

“In the past, leadership scholars considered charisma, intelligence and other personality traits to be the key to effective leadership. Accordingly , these academics thought that good leaders use their inborn talents to dominate followers and tell them what to do, with the goal either of injecting them with enthusiasm and willpower that they would otherwise lack or of enforcing compliance. Such theories suggest that leaders with sufficient character and will can triumph over whatever reality they confront...

In recent years, however, a new picture of leadership has emerged, one that better accounts for leadership performance.

In this alternative view, effective leaders must work to understand the values and opinions of their followers, rather than assuming absolute authority, to enable a productive dialogue with followers about what the group embodies and stands for and thus how it should act.

By leadership we mean the ability to shape what followers actually want to do, not the act of enforcing compliance using rewards and punishments.

August 2017 issue of Scientific American Mind

## EXPECT THE BEST

### Character vs. Context

- Managers are spending 75% of their time dealing with bad behavior when they should be spending 75% of their time helping others to grow
- Is bad behavior a result of low character or the context?

## LEADERS GROW FIRST

- Becoming self-aware
- Becoming well-known

“Let him who would move the world first move himself”

-Socrates

## A STRONG DEFINITION OF SELF

- An understanding of one's own principles
- An ability to think about one's own feelings
- A capability of deciding how to behave before acting

## THE BEACH



## EXPECT THE BEST

### Character vs. Context

- Managers are spending 75% of their time dealing with bad behavior when they should be spending 75% of their time helping others to grow
- Is bad behavior a result of low character or the context?

## THE 5 PRACTICES

- **Model** the way
- **Inspire** a shared vision
- **Challenge** the process
- **Enable** others to act
- **Encourage** the heart

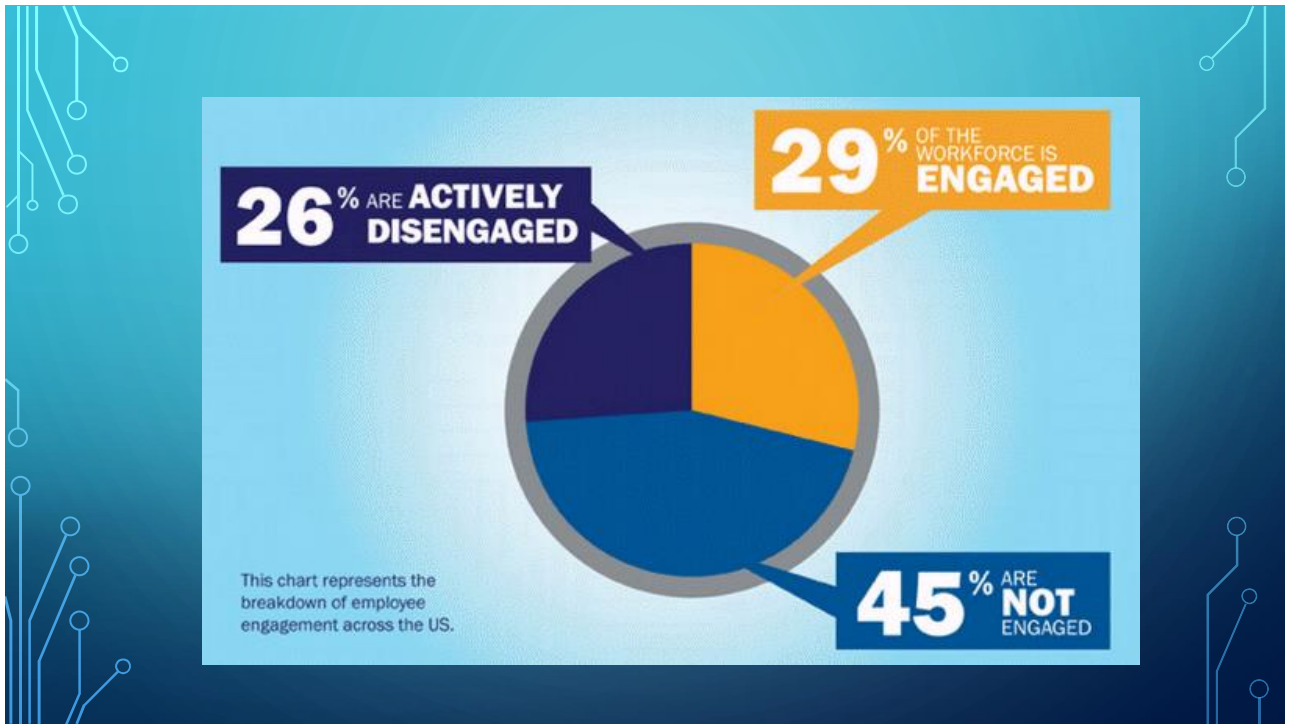
Kouzes, James M. and Posner, Barry Z., 2002



# TSBT

## BALDRIGE WORKFORCE CRITERIA

- How do you organize and manage your workforce?
- How do you ensure workplace health, security and accessibility?
- How do you support your workforce via services, benefits and policies?



## BALDRIGE CRITERIA – WORKFORCE ENGAGEMENT

- How do you engage your workforce to achieve a high performance work environment?
- How do you foster an organizational culture that is characterized by open communication, high performance and an engaged workforce?
- How do you determine the key drivers of workforce engagement?
- How do you assess workforce engagement?

## EMPOWERMENT IS A FUNCTION OF LEADERSHIP

- It is not delegation
- It is not abdication
- It is not anarchy
- It is moving authority and responsibility to the team

## BALDRIGE CRITERIA – WORKFORCE ENGAGEMENT

- How does your workforce performance management system support high performance and workforce engagement?
- How does your learning and development system support the organization's needs and personal development of your workforce members, managers and leaders?
- How do you evaluate the effectiveness and efficiency of your learning and development system?
- How do you manage career progression for your workforce and future leaders?

## Promoting Workforce Engagement



Indicator	Listening and Learning Method
<b>Turnover</b>	Daily Senior Leader Rounds, Open Door Program, Exit Interview, Retention Committee
<b>Safety</b>	Incidents / Injuries, Safety Committee, Learning Management System
<b>Satisfaction</b>	Employee Engagement Survey, Open Door Program, Daily Senior Leader Rounds, Staff Meetings
<b>Education Training</b>	Learning Management System, Employee Feedback, Resident and Family Satisfaction Reports, Employee Satisfaction Reports
<b>Recognition Awards</b>	Above and Beyond Forms, Kindred Care Gram Forms, Daily Senior Leader Rounds, Department Manager Forum, Personal Contact
<b>Retention</b>	Daily Leadership Rounds, Staff Meetings, Open Door Program, Retention Committee, 7-14-30-90-Day New Hire Interview Form



5.2a.(1)  
Organizational Culture



**Mountain Valley**

“When people are financially invested,  
they want a return.

When people are emotionally invested,  
they want to contribute.”

Simon Sinek