Engagement Journey

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How did we get to where we are now?

• Current state vs Ideal State
  • Gap analysis of what’s keeping us from getting to our ideal state
  • Used historical WES data, staff surveys, and feedback from 1:1s
  • Issues identified were mostly on: accountability, former leader’s inconsistency with managing performance and conduct issues, lack of communication and transparency
Strategies:

• Trust and relationship building - start with being present, consistent, and accessible
• Sharing the vision and establishing clear expectations
• Holding each other accountable
• Transparency in communication
  • Establishing psychological safety is VERY important; let staff know that they can talk to you and share feedback without fear of retribution
  • Connect with staff; ask them for feedback; take notes and follow-up when they bring concerns
Strategies:

• Explore all possible avenues for communication – keep them updated
  • Weekly Updates – make it all about them
  • BLUF (Bottom Line Up Front) in emails, keeping it short and to the point
  • Video Messages
  • Utilizing SharePoint

• Staff Recognition
  • What matters to your staff? How do they want to be recognized? (5 Languages of Appreciation)
  • I have a mix of staff who want public acknowledgement (High 5s, awards, etc.); some respond better to acts of service; some want material things (food, coffee, etc.), and others would like greater responsibility
Five Exemplary Leadership Practices (James Kouzes & Barry Posner)

1. **Model the Way**
   - Learning about myself
   - Learning from others

2. **Inspire a Shared Vision**
   - Perfect Unit
   - DON, Service Line and Unit Specific Goals

3. **Challenge the Process**
   - Kaizen Mindset
   - Hiring Process (Hungry, Humble and Smart)

4. **Enable Others to Act**
   - Knowing Your Team
   - Move You Bus (Ron Clark)
   - Situational Leadership
   - Engagement Magic
   - Transforming Energy Vampires

5. **Encourage the Heart**
   - Rewards & Recognition
   - 5 Languages of Appreciation
   - Building a Resilient Team