



*And Then God
Made Healthcare
Workers...*

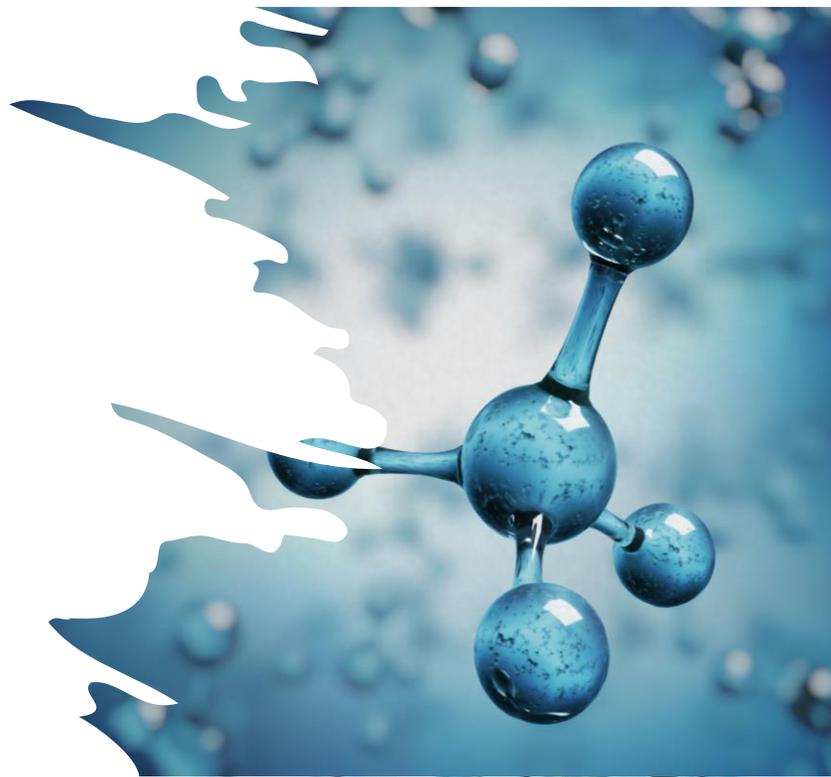
JENNIFER ROBERTSON, BBA, MS-HRD

Agenda

A little bit about me!

- What Just Happened?
- What is Resilience and Engagement?
- Talent Pipeline: How to Create and Sustain it.
- How Do Leaders Lead After THAT?

And Then God Made Healthcare Workers...



Jean McSpadden, MBA, CPA

- 1) Always name your electronic files correctly and accurately so that anyone working from them will know they are working from the most recent version.
- 2) Your schedule is no more important than the next person's. If at all possible, don't cancel plans at the last minute. Someone has dedicated time to spend with you, don't make them regret it...they may never ask to spend time with you again. I lucked out and we still have wine together regularly!
- 3) If your CFO (or equivalent) is standing at a jammed copier on the second floor of your administration building at 4:15pm the day that the Annual Financial Report is due and yelling explicatives, gather her staff and yours and....JUST HIDE! HAHHAHA!

“Mercy and Grace go a long way in any industry. We are all human.”

A large, irregular pink brushstroke graphic with a textured, hand-painted appearance. It is positioned on the left side of the slide, partially overlapping the white background.

What Just Happened?

On March 11, 2020, exactly TWO years to the date, the World Health Organization declared COVID-19 to be a pandemic.

This impacted the entire nation - as the majority of us never would have expected.

How it impacted Healthcare workers is what I want to visit with you about today:

- 1) Patient acuity in general medical units
- 2) Human cost related to staffing: exhaustion, burnout, contract labor
- 3) Delivery of care: how to do more with less? Time / Money / Resources / Space
- 4) How do we recover?

Resilience = “Bounce Back”

- The process of adapting in the face of adversity, trauma, tragedy or other significant sources of stress.
- Resilience helps you work through difficult events, but it also helps you improve your life even in the absence of adversity.
- For an organization going through trauma together as we are now, it requires understanding how well the organization, the teams most impacted and the individuals are coping and what needs to happen to enable recovery.

Assessing Resilience and Engagement

- Assess what is and isn't working for your workforce:
 - Engagement Surveys
 - Leadership Rounding
 - “ *Healthcare workers want to see their leaders spend an hour on rounds with them seeing...and feeling...the realities they face*”
 - Assess wellness initiatives
- Stress Reduction:
 - Vaccines reduced a lot!
 - Assess workload
- Increase Camaraderie and Connections
- Compensation and Benefits are an ever-growing issue. The issue needs to be acknowledged and feedback should be provided.
 - Hazard pay
 - Merit pay
 - Annual salary increase policy review
- Make your message and leadership style specific to the individual.

Rebuilding the Talent Pipeline

- Build a strong recruitment campaign:
 - Total rewards package
 - Competitive compensation
 - Benefits that relate to the workforce
- Treat your staff and students well!
 - Front line workers will be talking among peers to learn which organization treated them the best and which employers failed.
- Student pipeline must be TOP priority
 - Virtual clinical programs
 - Workarounds
 - Utilized quarantined clinical staff with virtual student training

“THIS IS WHERE ENGAGEMENT AND RETENTION STRATEGIES WILL BE MOST VALUABLE”



**How do Leaders Lead
after THAT?**

Leadership

- As a leader, we must recognize humanity in the workforce. Our employees are first and foremost people, who do in fact require the necessities of life.
- For employees to thrive in the workforce, it is important to provide them with a support system that helps them when they are working, just as they have their support system at home, this is critical.
- While we do not have control over the support system at home, we do have control over how they are supported, encouraged, lead and developed in the workforce.

Step One...

We have to meet each individual person where they are. Through the pandemic - their minds, their bodies and their emotions have been stretched to the limit. And that limit is very different for every person individually.

- Have your one-on-one meetings regularly. It doesn't have to be an hour, it doesn't have to be 30 minutes, but open the door to conversation. This will create engagement with your staff.
- Remind them that they are allowed to have emotions, and that there is a time & a place and a safe space where they are allowed to do that.
- Create that space during your one-on-one.

Step Two...

Get in the weeds with them

- You don't know what they do day-to-day. They don't know what you do day-to-day.
- Ask them inquiring questions about their positions: What do you do for this? How can I help?
- Let them know that you are making an effort to be a support for them - if they ever need you to step in for five minutes because their patient load is too high, if they haven't had a moment to eat or get a drink, or even if they need a moment to themselves to re-gather.

Examples: Answering the phones, helping patient families with inquiries, etc.

Step Three...

Be an Educator

- Healthcare is at a new juncture and with this, each person in the workplace must become an educator, teacher, and mentor.
- Newly hired employees bring new knowledge and education that current employees may or may not have.
- Tenured employees possess historical knowledge and experience within the organization that include current practices, procedures and processes that are in place.
- New *graduating* students filling some of our open positions have technology know-how and may bring clinical experiences from other organizations.
- Each person in ***Today's Healthcare*** has a responsibility of becoming an educator.



Servant Leadership

Jesus washed the feet of his disciples because it was a sign of humility, companionship and vulnerability between them. He wanted to serve his people/employees in order to create an engaging relationship with them.

That is servant leadership.



Thank you

Jennifer Robertson, BBA, MS-HRD

jlr4280@gmail.com

