Fostering Nursing Engagement in Chaos: The Practical Journey of Humor, Authentic Leadership and Expectation Setting

Greta Rosler MSN RN NEA-BC

Session ID 0662-000363
Introduction to Geisinger Health System and Bush Pavilion 6

- Large integrated delivery system in a rural area

- Facing the same dynamics of large healthcare organizations experiencing:
  - intense growth
  - payor changes
  - education requirement changes

- Bush Pavilion 6 (BP6) is a 28 bed primarily surgical care unit with 650-700+ patient days per month
  - considered a “well-oiled machine”
Objectives of Presentation

Why are we here to discuss this today?

**Objective 1** - Define the novice nurse’s lack of engagement, elements of authentic leadership, and the fundamental work required to build employee engagement

**Objective 2** - Describe the strategy to build engagement and high performance of new employees in a dynamic environment

**Objective 3** - Design an effective leadership approach and structured plan to create employee engagement

*As of 2013, 55% of RN workforce was greater than 55 years old*
(American Association of Colleges of Nursing, 2016)

*Average nurse turnover cost is $36,900- $57,300*
(NSI Nursing Solutions, Inc., 2015)
(Robert Wood Johnson Foundation, 2009)
Back In The Day…

…Versus Today’s Pressures for New Nurses

• Yesterday’s new nurse and today’s new nurse share this: “You don’t know what you don’t know.”

• BUT…. Today is different with more added pressures of:

  ✓ Focus on quality metrics and nurse-sensitive indicators
  ✓ Magnet-driven targets and goals for collaboration and shared governance
  ✓ Participation beyond the beside
  ✓ Expectations for cost-containment
Lack of Engagement in New Nurses

Are they just Millennials who don’t care?

- Generational differences leading to lessened engagement
- Current pace and environment is flavored with Millennial needs and influence
- “Too much too fast” of prior generations coupled with “I need it now” immediate gratification requirements

- **Mike’s story**
  
  - How do we as nurse leaders overcome this?
  
  - How do we build “the nurse” into “the professional” to create an engaged “professional nurse”?
The Meaning of Mike’s Story

An Identifiable Struggle for the “Mike’s” and… the Leader

• Discussion of this with other new staff, other leaders and peers

• LEADERSHIP LIGHTBULB MOMENT

***Relief and connectivity occurring with acknowledgement of lack of knowledge

“Thank you for acknowledging that I don’t even know what I don’t know, but I want to know.”

• Concept of Johari Window Model comes to life  
Leadership Landing On Authenticity

How did I get to “here”?

- New employees = new
- New manager = clueless….except core beliefs
- How do we convey this in a way that reaches our staff?

What is the #1 core belief that you, as a leader, are trying to role model for your organization and staff?
Authenticity Meets the Essential Quotient

HUMOR!!!
How do you know who you are, and show who you are as a leader?

Elements of Authenticity

• Self-awareness
• Relational Transparency
• Internalized Moral Perspective
• Balanced Information Processing

(Unlock the Mask) (Avolio, 2004)

What mask are you wearing?
Taking Off the Mask… Tangibly

• My plan to let staff see and hear me before they hear “them”

• Who are “they”??????

• What do all of these have in common?  They are “they.”
Employees need to hear a message/conveyance of information 7 to 10 times for it to “stick.”

Seems daunting and difficult— it is!

Importance of employees hearing this from **YOU**, the leader, **first**

The impact is real and substantial.

(Gray, 2012)
Beating Out the “Theys” - How do you do this as a leader ???

Use Humor and Authenticity

• Real words, not fluff
• “Where in the world is my manager???”

✓ New employee expectations of leader/leadership team and realistic role perceptions

• Practical tools to reinforce
• Remember- simplicity = authenticity to our new nurses!!

• Jill’s Story
You want me to sign what???

Information about the language of BP5T and BP6 and our expectations for Kronos, time keeping, and what we do for our patients and peers on our unit.
Sample Tool

**Week-by-Week Discussion Points**

- **Week 1**
  - Location of essentials (bathroom, cafeteria, emergent coffee, and your schedule!)
  - Kronos!
  - What if I’m sick?
  - Electronic Device Agreement
  - Service Excellence and Greta’s fundamental expectations

- **Week 3-5**
  - Elements of care and quality topics
  - Safety expectations
  - Evaluation process and plan

- **Week 6-8**
  - I messed something up?!?
  - Non-punitive process
  - Scheduling
  - Time off processes

- **Week 10**
  - Progress review
  - Departmental Orientation Packet Checklist
  - Evaluation review/plan

***6 months - preliminary evaluation***
WEEK 1

- Your schedule- let’s find it!
  - Write it down and ask questions- we use weird codes and worksheets!
  - Being prompt means being early- it’s been a long shift, everyone’s waiting on you to get here.
  - If you want to be paid, then clock in! And write everything on Kronos. EVERYTHING.

- No-we do not want you to come if you are vomiting!
  - Call off procedure?

- Lockers, bathrooms, coffee, and FOOD!
  - Ask your peers!
  - And don’t be afraid to eat!

- Electronic Device Agreement- why?

- Service Excellence and Greta’s fundamental expectations
Sample Tool

WEEK 3-5

- Elements of Care and Safety Expectations
  - That’s not my patient! So what?
    - UDC/NA/LPN RN Role Dynamics
    - Team Nursing
    - Call bell expectations (*BP5 and BP6*) and Triage Process (*BP6 only*)
  - Don’t leave a mess for me!
    - Bedside Shift Report
    - Whiteboards
  - Hourly Safety Rounds and Fall Prevention
    - So who’s job is it?
  - No one will call me back!
    - Paging Escalation Algorithm
  - Other things you’ll get used to us discussing:
    - Drains/I & O’s
    - Weights
    - Ambulation - especially bariatrics!
    - Isolation
    - Baths
    - Turning and repositioning, skin care
Practical Ideas to Make this Work

You can’t do it alone!

• Assistant Managers, Nurse Educators, Administrative Assistant support process

• Does this seem time consuming? YES.

• Is it? YES.

• Scheduling time now versus *reactive* time spent later
Laughing and Leadership Leads to Longevity
Let’s see numbers!

- BP6 Annual Turnover %
  - FY 12, 13, 14, & 15
  - 3%
  - 20.7%

(NSI Nursing Solutions, Inc., 2015)
Laughing and Leadership Leads to Longevity

Unit: BP6 - Surgical - 50010012
Measure: Mean Practice Environment Scale Score

<table>
<thead>
<tr>
<th>Year</th>
<th>Hospital</th>
<th>Mean</th>
<th>10th to 25th Pctl</th>
<th>25th to 50th Pctl</th>
<th>50th to 75th Pctl</th>
<th>75th to 90th Pctl</th>
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<td>2011</td>
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<td>2012</td>
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<td>2014</td>
<td>3.10</td>
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Laughing and Leadership Leads to Longevity
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Laughing and Leadership Leads to Longevity

In 2015, 92% of employees rated favorably in regards to understanding job/role expectations. Only 3% did not.

<table>
<thead>
<tr>
<th>Items</th>
<th>Percent Favorable</th>
<th>Percent Unfavorable</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. This organization provides me the opportunity to improve my professional knowledge and job skills.</td>
<td>92</td>
<td>0</td>
<td>GHS: Organization/Engagement/Sweet 16 Items</td>
</tr>
<tr>
<td>2. I know what is expected of me in my job.</td>
<td>92</td>
<td>3</td>
<td>GHS: Supervisor/Manager, Engagement/Sweet 16</td>
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<td>14. My coworkers are friendly and helpful.</td>
<td>84</td>
<td>0</td>
<td>GHS: Employee Engagement/Sweet 15 Items</td>
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<tr>
<td>4. My job gives me an opportunity to do the things I do best.</td>
<td>76</td>
<td>3</td>
<td>GHS: Job Satisfaction, Engagement/Sweet 16 Items</td>
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<tr>
<td>20. Diverse people (differences in race, gender, age, religion, sexual orientation, etc.) are treated fairly at this organization</td>
<td>76</td>
<td>1</td>
<td>GHS: Organization</td>
</tr>
<tr>
<td>13. Employees of this organization show an attitude of genuine respect for the customer/patient/member/nursing home resident/patient's family.</td>
<td>76</td>
<td>1</td>
<td>GHS: Employee Engagement/Sweet 16 Items</td>
</tr>
<tr>
<td>29. My supervisor reports truthfully.</td>
<td>76</td>
<td>1</td>
<td>GHS: Supervisor/Manager, Talent Management</td>
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<td>34. My supervisor treats me with respect.</td>
<td>76</td>
<td>1</td>
<td>GHS: Supervisor/Manager</td>
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<tr>
<td>5. My supervisor lets employees know when they have done a good job.</td>
<td>74</td>
<td>13</td>
<td>GHS: Supervisor/Manager, Talent Management</td>
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<tr>
<td>38. My supervisor makes people in our work group feel that they are valued members of the team.</td>
<td>74</td>
<td>13</td>
<td>GHS: Supervisor/Manager, Talent Management</td>
</tr>
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</table>
Translating Authenticity Into Leadership Practice

A leadership imperative to consider

*Authenticity demonstrated by leaders will reach our patients.*

*The true North for each of us.*
QUESTIONS?

Thank you !!!!
References


Contact Information

Greta Rosler
Geisinger Health System
gerosler@geisinger.edu
570-214-6960

Post inspiring moments from the conference to the mobile app!
#AONE2016