



***Welcome to our
roundtable series.
We're glad you're here.***



Our Work Together

JoAnne Reifsnyder PhD, MSN, MBA, RN, FAAN
Professor, Health Services Leadership and Management
University of Maryland School of Nursing
Former Chief Nursing Officer, Genesis HealthCare

This Year's Focus....Leadership & Culture

- The role of leadership in staff retention and recruitment
 - How can medical directors have an impact on facility culture?
 - How can medical directors, administrators, directors of nursing and others in leadership work together to develop sustain a positive work culture?
- Live leadership modules to kick off in January 2024 with practical, evidence-based “try this” approaches that can help you improve your leadership style

To Level Set....

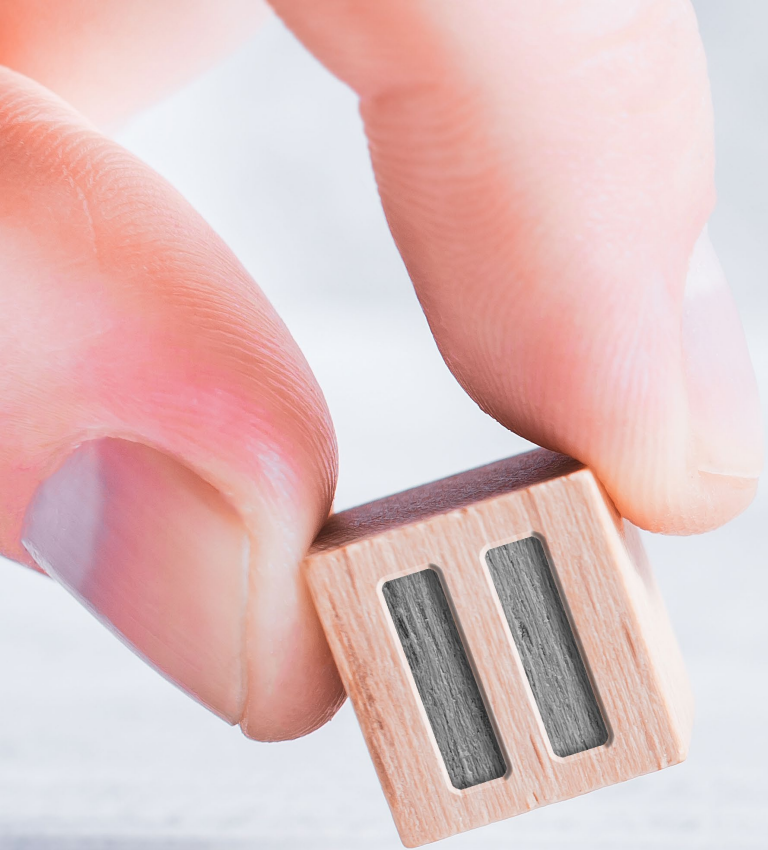
- We are a community focused on co-design
- “All teach, all learn”¹
- Small tests of change
- Collation and dissemination of insights
- www.paltc.org/goodthing



Today's discussion...

Developing Leaders Within Your Organization

Lisa A. Thomson, BA, LNHA, HSE, CIMT
Chief Operating Officer, Pathway Health



PAUSE



T

Together

E

Everyone

A

Achieves

M

More

You Cannot Do It All By Yourself!



Where to Begin?

“

McKinsey found that 40% of workers are planning to leave their jobs in a post-pandemic world because of little upward mobility.

If you don't create conditions for emerging leaders to appear, then you weaken your leadership bench or risk not having one at all.

<https://acorn.works/enterprise-learning-management/emerging-leaders>

Invest in Leadership

- Engagement
- Fill Gaps
- Reduce Costs
- Skill Up Talent
- Grow Your Own



Leverage Internal Talent

- Tap into your own talent pools in order to preserve the workforce's inherent culture and organizational knowledge.
- They can effectively lessen the load – priorities, transitions, change...
- It is the future!



Overall Emerging Leadership Potential

- Multiple benefits to the organization and individual
- Skill/knowledge transfer gap
- Improve clinical outcomes
- Improve financial outcomes
- Growth for the organization
- Assist you! You cannot do it alone.





**PATHWAY
HEALTH**
Insight | Expertise | Knowledge

Consulting | Education | Interim | Resources

Emerging Leaders

The Future

Who is an Emerging Leader?

- High achievers who show leadership potential.
- A person who steps up to lead their peers in various ways
- Individuals who have (or are interested in developing) the skills and knowledge required to become a leader
- Consistently high achievers in their roles, distinguishing themselves as a potential candidate for future leadership.

Leaders exist at all levels of your organization —seek them out.



Cost of Not Identifying EL to Organization

- Organization remains stagnant
- Employees become “Quiet Quitters”
- Fewer incentives for employees to improve
- New ideas get suppressed
- Don’t foster a creative environment
- Keeps more on your priority lists





**PATHWAY
HEALTH**
Insight | Expertise | Knowledge

Consulting | Education | Interim | Resources

Developing Emerging Leaders

Next Steps

Developing an Emerging Leader Program

Question	
What are the short-term and long-term strategic goals that we would want the program to achieve?	
Perform a Self-Assessment	
1. Are there talent gaps in the organization that should be filled by new leaders?	Which will make a positive difference?
2. What <u>are</u> our core organizational values? How can strong leadership support those values?	Resources will we need? Time, money, mentors... Learning opportunities
3. Describe our organization's pervading culture. (i.e., open, siloed, accountable, noncommittal, other) <ul style="list-style-type: none">o Does it need transformation or reinforcement?o How can leadership development help in either case?	<ul style="list-style-type: none">• Onsite• Offsite• Online Courses/Virtual Training• Coaching/Mentoring• Formal classes• Workshops and seminars
4. Define what makes an ideal leader. (define) <ul style="list-style-type: none">o What type of leaders does each department in our organization need?o Which leadership traits and skills does your organization need?	Assessment tools or processes
	How will we measure ROI?

1. Assess organization
2. Team Buy In
3. Identify Skills and Candidates
4. Develop and Nurture

Developing an Emerging Leader Program

- **Buy In of the Team**
 - Agreement - importance of an EL Program
 - Who will be involved
 - Identify potential mentors
 - Education needed for leadership team
 - Resource needs
 - Support needs



Developing an Emerging Leader Program


- Identify Candidates
- Qualities/traits that you want
 - Don't have to possess all traits
- “Talent Scouts” internal

Our job as leaders is to spot the potential and then proactively develop it!

Emerging Leader Traits Review

Employee: _____

Exhibits Trait		Leadership Trait	Observations/Comments
Yes	No		
		Engaged with their work	
		Work well with others – Team player	
		Collaborative	
		Offers suggestions – not just problems; problem solver	
		Volunteers to assist	
		See challenges or failures as opportunities – view setbacks as teachable moments	
		Good Soft Skills - Communicate well	
		Active Listening	
		Positive attitude/Motivate others	
		Handles stress well	
		Adapts to change(s)	
		Ability to focus	
		Likes to teach/coach others	
		Multi-tasker	
		Wants to learn more	
		Shows initiative	
		Accountable - owns their responsibilities	
		Ambitious	
		Understands their limits	
		High degree of professionalism and ethics	
		Other:	


Confidential – For Internal Use

Developing an Emerging Leader Program

Develop, Nurture and Inspire

Professional Development Plan

Employee Name	
Date	
Current Title/Role	
Professional Goals and Aspirations <i>Work with the individual to map out their goals, and aspirations. This may include specific education, projects, or other areas that the employee wants to achieve.</i>	
Employee Skills and Abilities <i>Determine a baseline of current skills, talents, and abilities while identifying areas of opportunity for growth. Positive feedback is key to building confidence and readiness.</i>	
Development Opportunities <i>List each development opportunity and a corresponding goal.</i>	
Action Plan <i>Develop action steps that are individualized and achievable. (Plan, steps, costs, resource needs, etc.) Determine routine communication and meeting cadence with employees.</i>	

Work with the employee to map out their professional development plan.



Emerging Leader Program

- Improves overall organizational performance
 - Clinical, financial, and growth
- Closes skills gaps
- Attracts, develops, and retains talent
- Improve employee engagement
- Drives strategy execution
 - You can't do it by yourself
- Increase success in navigating change
- Demonstrates your commitment to your employees
- Inspire others – leave your mark



Pathway Health - Emerging Leader Program

- Focus for our profession
- Operational Leaders
- Clinical Leaders



Empowering Emerging LEADERS

EMERGING LEADER SOLUTIONS 

We are committed to elevating and supporting young leaders in our profession by leveraging our depth of knowledge, expertise, support, resources and technological innovations provided to the health care economy.

 **Our Emerging Leader Solutions' suite of services includes:**

- **Interim Professionals:** Supported by Pathway Health's resources, mentorship and guidance to empower emerging and new-to-career leaders who are seeking a career in long-term care or senior living administration today and into the future.
- **PATHPASS:** Offers mentoring and licensure examination preparation to aid new-to-career professionals and undergraduate and graduate candidates who are preparing for initial or retake examinations to achieve Nursing Home Administrator or senior living state-specific licensure.
- **CAREERPREP:** Provides career search mentorship, preparation, professional development and career placement for long-term care and senior living leaders.
- **PATHPRO:** Connects Pathway Health's professionals with current long-term care and senior living leaders who are seeking mentorship and professional career development support.

Enhance Your Professional Journey
Our services support new-to-career leaders as they start their career journey and provide ongoing mentorship for existing leaders to achieve a successful, long-standing career in long-term care or senior living. 

Elevate your success through Pathway Health's expertise, insight and knowledge.

877-777-5463 | pathwayhealth.com



**PATHWAY
HEALTH**
Insight | Expertise | Knowledge

Consulting | Education | Interim | Resources

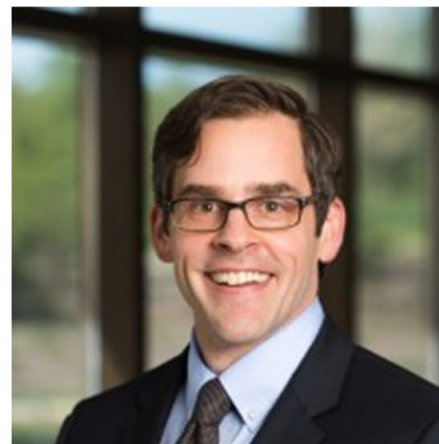
Questions

Next Steps

Next Month's Roundtable: February 8, 2024

Joanne Spetz, PhD, University of California, San Francisco and
Donovan Maust, MD, MS, Associate Professor, University of Michigan


The National Dementia Workforce Study: Insights on How to Care for Those
Caring for People with Dementia



Announcing.... A New Series on Leadership

Leading With Purpose

8 Strategies for Engaging Your Careforce



- Free series of eight, 30-minute sessions on practical leadership strategies presented by JoAnne Reifsnyder
- Monthly, beginning on Thursday, January 18th from 4-4:30 p.m. ET
- Will take place on the 3rd Thursday of each month
- Register at: www.paltc.org/goodthing or directly with this link:
- <https://us06web.zoom.us/meeting/register/tZEkduihqD4tGtxMF6SGeyQ28hbE8omIY92F#/registration>