


May 16, 2024

Leading With Purpose



8 Strategies for Engaging Your Careforce



The
John A. Hartford
Foundation





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



The
John A. Hartford
Foundation



THE SOCIETY
FOR POST-ACUTE AND
LONG-TERM
CARE MEDICINE™

What the 8-Part Series Delivers

By participating in this series of 8, 30-minute sessions, you will:

- Assess your strengths and your organization's strengths and build on those;
 - Lead change through small tests over time,
 - Cultivate a positive work culture, and
 - Ultimately, grow and retain your *Careforce* (Porter, 2022)

Session 4 Recap

Crowdsourcing the Collective Intelligence of Your Team!

In this session we



Discussed leader practices to engage front line team members



Reflected on the impact of positive and punitive cultures



Considered methods for sharing governance

On Deck for Today!

*Creating **psychologically safe** workplaces (...and why it matters)*

In this session, we will...



Define “psychological safety” in the workplace



Review tools and techniques for creating psychologically safe spaces



Make a case for why leaders and teams should foster psychological safety



Identify one change you will make by “next Tuesday” to increase psychological safety

True or False?

- Learning requires risk-taking

- True
- False



What gets in the way of risk-taking?

Chat in one word
(PS – if you say “fear”...
– *fear of what* ?)



Risk-taking Hurdles...

- Fearing failure,
- Hiding problems,
- Agreeing with the status quo,
- Not asking for help,
- Diverting blame, and
- Becoming complacent



Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. Wiley.

Psychological safety is....



[Video](#)

- Safe spaces/brave spaces
 - Am I accepted for who I am?
 - Can I make a mistake and feel okay about it?
 - Can I ask for help easily?

“How to” create psychological safety in teams

1. *Create inclusion safety.*
 - *Assess your culture (Session 1)*
2. *Provide learner safety.*
 - *Feedback proficiency and expectation (Session 3)*
3. *Provide contributor safety.*
 - *Communal Agreements (Session 2)*
4. *Foster challenger safety.*
 - *Crowdsourcing the collective intelligence of the team (Session 4)*



Can we measure *Psychological Safety*?



[Home](#) [Fearless courses](#) [Scan certification](#) [Engage](#) [Partners](#) [About us](#)

[Try for free](#)

Free personal psychological safety survey

In 'The fearless organization' book, Amy shares a questionnaire to measure psychological safety. This questionnaire maps how team members perceive the level of psychological safety in their personal team context.

At the Fearless Organization Scan it is our goal to help individuals talk about their perceived level of psychological safety with the help of instruments. The scan is specifically designed to help teams understand psychological safety in the specific context of their team or unit.

However, when you just want to know more about your own perceived level of psychological safety, you can use the free personal version of the instrument for at the bottom of this page.

When you are interested to start using the scan in [your team](#), take a look at our team instruments and broader offering.

- <https://fearlessorganizationscan.com/engage/free-personal-psychological-safety-survey>

What's *Power* got to do with it?

Status differences...



Leader inclusiveness...



Inclusive Leadership Matters



“Psychological safety predicts engagement in quality improvement work and *mediates the relationship between leader inclusiveness and engagement.*”

Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27(7), 941–966. <https://doi.org/10.1002/job.413>

How can I become a more inclusive leader?

An open-door policy is necessary, *but not sufficient...*



Harvard Business Corporate Learning. (2024). Assess: How inclusive are you as a leader?

https://www.harvardbusiness.org/wp-content/uploads/2020/02/CL_Infogfx_HowInclusive_Feb2020_v2.pdf

Can we measure *Leader Inclusiveness* too?

- Check out the questions at the link below, and if you say...
- Yes, I do that....
 - Dig deeper ...
 - **How** do I do that?
 - **Is it working** – how do I know?
 - **How do others perceive** my actions?



Hughes-Rease, M. (2020). *Inclusive leadership behaviors and self-assessment*.

https://www.usi.edu/media/hs3hsfqo/marsha-hughes-rease_inclusive-leadership-self-assessment.pdf

For example...

Put the words “How do I” in front of each item..

Psychological Safety: Highly inclusive leaders create a work environment where team members feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status quo—all without fear of being embarrassed, marginalized, or punished in some way.

- I encourage team members to bring their whole self to work and express aspects of themselves that may be different from their peers.
- I ensure team members can engage in the discovery process of learning, asking questions, experimenting, and even making mistakes—not if but when they will make them.
- I encourage a workplace environment where individuals feel secure and confident enough to engage in constructive risk-taking behaviors without fear of being undermined or shamed.
- I advocate innovative thinking by supporting individuals to step outside of the status quo by sharing their different thoughts or ideas without retribution, reprisal, or viewing them as troublemakers.
- I facilitate dialogue and productive debate and work to manage conflicts productively.

1	2	3	4	5
Totally off my radar screen	A definite area for leadership development	Inconsistent demonstration as a leadership strength	Developing as a leadership strength	A core leadership strength and impactful

Strength	Opportunity for Change	What may get in my way?

In Summary...

- Psychological safety is the shared belief that teamwork spaces are safe for interpersonal risk taking (Edmondson, 1999)
- Interpersonal risk taking is necessary for creativity, innovation and both personal and organizational growth
- Leaders and team members can create the conditions that foster psychological safety



Photo credit <https://www.skydivetecumseh.com/2017/03/12/4-reasons-everyone-go-skydiving/>

Takeaways - Lightening Round

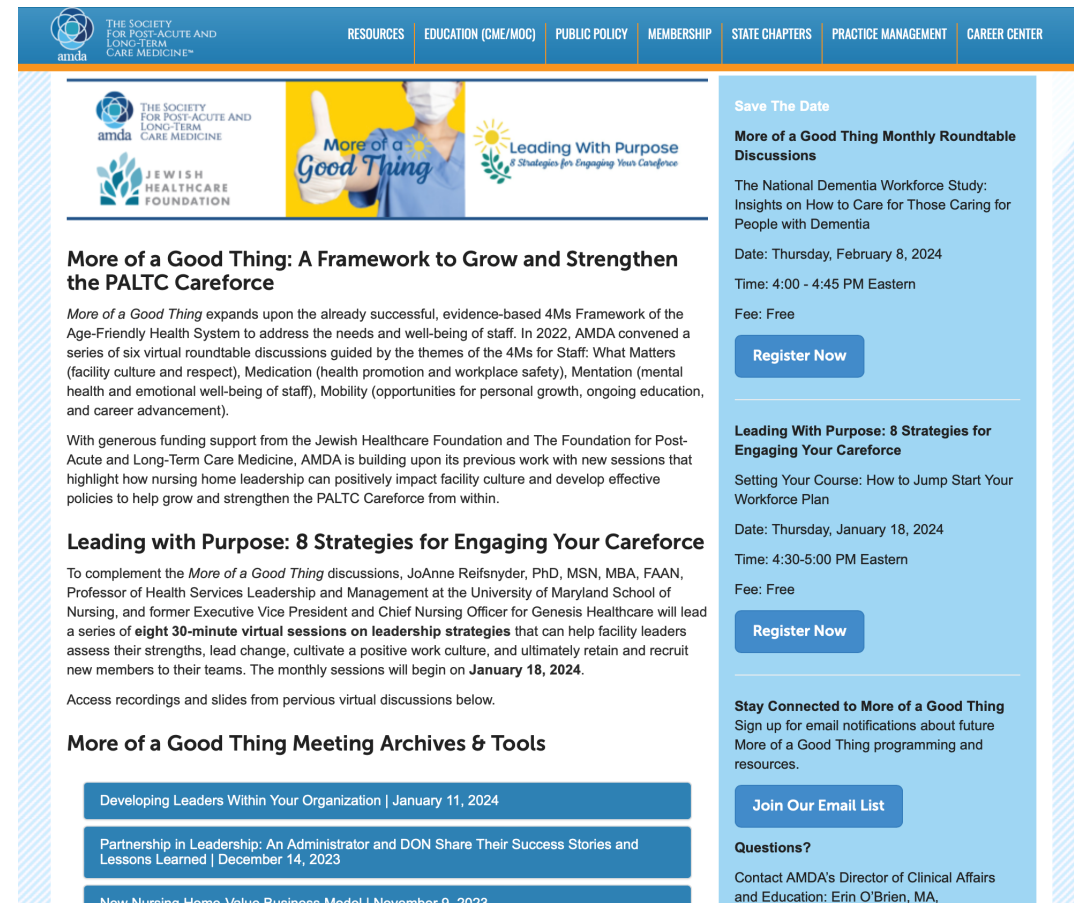
What was of value?

What will you do by next Tuesday?



Find the Recordings of *More of a Good Thing* and *Leading with Purpose* (this series) ... Along with Other Resources

<https://paltc.org/goodthing>



The screenshot displays the AMDA website's event page. The header includes the AMDA logo and navigation links: RESOURCES, EDUCATION (CME/MOC), PUBLIC POLICY, MEMBERSHIP, STATE CHAPTERS, PRACTICE MANAGEMENT, and CAREER CENTER. The main content area features three event listings, each with a 'Register Now' button. The right sidebar contains a 'Save The Date' section, a 'Stay Connected to More of a Good Thing' sign-up, and a 'Questions?' section with contact information for the Director of Clinical Affairs and Education.

THE SOCIETY FOR POST-ACUTE AND LONG-TERM CARE MEDICINE™
amda

RESOURCES | EDUCATION (CME/MOC) | PUBLIC POLICY | MEMBERSHIP | STATE CHAPTERS | PRACTICE MANAGEMENT | CAREER CENTER

THE SOCIETY FOR POST-ACUTE AND LONG-TERM CARE MEDICINE™
amda

JEWISH HEALTHCARE FOUNDATION

More of a Good Thing

Leading With Purpose
8 Strategies for Engaging Your Careforce

More of a Good Thing: A Framework to Grow and Strengthen the PALTC Careforce

More of a Good Thing expands upon the already successful, evidence-based 4Ms Framework of the Age-Friendly Health System to address the needs and well-being of staff. In 2022, AMDA convened a series of six virtual roundtable discussions guided by the themes of the 4Ms for Staff: What Matters (facility culture and respect), Medication (health promotion and workplace safety), Mentation (mental health and emotional well-being of staff), Mobility (opportunities for personal growth, ongoing education, and career advancement).

With generous funding support from the Jewish Healthcare Foundation and The Foundation for Post-Acute and Long-Term Care Medicine, AMDA is building upon its previous work with new sessions that highlight how nursing home leadership can positively impact facility culture and develop effective policies to help grow and strengthen the PALTC Careforce from within.

Leading with Purpose: 8 Strategies for Engaging Your Careforce

To complement the *More of a Good Thing* discussions, JoAnne Reifsnnyder, PhD, MSN, MBA, FAAN, Professor of Health Services Leadership and Management at the University of Maryland School of Nursing, and former Executive Vice President and Chief Nursing Officer for Genesis Healthcare will lead a series of **eight 30-minute virtual sessions on leadership strategies** that can help facility leaders assess their strengths, lead change, cultivate a positive work culture, and ultimately retain and recruit new members to their teams. The monthly sessions will begin on **January 18, 2024**.

Access recordings and slides from previous virtual discussions below.

More of a Good Thing Meeting Archives & Tools

- Developing Leaders Within Your Organization | January 11, 2024
- Partnership in Leadership: An Administrator and DON Share Their Success Stories and Lessons Learned | December 14, 2023
- New Nursing Home Value Business Model | November 9, 2023

Save The Date

More of a Good Thing Monthly Roundtable Discussions

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

Date: Thursday, February 8, 2024
Time: 4:00 - 4:45 PM Eastern
Fee: Free

Register Now

Leading With Purpose: 8 Strategies for Engaging Your Careforce

Setting Your Course: How to Jump Start Your Workforce Plan

Date: Thursday, January 18, 2024
Time: 4:30-5:00 PM Eastern
Fee: Free

Register Now

Stay Connected to More of a Good Thing
Sign up for email notifications about future More of a Good Thing programming and resources.

Join Our Email List

Questions?
Contact AMDA's Director of Clinical Affairs and Education: Erin O'Brien, MA,

Next Session!
June 20th at 4:30 PM EDT

*Leading with
Compassion....
even (especially) when
Times are Tough*



References

Clark, T. R. (2020). *The 4 stages of psychological safety: Defining the path to inclusion and innovation*. Berrett-Koehler.

Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. Wiley.

Gardiner, K. (2023). *Psychological safety and positive psychology: A leadership guide*.
<https://positivepsychology.com/psychological-safety/>

Harvard Business Corporate Learning. (2024). *Assess: How inclusive are you as a leader?*
https://www.harvardbusiness.org/wp-content/uploads/2020/02/CL_Infogfx_HowInclusive_Feb2020_v2.pdf

Hughes-Rease, M. (2020). *Inclusive leadership behaviors and self-assessment*.
https://www.usi.edu/media/hs3hsfqo/marsha-hughes-rease_inclusive-leadership-self-assessment.pdf

Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27(7), 941–966. <https://doi.org/10.1002/job.413>