Overview

I. Opening Comments
II. How to Optimize Staff Performance
III. Review of Transformational Leadership
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How to Optimize Staff Performance

Optimizing Staff Performance
Optimizing Staff Performance

Importance [Of Optimizing Staff Performance]

- 92% of staff decide to stay or resign within six months of hiring.
- Costs 1.5 – 3 times more to on-board new staff when experienced staff leave.
- Average cost of replacing executive level managers position is 213% of annual salary.

Lost Engagement

Hiring New Staff

Lack of Motivation

Decreased Retention Rates

Lost Productivity

On-boarding New Staff

Importance: Costs Of Losing Staff
Interactive Exercise

Optimize Staff Performance - Obstacles

Skills and Knowledge Problems
- Inadequate training to do the job.
  Results: Frustrated employees who feel unsupported

Workplace Environment Problems
- Showing no appreciation in workplace.
- Incompetent management.
- Lack of resources to do the job.
  Results: Employee experience deteriorates

Motivation Problems
- Employees do not care about what they are doing or how they do it.
- Aren’t afraid of who knows it.
  Results: Disengaged, unhappy employees
Optimize Staff Performance

Carrot and Stick Approach

Road to Success
- Find out why staff are underperforming.
- Encourage communication.
- Create positive work environment.
- Provide effective training.
- Acknowledge contributions.
- Don’t forget to have fun.
**Optimize Staff Performance**

**Find Out Why Staff are Underperforming**

- Do not jump to conclusions
- Consider possible problems:
  - Lack of resources
  - Undertrained
  - Outside influences that distract from work
  - Conflict about company goals
  - Loss of motivation
- Important to first know the reason why an employee is underperforming if underperformance is to be improved.

**Encourage Communication**

- Clearly communicate underperformance.
- Allow staff to share barriers that impact performance.
- Performance can be improved when leaders and staff understand:
  - Where they are
  - Where they need to be
  - How they will get there
Optimize Staff Performance

Create Positive Work Environment

• Review the work environment.
• Work towards a culture that:
  – Allows staff to voice their opinion
  – Reinforces notion that opinions are heard

Results: Giving staff a healthy, and positive work environment fosters and leads to better work results.

Provide Effective Training

• Provide new staff training.
• Ensure staff know:
  – What their job is
  – What to do
  – How to do their job
• Recognize that training is not a one-time effort.
• Establish ongoing training that continuously:
  – Allows staff to develop their skills
  – Improves their performance

“Continuous improvement is better than delayed perfection.”
- Mark Twain
Optimize Staff Performance

Have Fun at Work

Improve performance by:
- Having work breaks
- Allowing leisurely strolls
- Adding team building experiences

Set goals attached to:
- Fun activities
- Bonus payments
- Extra vacation time
- Friendly competition

“Always treat your employees exactly as you want them to treat your best customer.”

- Stephen Covey -
Optimize Staff Performance

Acknowledge Contributions

- Recognize staff contributions and accomplishments.
- Be generous with praise.
- Be specific in what you are praising.

“Appreciate everything your associates do for the business. Nothing can quite substitute for a few well-chosen, well-timed, sincere words of praise. They’re absolutely free and worth a fortune.”
- Sam Walton -

Optimize Staff Performance – Solutions/Techniques

Quality Leadership

- Improves working skills.
- Increases enthusiasm and engagement.
- Creates efficient/effective worker productivity.
- Sets the direction for staff to follow.
Optimize Staff Performance – Solutions/Techniques

Employee Motivation

- Extrinsic: recognition/praise, money.
- Intrinsic: Channelized to inner self, e.g., solving an interesting work task.

Wellness Programs

- Healthy employees are happier, more productive.
- Unfit employees are absent more and produce less.
- Costs less than other expenses (e.g., insurance premiums, injuries, absences).

“Employers have reduced healthcare costs by 20 to 25%; reduced sick leave by 6 to 32% and increased productivity by 2 to 52% because of their wellness program.”

- US Department of Health and Human Services -
Optimize Staff Performance – Solutions/Techniques

Give Authority to Make Decisions

- Trust staff to make critical decisions

Results: Provides best work and ideas

“If you don’t give people a chance to fail, you won’t innovate. If you want to be an innovative company, allow staff to make mistakes”.

- Indra Nooyi -

Optimize Staff Performance – Solutions/Techniques

Challenge Staff to Ask “What If”

- Develops strategic thinking skills.
- Helps prepare for unforeseen issues.

“Don’t limit yourself. Many people limit themselves to what they think they can do. You can go as far as your mind lets you. What you believe, remember, you can achieve.”

- Mary Kay Ash -
Optimize Staff Performance – Solutions/Techniques

Staff Performance Equals Consensus
• Coach staff to reach consensus.
• Leads to learning the importance of compromise.
Results: Benefits the organization.

“Talent wins games, but teamwork and intelligence win championships.”
- Michael Jordan -

Transformational Leadership
What is Transformational Leadership?

Transformational Leadership is a theory of leadership where a leader works with team (or individuals) to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.

Transformational Leadership

“Serves to enhance the motivation, morale and job performance of followers. Connecting the follower to a project in order to inspire them to raise their interest in the project... take greater ownership of their work... and to align followers with tasks that enhance their performance.”

- Wikipedia -
Transformational Leadership

Organizations want, need and look for leaders who:

1. Are passionate about their work.
2. Have a clear vision of organizational goals.
3. Are completely involved in their project.
4. Have ability to recharge team members.
5. Are willing to help team members.

Transformational Leadership – Roles and Responsibilities

Supports Creativity

- Motivates team members to develop new techniques to do their work.
- Helps staff to explore learning opportunities.
- Instills risk taking attitude in team members.

“You can’t use up creativity. The more you use, the more you have.”

- Maya Angelou -
**Influences Team Members**

- Serves as role model for team members.
- Team members respect and follow the leader.
- Convinces staff/team to follow beliefs and work commitment.

**Inspires Staff**

- Motivates staff with vision of final outcome.
- Clearly conveys thoughts on work at hand.
- Helps staff experience the passion in achieving the organization’s goals.

“If you are offered a seat on a Rocketship, don’t ask what seat! Just get on.”
- Sherly Sanborn -
Volunteer State Activities, Value-Based Pay and Transformational Leadership

Background – Volunteer State Activities

Patient Centered Medical Home

Rewards providers for patient-centered, high quality, high value healthcare outcomes.

Changed payment system from paying by volume to paying by value.

Brings stakeholders together to reform health care payment and delivery system.

2013 – Tennessee Healthcare Innovation Initiative
Background – Volunteer State Activities

Value-Based Pay

2015
CMS ties 90% of Medicare payments to value by 2018; 50% of payments to other models by 2018.

2015
Introduces additional value-based programs and implements congressionally approved initiatives such as Children’s Health Insurance Program (CHIP).

Value-Based Pay

Key Points/Take-Aways
• Recognizes the urgency to improve both efficiency and effectiveness in delivering health care.
  – Efficiency – understood to mean “doing the right thing”.
  – Effectiveness – means “doing the right thing”.
• Represents an approach to achieve a balance between efficiency and effectiveness.
• Aims to promote enhanced population health management to result in improved patient outcomes and cost containment or reduction.
Value-Based Payments

Key Principles

- Reduce the per capita cost of health care.
- Utilize evidence-based performance measures.
- Align payment model and performance measures among payers, providers, purchasers, and patients ([4Ps] in a pod).
- Involve multi-dimensions, comprehensive measurement of both quality and cost.

Volunteer State Activities

Results

- States begin work to implement value-based payment to comply with CMS guidelines.
- Five states standout as to effectiveness of their activities:
Background –
Tennessee Primary Care Association Efforts

Transformational Leadership and Value-Based Pay

• 2016 to Date - Previous training initiatives:
  – Transformational Leadership training with emphasis on “readiness of …member health center to implement…Tennessee’s PCMH and Value-Based Pay models.
  – Target Audience: Executive Directors, CEOs

• Current/Future Training Initiatives
  – Continue Transformational Leadership training
  – Emphasize content that complements work of TPCA members to transform their organizations.
  – Provide transformational leadership skills to move member organizations forward.
  – Target Audience – Chief Operations Officers, Chief Administrative Officers, Directors.
Transformational Leadership is a theory of leadership where a leader works with team (or individuals) to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.
 Transformational Leadership

1. Is a model of integrity and fairness.
2. Sets clear goals.
3. Has high expectations.
4. Encourages others.
5. Provides support and recognition.
6. Stirs the emotions of people.
7. Gets people to look beyond their interest.
8. Inspires people to reach for the improbable.

Skills

1. Possesses a single-minded need to streamline or change things that no longer work.
2. Motivates workers and understands how to form them into units that work well with others.
3. Uses rapport, inspiration or empathy.
**Transformational Leadership**

### TRAITS

- Thoughtful Thinkers
- Leads By Example
- Visionary
- Charismatic
- Inspiring

**Quotations**

- Edwards Deming: “A bad system will beat a good person every time.”
- Peter Drucker: “If you want something new, you have to stop doing something old.”
- Ross Perot: “Punishing honest mistakes stifles creativity. I want people moving and shaking the earth and they are going to make mistakes.”
- John D. Rockefeller: “Good leadership consists of showing average people how to do the work of superior people.”
**Transformational Leadership**

**Basic Characteristics**

- **Inspirational**: Inspires workers to find better ways of achieving a goal.
- **Mobilization**: Mobilizes people into groups that can get the work done.
- **Morale**: Raises the well-being and motivation level of a group through excellent rapport.

**Transformational vs Transitional Leadership**

**Transformational Leaders**
- Work to change the system.
- Solve challenges by finding experiences that show that old patterns do not fit or work.
- Wants to know what has to change.
- Maximizes their team’s capability and capacity.

**Transitional Leaders**
- Work within the transitional system.
- Start solving challenges by fitting experiences to a known pattern.
- Want to know the step-by-step approach.
- Minimize variation of the organization.
Transformational Leadership
Basic Components

The Four I's of Transformational Leadership

- "Motivating" INSPIRATIONAL MOTIVATION
- "Role Modeling" IDEALIZED INFLUENCE
- "Encouraging" INTELLECTUAL STIMULATION
- "Developing" INDIVIDUALIZED CONSIDERATION

Being an Authentic Leader

What is Authentic Leadership?

"Authentic leadership is an approach to leadership that emphasizes building the leader’s legitimacy through honest relationships with followers which value their input and that relationship is built on an ethical foundation."

- Wikipedia-
Being an Authentic Leader

“Must Haves” – The Five “I’s”

Insight
Initiative
Influence
Impact
Integrity

“If it scares you, it might be a good thing to try”.
- Seth Godin -

How to Become an Authentic Leader

Know Yourself
Learn to Connect
Be Discreet
Play to Your Strength
Keep Requesting Feedback

“When I let go of what I am, I become what I might be”.
- Lao Tzu -
How to Become an Authentic Leader

“How being an authentic leader doesn’t mean revealing inappropriate personal details, talking about yourself...or telling people how you feel all the time. The point of being authentic is that it frees you up to be others – focused”.

- Brooke Vuckovic -

Demonstrate Leadership

“Many people are drawn to those leaders, not because of how they feel about the leader, but because of how the leader makes them feel”.

- Mark Sanhorn"
Demonstrate Leadership

• Leaders can embody this quality by understanding two facts:
  – Everyone and every worker matters
  – Everyone wants to feel significant
• Many ways to communicate this message; however, these three provide highest return:
  – Help people grow
  – Connect the dots
  – Give sincere appreciation

Help People Grow

• Create a culture of learning and growth.
• Maximize the talent of people on your team.

“Tell me and I forget, teach me and I remember, involve me and I learn”.
  - Benjamin Franklin -
Demonstrate Leadership

**Give Sincere Appreciation**

- If workers don’t feel appreciated they burn out, or may move to another organization
- Leaders actively find ways to show workers that they value their contributions to the organization.

> “Appreciate everything your associates do for the business. Nothing can substitute for a few well chosen, well-timed, sincere words of praise. They’re absolutely free and worth a fortune.”  
  - Sam Walton -

Build Engagement

**Employee Engagement**

“Employee engagement is a desired outcome that occurs when workers feel a heightened mental and emotional connection to their jobs, their manager, their co-workers, and/or their organization and its mission”.

  - Henry S. Miller -

Results: Workers are more dedicated and more willing to apply voluntary discretionary effort to their work above and beyond the norm to help their organization succeed.
Build Engagement

Employee engagement positively connects to performance outcomes:

- Productivity
- Quality
- Profitability
- Customer Ratings
- Safety Incidents
- Absenteeism
- Safety Accidents
- Turnover
- Benefits

“Having an informed strategy to improve well-being is the single most powerful thing you can do to improve organizational and individual performance and lower costs.”

- Gallup-Healthways Solutions -
**Build Engagement**

Employee Engagement Model

![Employee Engagement Model Diagram]

Source: The Henry Miller Group’s Employee Engagement Model

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**Build Motivation**

“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute”.

- Simon Sinek -
Build Motivation

Motivational Quotes

- Doug Conant - “To win in the marketplace, you must first win in the workplace”.
- Stephen R. Covey - “Always treat your employees exactly as you want them to treat your best customer.”
- Audrey Hepburn - “Nothing is impossible, the word itself says ‘I’m’ possible!”
- Babe Ruth - “Every strike brings me closer to the next home run”.

Key Concepts

1. Inspire employees by motivating yourself.
2. Strive to align company’s work goals with employee goals.
3. Understand what motivates each employee so you know how to motivate the staff as a whole.
4. Recognize that supporting employee motivation is an on-going process, not a task.
5. Support employee motivation by using an organizational system instead of counting on good intentions to pull you through.
Be a Mentor/Coach

**Mentor**
“A trusted counselor or guide; a wise and trusted counselor or teacher; an influential senior sponsor or supporter.”

- Merriam Webster Dictionary –

The worker needed a mentor to teach him/her about Transformational Leadership”.

**Note:** A consultant is someone who can tell you the answers; a coach is someone who can help you find answers. A mentor is both.

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**Post-Presentation Survey – Transformational Leadership**

Which answer best describes your familiarity/comfort-level with Transformational Leadership?

- **Extremely High**
  My Health Center is already involved in Transformational Leadership.

- **High**
  I understand Transformational Leadership and feel like I know how to position our Health Center to be engaged in it.

- **Moderate**
  I feel like I know what Transformational Leadership is but I do not have a strong grasp of how we can position ourselves as a Health Center to participate in Transformational Leadership opportunities.

- **Low**
  I really do not understand Transformational Leadership more than a high-level understanding and need to learn more.
Questions, Answers and General Discussion

Summary
Transformational Leadership

Benefits

1. Works well in organizations where change is needed.
2. Works well in outdated organizations that require retooling.
3. A match for organizations that desire to move forward and wants change to get there.
4. Requires leaders who will change departmental structure and motivates workers to buy into the new direction.

Note: Transformational leadership is not the right fit for organizations where no structure exists.

"We must all learn not only to not fear change, but to embrace it enthusiastically and, perhaps even more important, encourage and drive it."

- Tony Hsieh -
Resources

- Ivelics, Thomas. *Obstacles That Prevent Employees From Performing Successfully*.
- Anthony, Peter. *Five Steps to Optimize Team Performance*.