A person-centered approach to developing your middle managers & achieving workforce stability

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Thursday 22 June 2023 | Virtual

HANYS 54th Annual Membership Conference

Disclosure

I have no relevant financial relationships to disclose, and I do not intend to discuss off-label investigative use of a drug / device / product.

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Objectives

Understand the importance of middle management to the development of a person-centered culture

Learn practical solutions to implement in your organization to engage and support middle managers

Connect with international best practice examples on middle manager engagement

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Reflections & Takeaways

5   Things that I learned

4   Resources that I am going to explore

3   Changes I am going to test

2   People at my organization I am going to meet with to share my learning

1   Things I am going to be by the end of next week

0   Number of times I am going to worry alone because I can stay in touch with…

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How well do you think your organization is engaging your middle manager teams?

What is person-centered care?

Planetree's definition of person-centered care

Person Centered Care (PCC) is care focused on…

*the **needs of individuals…***
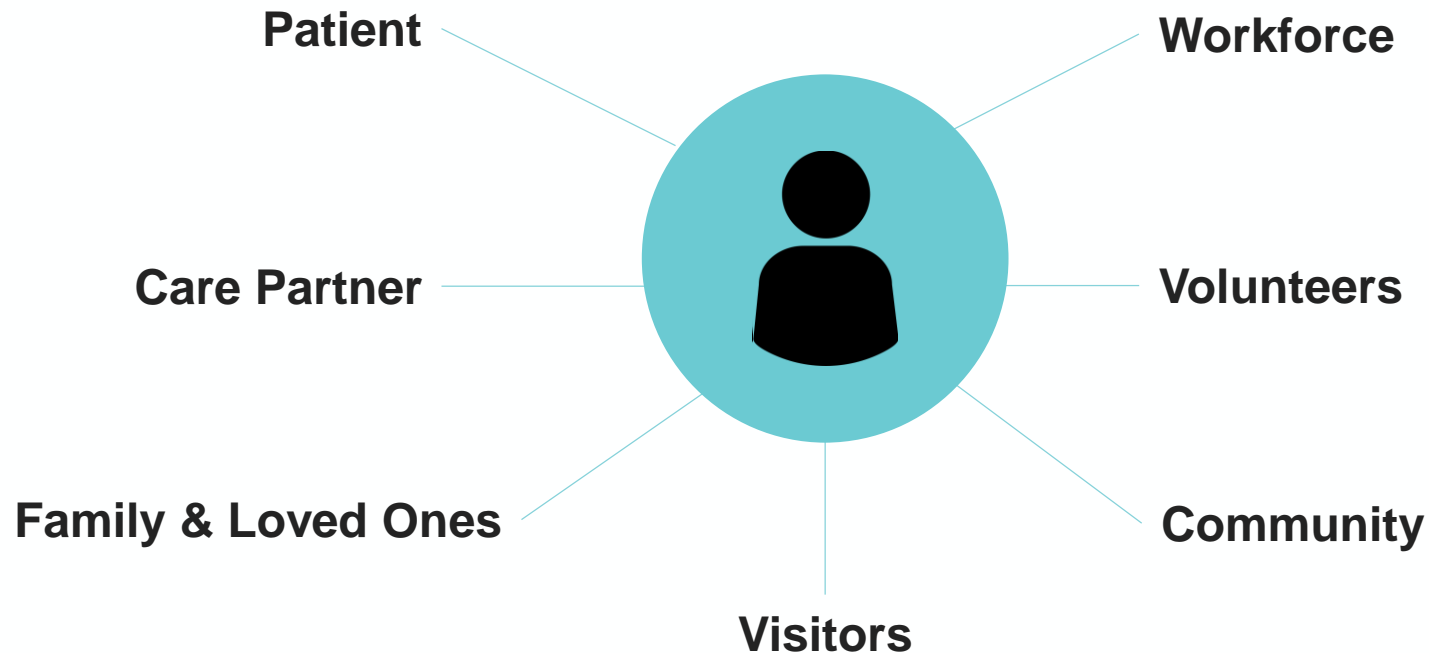
*guided by **peoples' preferences and values…***

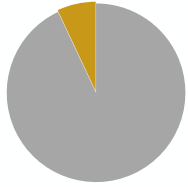*and includes **supporting structures, policies, and practices…***

*that create a **culture** of quality, compassion, and partnership across the continuum of care*

Who is the 'person' in PCC?

A 'person' in healthcare can take various forms and roles

Patient

Workforce

Care Partner

Volunteers

Family & Loved Ones

Community

Visitors

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Preferences Matter

Doctors believe 71% of patients with breast cancer rate keeping their breast as top priority. **The figure reported by patients is just 7%.**

Once patients are informed about the risks of sexual dysfunction after surgery for benign prostate disease, **40% fewer prefer surgery.**

Only 41% of elderly Medicare patients believe that their **treatment reflected their preference** for palliative care over more aggressive interventions.

Lee CN, Hulsman CS, Sepucha K. Ann Plastic Surg2010;64:563-6.
Wagner E, et al. Med Care1995;33:765-70
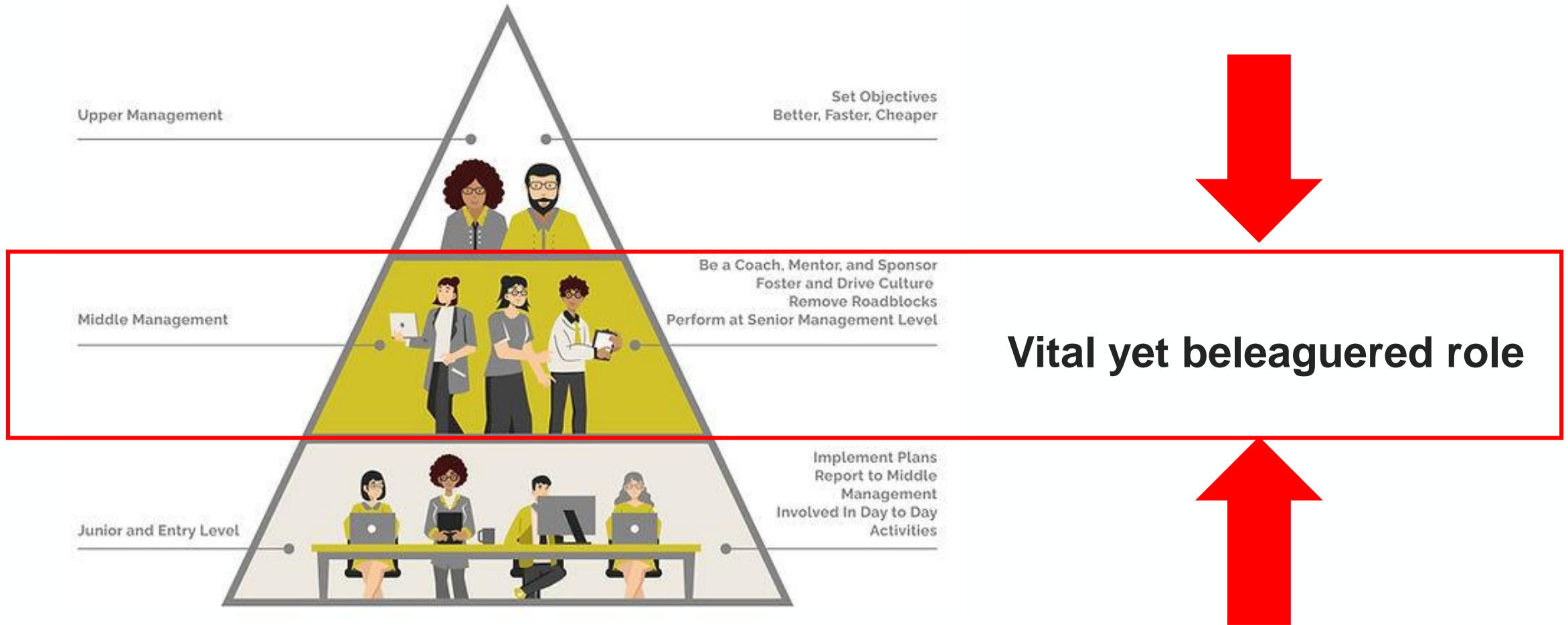Covinsky KE, et al. J Am Geriatr Soc 2000;48:Suppl:S187-S193.

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Leadership is not about being in charge,

but about taking care of the people in your charge.

Simon Sinek

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Role & Challenges

The Middle Manager

Upper Management — Set Objectives / Better, Faster, Cheaper

Middle Management — Be a Coach, Mentor, and Sponsor / Foster and Drive Culture / Remove Roadblocks / Perform at Senior Management Level

Junior and Entry Level — Implement Plans / Report to Middle Management / Involved In Day to Day Activities

Vital yet beleaguered role

2021 Zahira Jaser, Harvard Business Review 'The Real Value of Middle Managers'

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Middle Manager Challenges
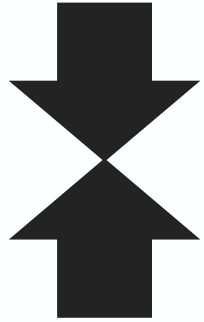
Pressures from above and below

Tend to be under-developed & under-empowered

Growing pressure to deliver in flatter, faster, and leaner structures

Under-utilized and under-appreciated

2023 Dr Tracy Bower "Middle Managers Have It Bad: 5 Things They Need Most"

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Moral Injury

Military psychiatrists describe this as:

"an emotional wound sustained, when in the course of fulfilling their duties, soldiers witnessed or committed acts that transgressed their core values"

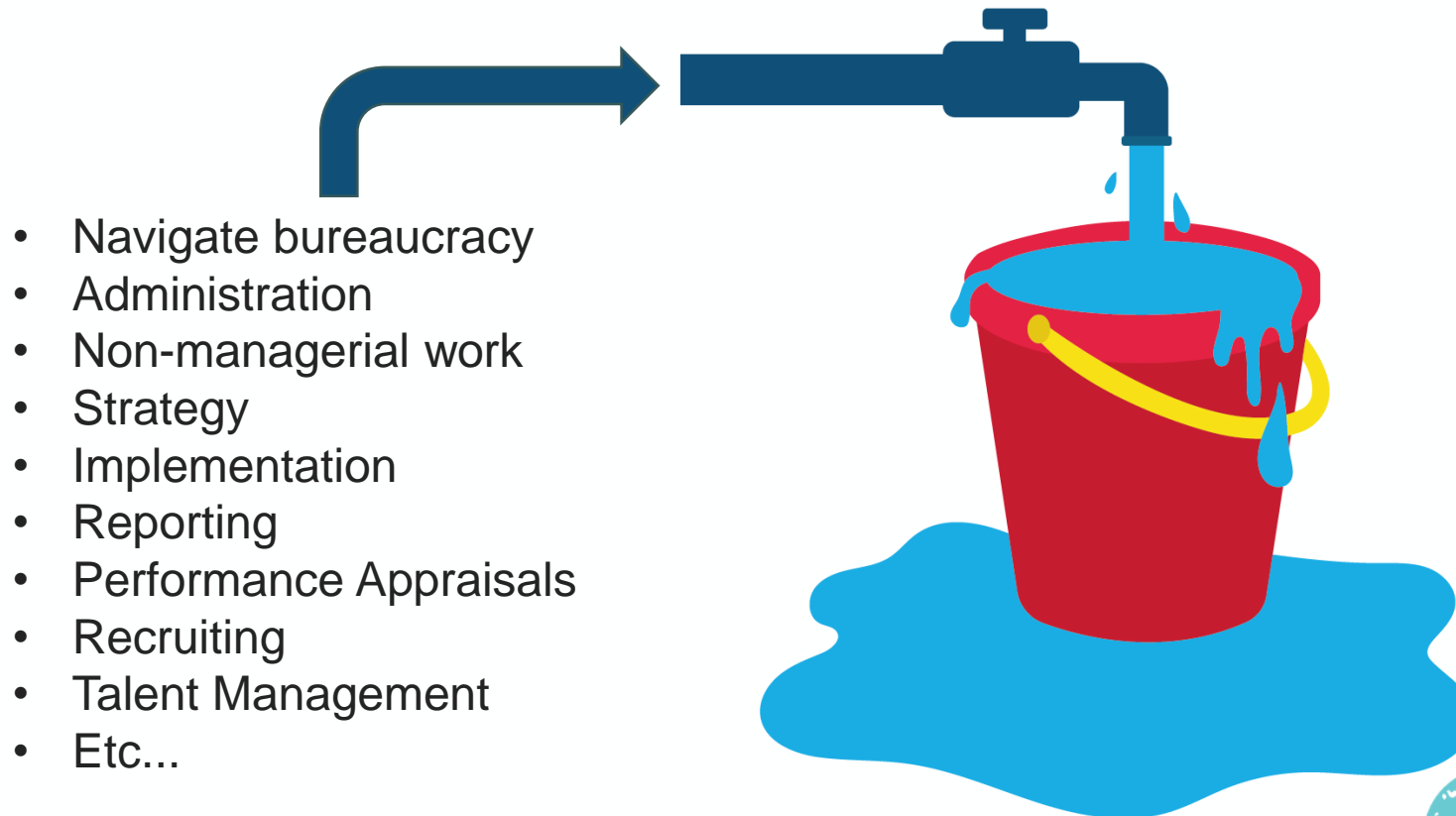**The pandemic only worsened moral injury by highlighting the priority for profits over patient care**

Does this apply to middle managers?

16 June 2023, Eyal Press, NY Times, "The Moral Crisis of America's Doctors"

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Catch Call Expectations

We may be unintentionally hampering middle managers' ability to perform their roles to the best of their abilities and to organizational expectations

- Navigate bureaucracy
- Administration
- Non-managerial work
- Strategy
- Implementation
- Reporting
- Performance Appraisals
- Recruiting
- Talent Management
- Etc...

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The Connected Leader

4 Types of Connecting Leaders and Practices

Connecting Leader	Practice	Main Risk	Mitigator
Janus	Empathizing with both sides	Burnout and emotional labor	Coaching and psychological support
Broker	Negotiating with both sides to bring them together	Senior colleagues' lack of availability	Embracing a culture of transparency and humility
Conduit	Speaking up for others	Exposing oneself personally to the top	Fostering a culture of psychological safety
Tightrope Walker	Critical thinking and appraising both sides of dilemmas	Cognitive overload, confusion, and being slow to action	Encouraging safe critical-thinking spaces for peer discussions

2021 Zahira Jaser, Harvard Business Review 'The Real Value of Middle Managers'

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Setting Up For Success

20% — Surveyed managers strongly agree that their organizations help them be successful people managers

42% — Surveyed managers either disagree or are unsure that their organizations set them up to be successful people managers

2023 McKinsey Review, "Stop wasting your most precious resource: middle managers"

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The Mismatch of Value Areas

Areas in which managers say they deliver the most value, % of respondents

■ Strategy-focused work ■ Talent and people management ■ Individual-contributor work ■ Administrative work
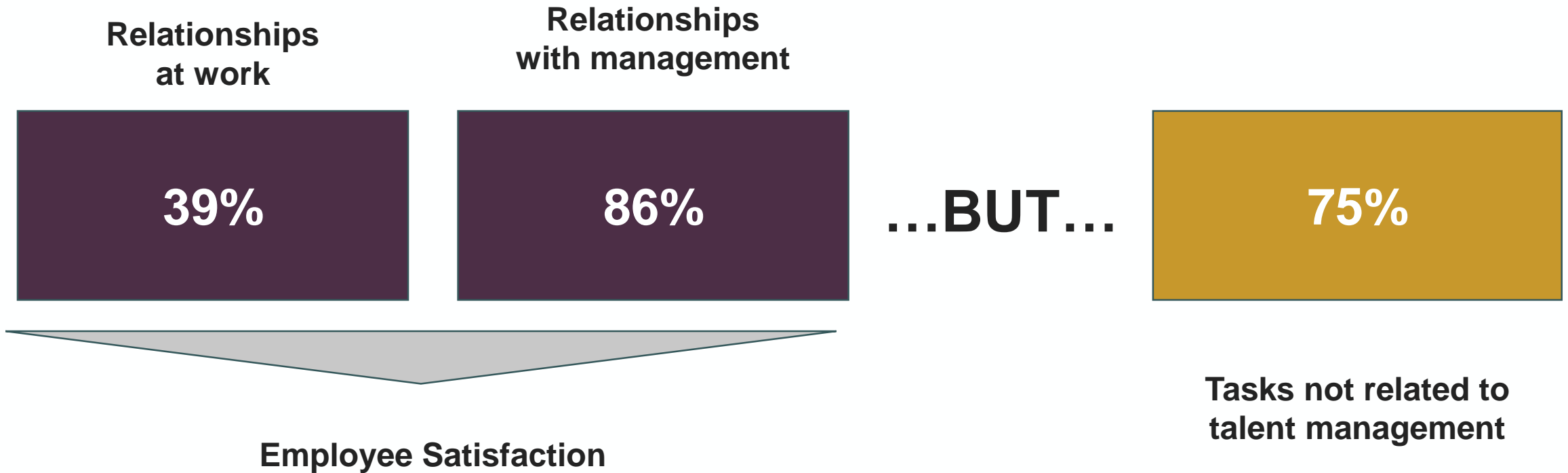
54	26	18	2

Areas that managers say their organizations value most, % of respondents[1]

44	19	28	8

2023 McKinsey Review, "Stop wasting your most precious resource: middle managers"

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Talent Management – A Disconnect?

Relationships at work

39%

Relationships with management

86%

...BUT...

75%

Employee Satisfaction

Tasks not related to talent management

2023 McKinsey Review, "Stop wasting your most precious resource: middle managers"

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Relationships Build Trust

Combinations of the three elements of trust
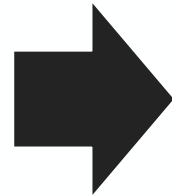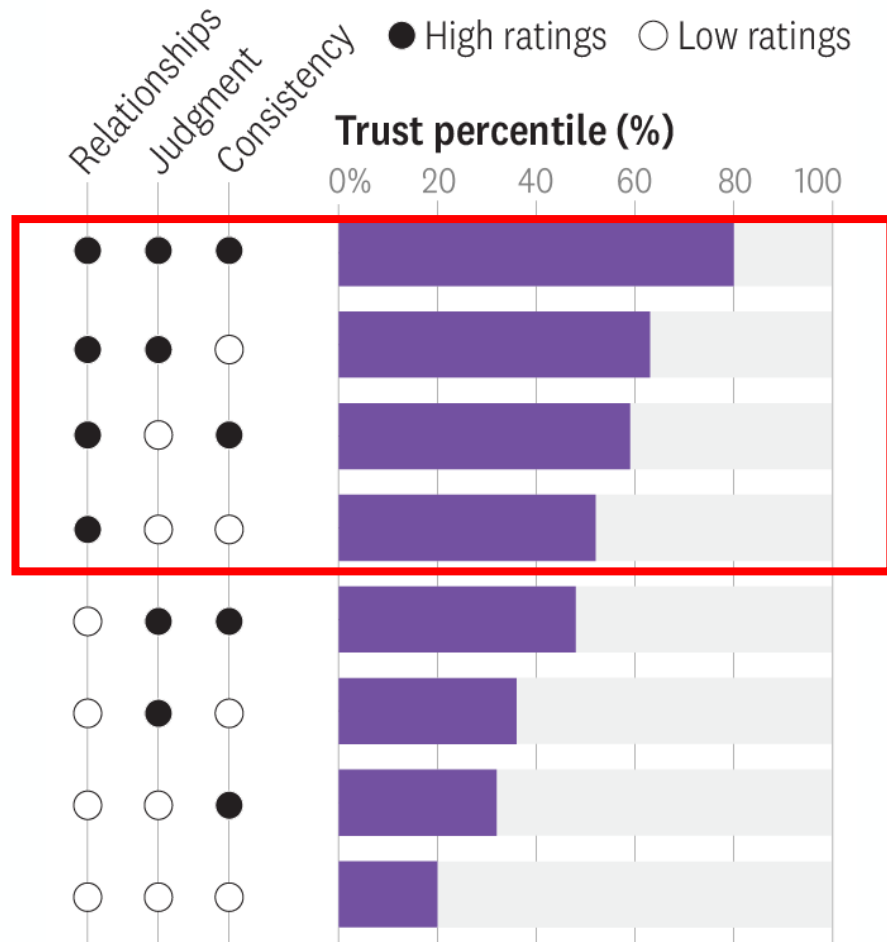
When relationships considered, the trust percentiles tend to be highest

Jack Zenger and Joseph Folkman, The 3 Elements of Trust, Harvard Business Review February 2019
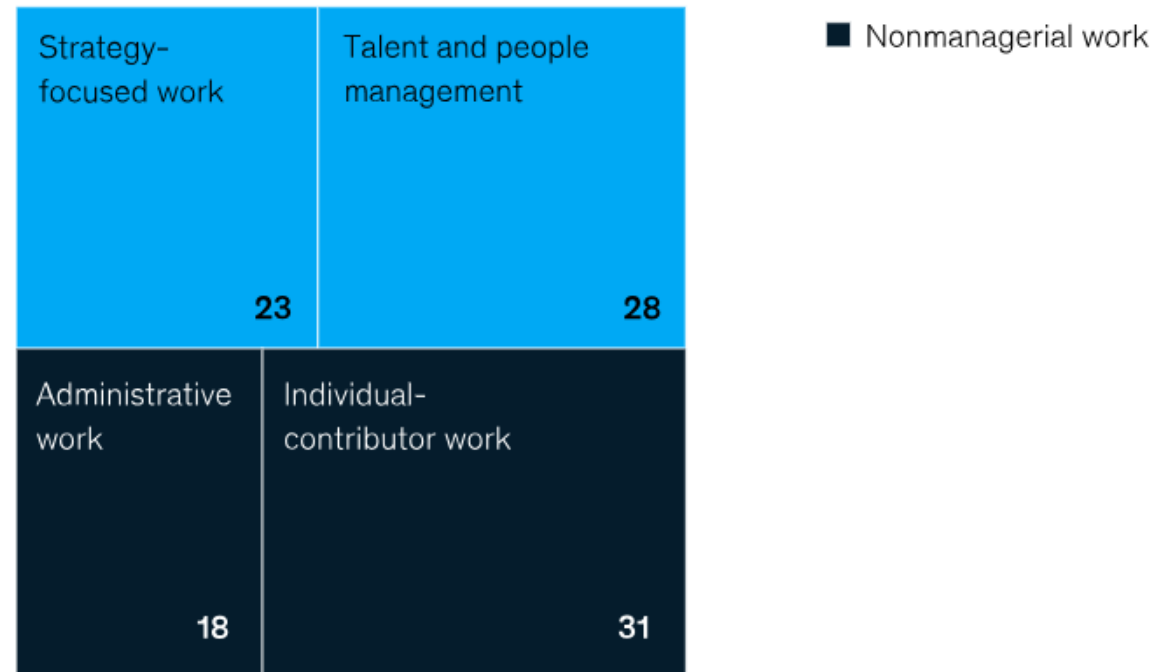
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At your organization, where do you think middle managers spend most of their time on average?

Unstick from the menial

Surveyed middle managers spend nearly half of their working time on nonmanagerial work.

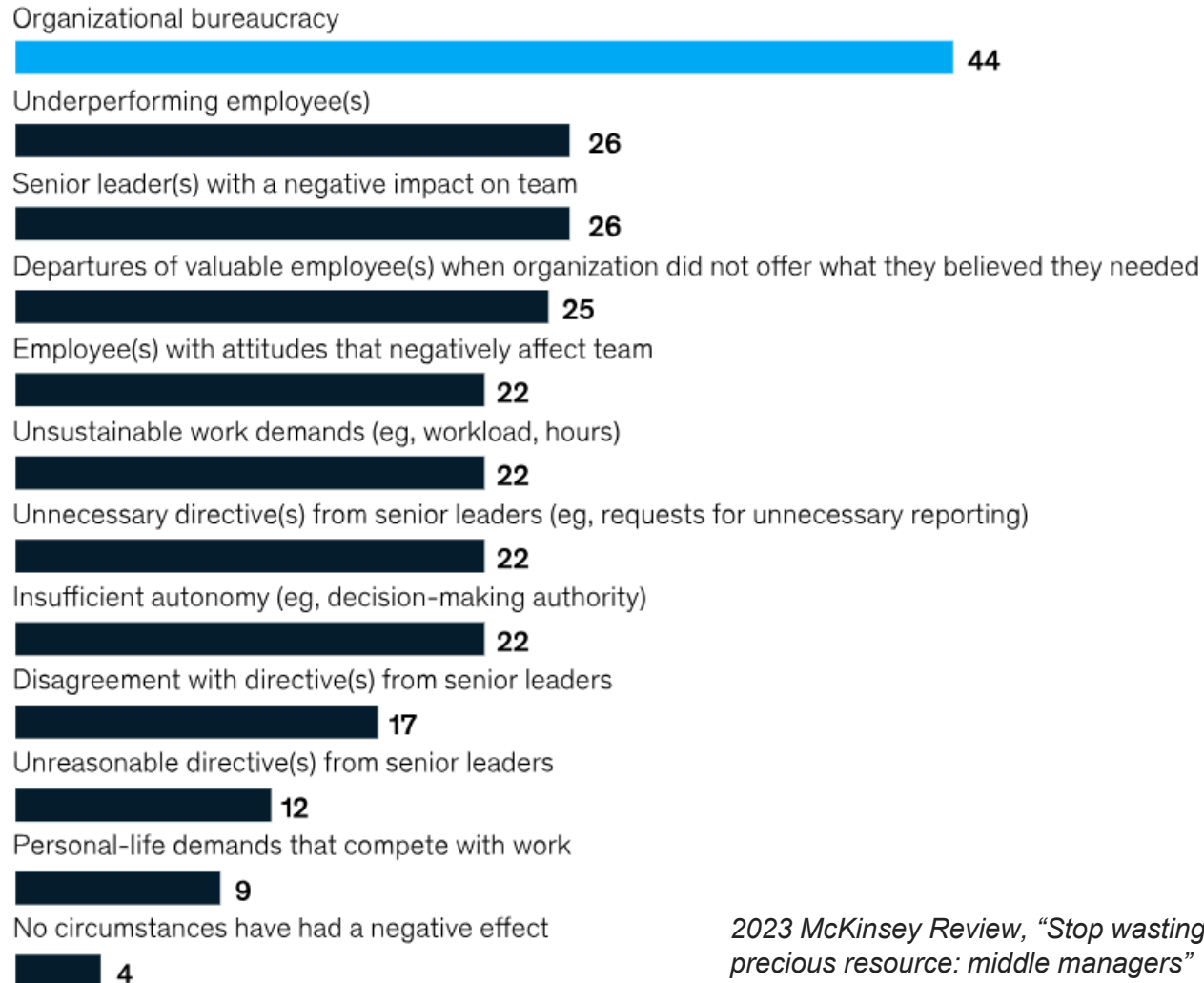Average share of working time spent in each area, % of respondents

| | ■ Nonmanagerial work |

Strategy-focused work **23**

Talent and people management **28**

Administrative work **18**

Individual-contributor work **31**

2023 McKinsey Review, "Stop wasting your most precious resource: middle managers"

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What do you think is the greatest contributing factor to middle managers having a negative experience in their roles?

Source of negative experiences

Organizational bureaucracy
44

Underperforming employee(s)
26

Senior leader(s) with a negative impact on team
26

Departures of valuable employee(s) when organization did not offer what they believed they needed
25

Employee(s) with attitudes that negatively affect team
22

Unsustainable work demands (eg, workload, hours)
22

Unnecessary directive(s) from senior leaders (eg, requests for unnecessary reporting)
22

Insufficient autonomy (eg, decision-making authority)
22

Disagreement with directive(s) from senior leaders
17

Unreasonable directive(s) from senior leaders
12

Personal-life demands that compete with work
9

No circumstances have had a negative effect
4

% of respondents indicating circumstances with greatest negative impact

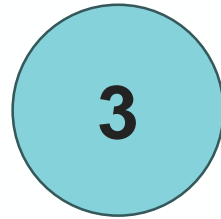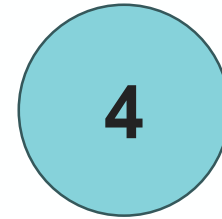*2023 McKinsey Review, "Stop wasting your most precious resource: middle managers"*

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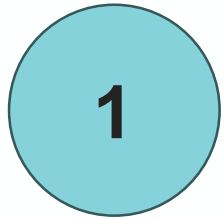
What they need

1 Value & Empowerment
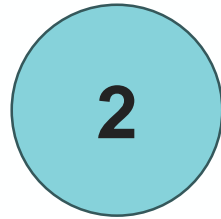
2 Context & Background

3 Expectations & Guidance

4 Support

5 Resources

2023 Dr Tracy Bower "Middle Managers Have It Bad: 5 Things They Need Most"

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What do you think matters most to middle managers?

Preferred rewards

Ways in which managers would most prefer to be rewarded for their work,[1]
% of respondents
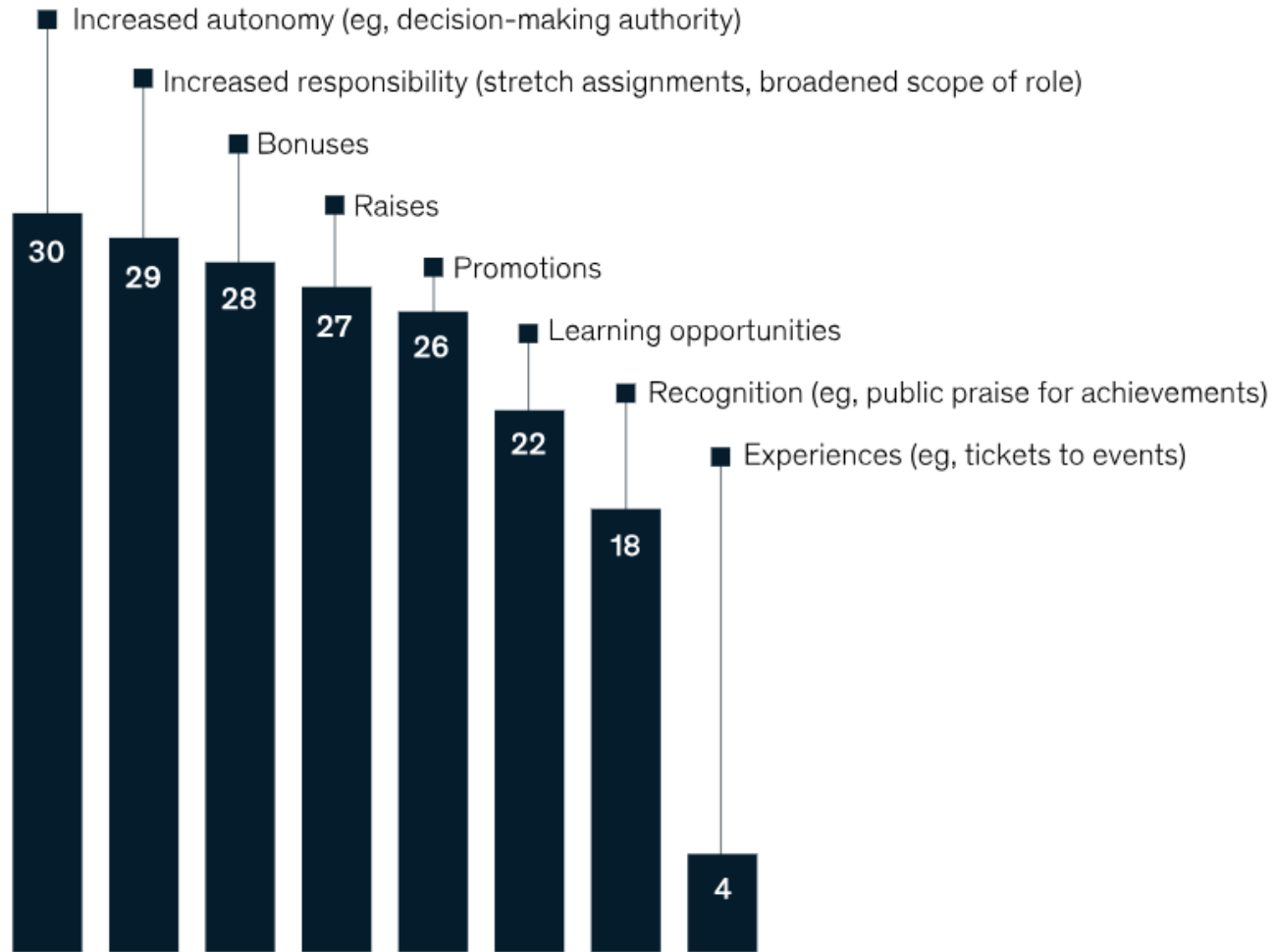
Increased autonomy (eg, decision-making authority)

Increased responsibility (stretch assignments, broadened scope of role)

Bonuses

Raises

Promotions

Learning opportunities

Recognition (eg, public praise for achievements)

Experiences (eg, tickets to events)

| 30 | 29 | 28 | 27 | 26 | 22 | 18 | 4 |

2023 McKinsey Review, "Stop wasting your most precious resource: middle managers"

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Self Determination Theory

Doing something for the purpose of obtaining an external goal

Doing something because it is satisfying and interesting to do

Extrinsic Motivation	Intrinsic Motivation

| Promotions
Rewards
Recognition | Autonomy
Competency
Relatedness |

1985 Deci & Ryan, "Intrinsic Motivation and Self Determination in Human Behavior"

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Solutions Toolkit

Your Middle Manager Toolkit

Objective	Toolkit
Focus on 'value-add' work	• Work reallocation • Protected time
Remove frustrations	• Remove organizational hurdles • Resource redirection
Understand motivation	• Personalized incentives • Stay Interviews
Build connection / relatedness	• Affinity Groups / learning circles • Staff Council
Provide support	• Mentorship / coaching • Emotional support & wellbeing • Active listening • Visible leadership / rounding / 'going to gemba'
Build competence	• Corporate lattice pathway • Succession planning & onboarding • Constrained improvisation / supported risk taking
Create autonomy	• Co-design / engagement / ownership • Subsidiarity • Non-hierarchal decision making

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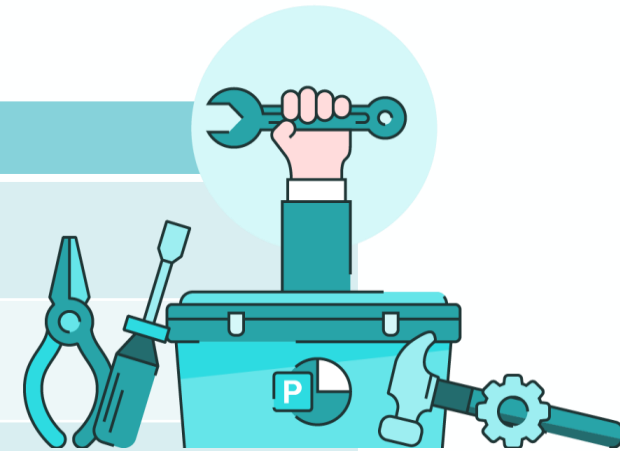
In the chat…
What 'tools' are you currently using?
Which ones are most challenging?

From Good to Great – Get a Coach

How do professionals get better at what they do?

Watch from 3:34

**Traditional pedagogical view vs ongoing coaching**

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Reconnect To Purpose

- Why am I doing this?

- Do I have the same reason / desire to be in healthcare?

- How do I reconnect to that purpose and advance it?

- Help new healthcare staff, especially those who joined mid pandemic, integrate and understand how to operate in a non-crisis state
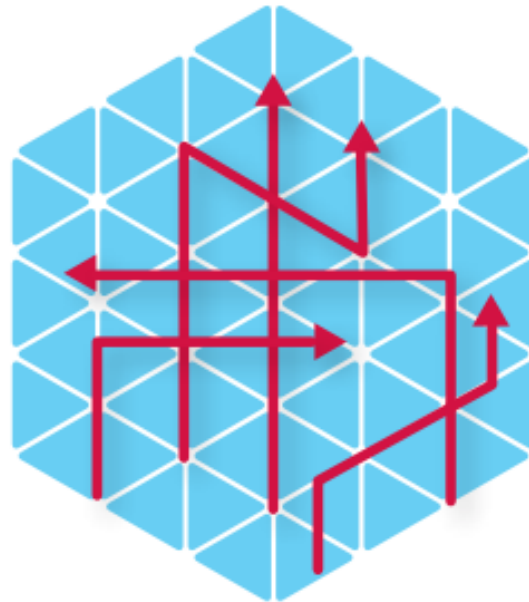
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The Pathway To Middle Manager

Ladder progression
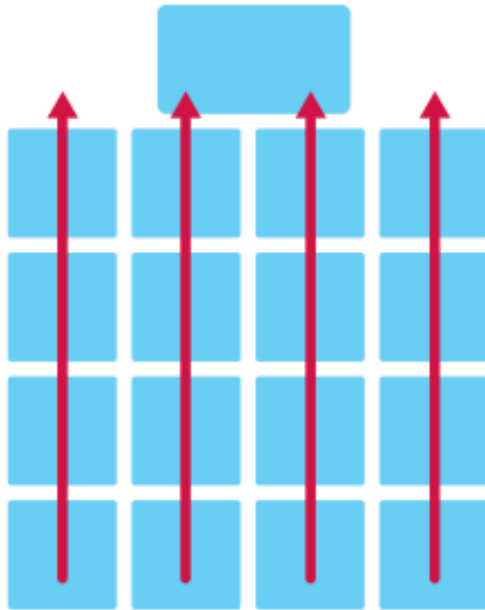
Lattice pathways

Examples of linear career paths

Examples of more varied paths for growth and development

THE CORPORATE LATTICE — Deloitte — ACHIEVING HIGH PERFORMANCE IN THE CHANGING WORLD OF WORK

mass career customization — A Wall Street Journal Bestseller — ALIGNING THE WORKPLACE WITH TODAY'S NONTRADITIONAL WORKFORCE — cathleen benko anne weisberg — HARVARD BUSINESS SCHOOL PRESS
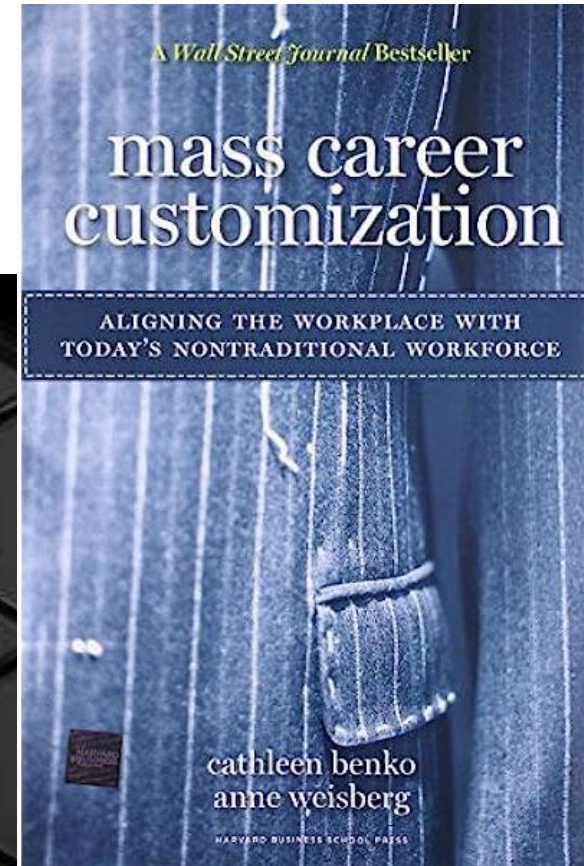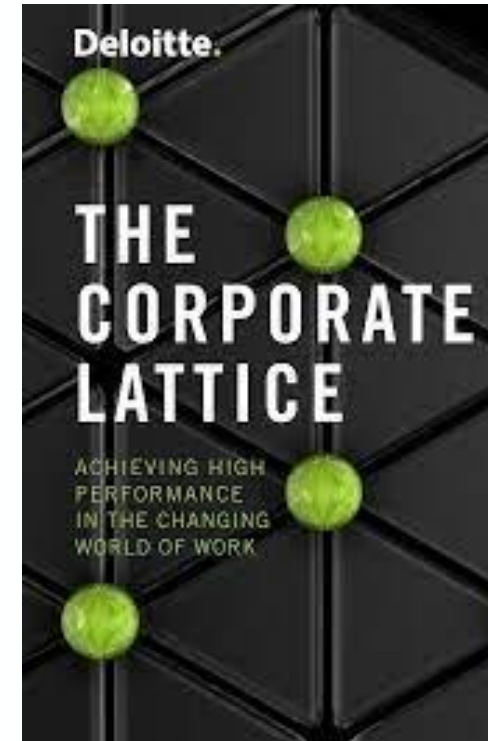
2011, Issue 8 The Deloitte Review, "The Corporate Lattice: A strategic response to the changing world of work"

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Case Study

The Context

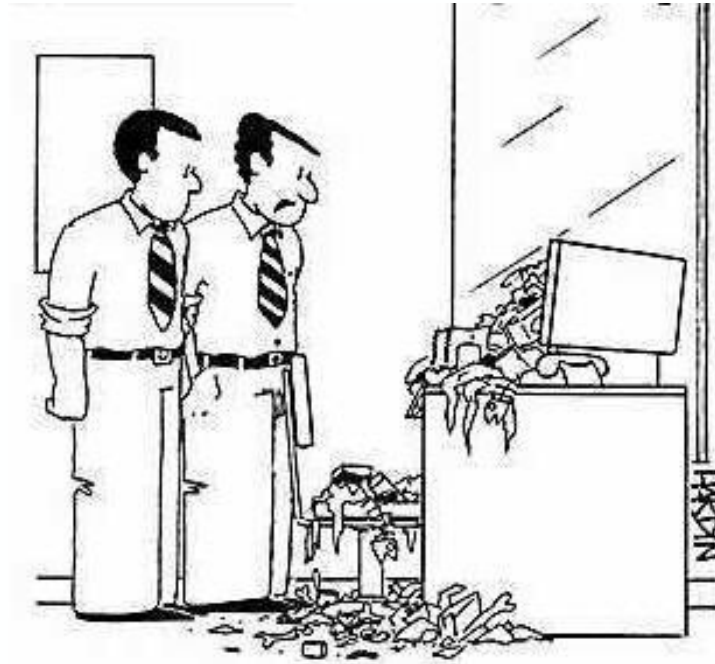| Our Challenge	Operational Situation
How do we control workforce costs? How do we reduce overtime charges?	Manual rostering and time sheets Retrospective information Complicated and varied EBAs Limited linkage between acuity, patient forecasting, and workforce planning

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The Solution (or so we thought)

Make it electronic, a system will solve all our problems!

"I tried to warn him -
garbage in, garbage out."

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The Business Case

How much time does a nurse actually spend with the patient?
How much time is wasted on non-value add activities?

The Current State

Collecting data from multiple sources

- Beacon location and activity tracking
- Nurse and patient focus groups
- Patient surveys
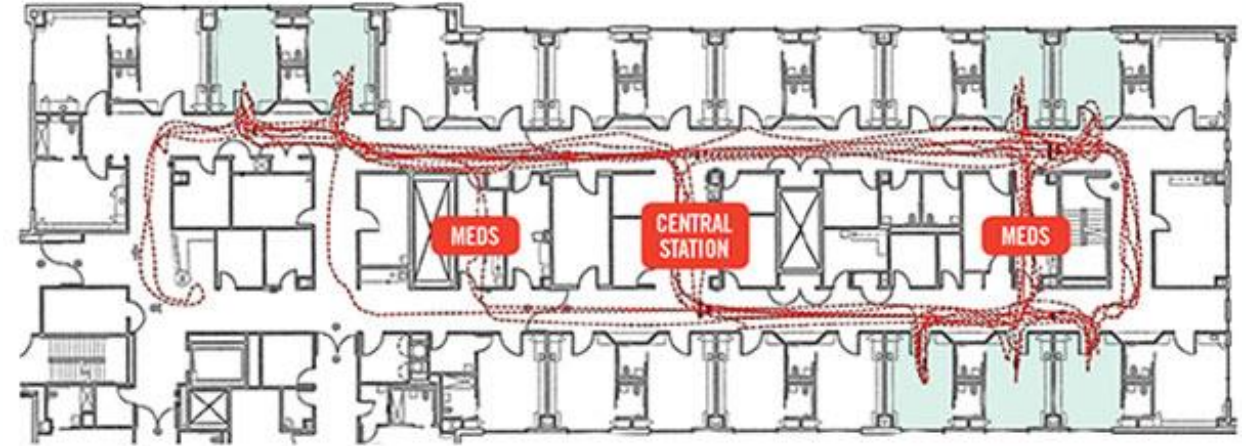
What was time spent on?

- Available Time = 12 hour shift – minus 1 hour cumulative breaks = 11 working hours
- Valued Added Time = 4.5 hours or 41% > direct patient care and engagement
- Non Value Added Time = 6.5 hours
  - Finding things – equipment, files, consumables
  - Completing administrative paperwork – rosters, policies, etc.
  - Walking back and forth – nurses station, store room
  - Locating doctors and other people in hospital
  - Looking for documents, forms, policies, etc.

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The Solution (co-designed)

Subsidiarity & Participation

- Nurse led solution workshops

- Visible support and freedom from leadership

Ideas generated

- Create mini-nurse stations with frequently used consumables and reference documents located close to assigned patients

- Clear out and reorganise store room

- Mark floor for placement of equipment and eventually implement Wi-Fi tracking

- Redesign workforce mix to match skills to tasks – more support staff

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The Results

3 months later…

- Available Time = 11 working hours

- Valued Added Time = 8 hours or 73% towards direct patient care and engagement

- Non Value Added Time = 3 hours
  - Reduced amount of movement
  - Reduce time finding things
  - Still difficult to chase VMOs
  - Longer lead time to redesign workforce
- Staff satisfaction increased

- Patient satisfaction increased

1 year later…

- Improvements sustained

- Workforce more engaged in further developing improvements

Connections between patient satisfaction, staff engagement, and quality

Employee engagement describes the level of emotional connection an employee feels for their organization, which influences them to exert greater discretionary effort to their work.*

Reported Relationships & Outcomes from Literature Review		
Effects of Higher Employee Engagement Levels on Employees	**Effects of Higher Employee Engagement & Satisfaction on Patients**	**Effects of Higher Employee Engagement/Satisfaction on Financial Performance**
• Improves employee productivity • Improves relationships with management • Reduces job stress • Increases employee satisfaction • Increases retention & turnover	• Improved care quality • Increased patient satisfaction • Increased patient loyalty	• Lower employee recruitment/retention and training costs • Higher patient loyalty to organization • Possibly lower costs related to the delivery of patient care (because of shorter patient stays)

*J. Peletier and J. Dahl, et al. Academia 2009 The Relationship Between Employee Satisfaction and Hospital Patient Experiences

Questions & Discussion

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Thank You

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