

The background of the slide features a blurred image of three healthcare professionals—two men and one woman—engaged in a collaborative discussion around a table. They appear to be in a clinical or office setting, with one man pointing at a document. The image is overlaid with a semi-transparent dark blue filter.

PRACTICING

EXCELLENCE

CONNECT 2022

UNIFY, COACH, CONNECT

LEADING TO ENGAGE:

The Power of Local Enablement and What Teams Want

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FOUNDER & CEO PRACTICING EXCELLENCE

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RETIRED ARMY LIEUTENANT GENERAL

ENGAGEMENT DEFINED

- “I’m staying here...”
- “I would recommend this place to my colleagues and friends...”
- “I will access my discretionary effort to help this place succeed...”
- “I will use my influence to engage those around me to pursue our purpose...”
- “This is everything I hoped for...”

HOW'S THAT GOING?

Approximately **20%** of care team members are actively engaged.

WHAT DO WE DO?

70% of a team's engagement is directly related to the individual who leads them.

YOUR RED/GREEN ENGAGEMENT CHALLENGE...

- Meet in groups of 4-6
- Team **GREEN**: Share the most powerful engagement actions you have taken that prompted you (or the teams you have led) to GO and actively participate in a goal.
- Team **RED**: Share the most dismal leader action you have seen and done that prompted the full disengagement of the team.
- We will give you 8 minutes to share and then we will debrief.

LET'S DEBRIEF

Team **GREEN**: Share the most powerful engagement actions you have taken that prompted you (or the teams you have led) to GO and actively participate in a goal.

Team **RED**: Share the most dismal leader action you have seen and done that prompted the full disengagement of the team.

SENTIMENTS OF ENGAGEMENT

I am being the
clinician I wanted
to be

I'm proud of who
I am and the
group I am part of

The quality of my
work life matters
here

I feel a sense of
belonging

My voice is heard

I feel valued

I see my future
here

I feel like I make
an impact

I am growing and
advancing in
things that matter
to me

I can step away
from work and
engage in other
things and people

Leaders have my
back

The purpose we
serve is bigger
than us

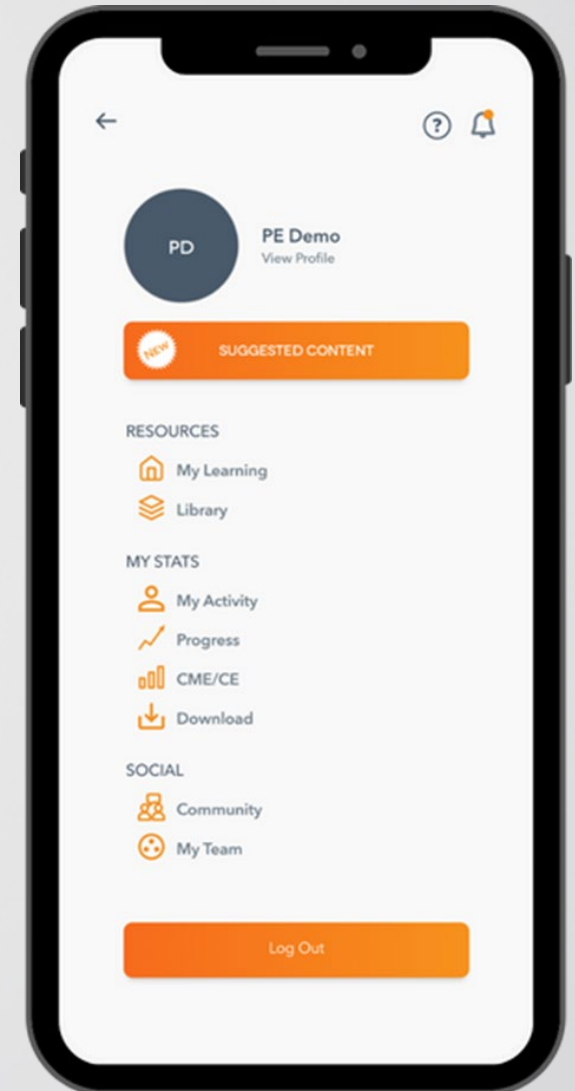
A group of diverse healthcare professionals, including doctors and nurses, are gathered around a table, looking at a tablet and discussing it. The image is overlaid with a semi-transparent white box containing text.

WHAT WE HEARD FROM ALL OF YOU

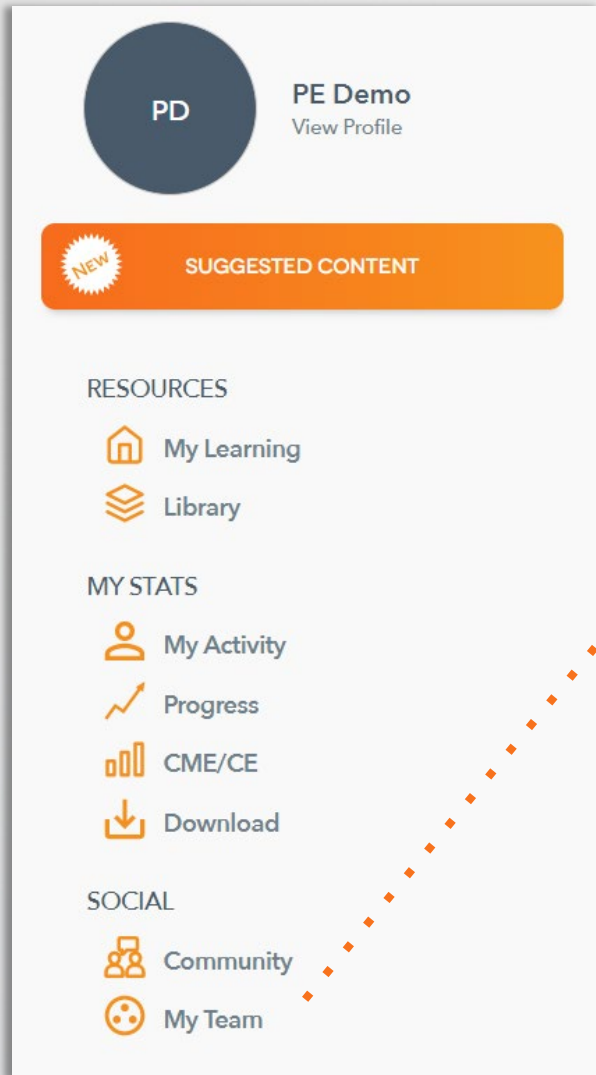
- Leaders yearn and struggle to align their local teams to organizational goals.
- Help our local leaders bring development to life where they are.
- We'd like to integrate coaching into our performance management, but that's a challenge.
- Build a more robust recognition path to honor participation and commitment to learning.

Based on your feedback, we enhanced the PE platform to offer the following:

- Opportunities for leaders to develop the teams they lead to build skills as a group
- Ways for leaders and teams to build a learning community
- Additional options for recognition

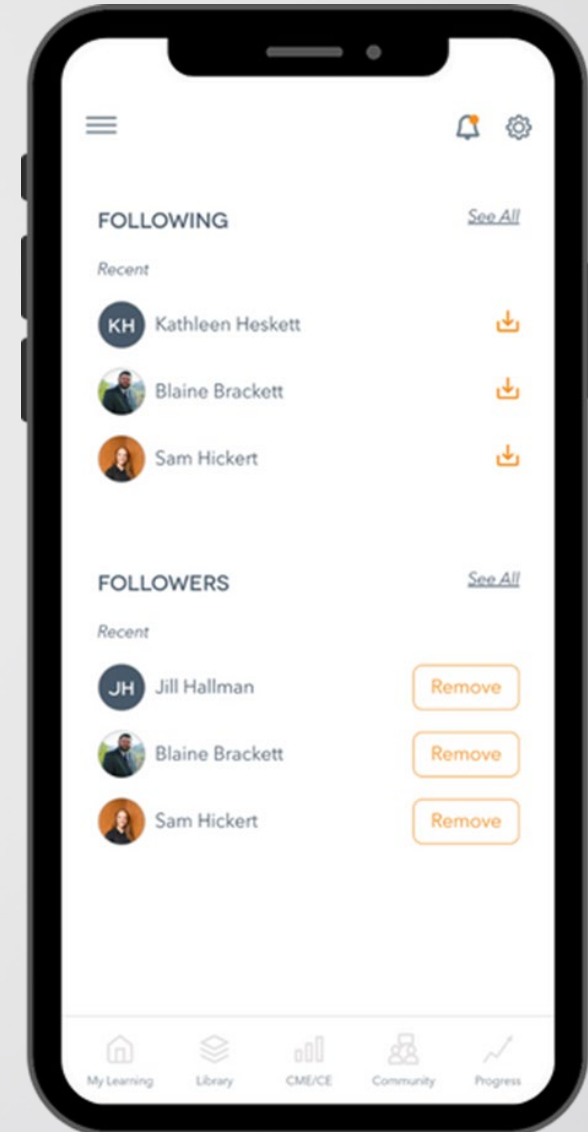


PRACTICING EXCELLENCE / New My Team



My Team

This section gives you the ability to search the Practicing Excellence community at your organization and build your team by following others and accepting those who follow you



PRACTICING *EXCELLENCE* / **New My Team – Benefits**

**Reinforces a
local learning
culture**

**Instills team
accountability**

**Promotes
focused team
development
opportunities**

**Improves leader
as coach activity**

**Enables local
coaching**

**Increases
recognition
opportunities**

**Accelerates
debrief stories of
skill application**

**Leverages
transparency to
optimize
participation**

PRACTICING EXCELLENCE / Recognition: Digital Badging

- PE is now partnering with *Credly* offering a new way to recognize participants
- Provides automated recognition/reward
- Celebrates the earner's certification achievement
- Certifies the earner's work and time spent for completion



PRACTICING EXCELLENCE / Digital Badging: Earners Sharing

 **Brandy Kottman** • 3rd+
Associate Director at Banner Health
2d • 

+ Follow ...

What a great course. Thankful that Banner provided nursing leaders with the opportunity to complete.



FOUNDATIONS OF NURSING LEADERSHIP CERTIFICATION

Foundations of Nursing Leadership Certification was issued by Practicing Excellence to Brandy Kottman.

credly.com • 1 min read

 **Hannah Messer (She/Her)**
Hospitalist Physician Assistant, PA-C

Licenses & certifications

 **Advanced Hospital Medicine Patient Experience Certification**
Practicing Excellence
Issued Sep 2022 · No Expiration Date

Show credential 

 **Aaditya Singhal** • 2nd
Harvard Medical School
2mo • 

+ Follow ...

View my verified achievement from Practicing Excellence.



LEADING THE PATIENT EXPERIENCE CERTIFICATION

Leading the Patient Experience Certification was issued by Practicing Excellence to Aaditya Singhal.

credly.com • 1 min read

Credly

PRACTICING EXCELLENCE / Digital Badging: What's Next?

- Q1 2023 – We will roll-out to all clients for all certification programs.
- More information and resources will be discussed in upcoming meetings with your Client Success team.





PRACTICING EXCELLENCE /

MARK HERTLING

RETIRED ARMY LIEUTENANT GENERAL

Lead Faculty: Leading to Engage Program
CNN National Security Analyst
Author of *Growing Physician Leaders*
Advent Health, SVP of Global Leadership
Practicing Excellence Lead Faculty Member,
Physician Leader Development



LEADING TO ENGAGE PROGRAM

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Leadership Elements... And The Engaged

ATTRIBUTES

I'm the leader I want to be

I'm proud of who I am and the group I am part of

I feel valued

BEHAVIORS

My voice is heard

I am growing and developing in ways that matter, and I'm helping my team do the same

I feel like I make a difference

INFLUENCE

I can step away from my profession and engage in other things and people

The quality of my work matters here

The purpose we serve is bigger than us

CONTEXT

I feel a sense of belonging

Other leaders have my back

I see my future here



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SIMILARITIES OF
LEADING
AND
ENGAGING
IN VERY
DIFFERENT
PROFESSIONS

A Reflection and A Challenge...

**Who lights your fire?
Whose fire are you lighting?**



LEADING TO ENGAGE PROGRAM

Leadership is about helping those you lead become their best. The skills in Leading to Engage provide insight and direction for developing effective leadership actions and behaviors.

The Leading to Engage Certification Program is a seven-part program and begins with **Parts One and Two.**

Five additional program parts will launch throughout 2023.

Parts One and Two: 4 skills and 20 tips

Part One:

- Introduction
- Four Elements of Leadership

Part Two:

- Character
- Personal Background
- Culture
- Values
- Mission and Vision

The program is accompanied by a Toolkit that includes tools and resources to effectively lead the Program, including email communication templates, group learning templates, and a Program workbook.

