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HOSPICE AND PALLIATIVE CARE

**Toolkit for New Leaders on
Coaching and Development**

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Objectives

- Define management, leadership, coaching and counseling
- Describe coaching and counseling staff
- Describe examples of coaching, counseling and performance improvement plans




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DISCLOSURE


None of the faculty for this educational activity have relevant financial relationship(s) to disclose with ineligible companies whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.

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Management

The activity or job of overseeing a company, organization, department, or team of employees.




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Management Duties

- Manages the teams of healthcare organizations
- Balances conflicting needs of multiple departments
- Ensures organization is compliant with current medical and legal regulations Examples: DOH, Joint Commission
- Process of accomplishing predetermined objectives through the effective use of human, financial and technical resources
- Middle managers responsible for managing teams or units within healthcare organization




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Management Responsibilities

- Coping with complexity
- Ensuring order and consistency
- Planning and budgeting
- Organizing and staffing to accomplish objectives
- Problem solving




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Leadership

The ability of an individual or a group of individuals to influence and guide followers or other members of an organization



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Leadership Duties

- Nurturing and delivering of change
- Setting the direction
- Developing and sharing a vision
- Aligning people
- Motivating and inspiring
- Capacity to lead
- Guides other people
- Communication
- Engagement

- Management and leadership functions may overlap

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Management/Leadership

- Managers are key to employee retention and engagement
- Utilize a coaching model
- Reinforce positive behaviors and deliver objective/corrective feedback to motivate change



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Leadership vs Management

<p>Leadership</p> <ul style="list-style-type: none"> • Nurturing and delivering of change • Setting the direction- Strategic • Developing and sharing a vision • Aligning people • Motivating and inspiring 	<p>Management</p> <ul style="list-style-type: none"> • Organizing and staffing to accomplish objectives • Problem solving • Ensuring order and consistency
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Core Competencies of a Leader

- Ability to communicate and inspire shared vision
- Self-reflection and awareness
- Willingness to share (successes, failures)
- Ability to operate under uncertainty
- Ability to adapt to change
- Demonstrate skills to help organizations move in the right direction
- Demonstrates Emotional Intelligence


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Emotional Intelligence

Emotional intelligence is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, and empathize with others

- Accept feedback well
- Accept responsibility
- Share your feelings with others
- Exhibit empathy
- Listen attentively
- Overcome challenges and diffuse conflicts



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When you think of Leaders, who comes to mind?

- What attributes does he or she have that make him or her a leader?
- How did they impact your management or leadership style?

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Exercise:

Interactive

- Name
- Years of management
- Describe your most influential leader
- What were their characteristic or actions that made you choose them?

Where do you stand?

- When you look in the mirror what manager or leader do you see?
- How do you describe your style?
- What helps you manage your stress?


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Choose six qualities that describe you

- | | |
|--|---|
| <ul style="list-style-type: none"> • Accurate • Supportive • Challenging • Compassionate • Dedicated • Efficient • Enthusiastic • High standards • Patient • Positive • Persuasive • Productive • Sense of humor • Trusting others • Curious • Fair • levelheaded | <ul style="list-style-type: none"> • Tolerant • Respectful • Adventurous • Assertive • Confident • Dependable • Energetic • Honest • Intelligent • People-oriented • Approachable • Goal-oriented • Rationale • Persistent • Practical • Trustworthy • Sensitive |
|--|---|


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Describe your Leadership style

Contemporary theories of leadership first began to focus on both traits and behaviors. Recently, there has been more of a focus on leadership styles, two of these being transactional and transformational.

Most recently the focus has shifted to the study of diversity in leadership and the need for more culturally reflective leadership.




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Types of Leadership

- Authoritarian
- Participative
- Delegative
- Transactional
- Transformational
- Paradoxical
- Adaptive
- Servant




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Transactional

- Focus on maintain the status quo
- Working within the existing organizational culture
- Relate to followers by exchanges/transactions
- Are reactive



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Characteristics of a Transformational Palliative Care Nurse Leader

- Promotes a positive work attitude
- Empathic and active listening
- Committed to the mission
- Shows patience with others
- Consistent between values and ethical conduct
- Empowers others to make decisions/change
- Creates a culture that is open to diverse ideas
- Recognizes and celebrates success of the work
- Resolves conflicts effectively

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Adaptive leader's toolkit

- Goal: Show how adaptive leadership (AL) boosts employee performance
- Builds self-efficacy → employees feel capable
- Promotes acceptance of change → smoother transitions
- Encourages innovation → creative problem-solving
- Findings: AL directly improves EP, and mediators make the effect stronger
- Takeaway for Leaders: Train in adaptive strategies

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How do you communicate?



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Subjective or Objective Language

<ul style="list-style-type: none"> • Subjective • Vague • Judgmental • Exaggerated • Adjectives • Inferences 	<ul style="list-style-type: none"> Objective Specific Neutral Accurate Verbs Behavioral /Results/Clear
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Communication

<ul style="list-style-type: none"> • Change the judgments to statements that describe specific behaviors • When you speak and write, make sure this is objective language, not subjective 	<ul style="list-style-type: none"> • What is behaviors of dedicated staff? • Cooperative • Participative • Creative ideas • Willingness to share • Concern for others
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Effective Feedback


<p>Positive Feedback</p> <ul style="list-style-type: none"> • Balanced • Well-timed • Behavioral • Realistic • Meaningful 	<ul style="list-style-type: none"> • Reinforce positive behaviors • Positive feedback fosters desired behaviors
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How to receive Feedback

- Actively listen
- Be open to suggestions
- Paraphrase to make sure you understand correctly
- Give feedback serious consideration
- Express appreciation
- Schedule a follow-up meeting
- Authentic communication
- Sensitivity towards others
- Given with care
- Well planned
- Individual feedback is just as important as team feedback



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Transformational

- Focus on change and communicate clear vision
- Address the needs and values of the organization
- Address the needs and values of followers
- Are proactive
- Categorized as a positive leadership, can increase employee's well being and enhance innovative work

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Stephen Covey's-7 Habits of Highly Effective Leaders

1. Be Proactive
2. Begin with the end in mind
3. Put First Things First
4. Think Win-Win
5. Synergize
6. Sharpen the Saw
7. Seek First To Understand, Then To Be Understood

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- How many managers think they spend a lot of time out of their week coaching employees?
- How many managers think they spend a lot of time out of their week counseling employees?
- How many managers have experience with terminating an employee?

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Coaching

The job or activity of providing training for people or helping to prepare them for something.

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Counseling


Professional guidance of the individual by utilizing psychological methods especially in collecting case history data, using various techniques of the personal interview, and testing interests and aptitudes

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Counseling

Professional assistance in coping with personal problems, including emotional, behavioral, vocational, marital, educational, rehabilitation, and life-stage (e.g., retirement) problems.



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Coaching

- Future focused
- Solution focused
- Outcomes driven
- Doesn't give advice, instead it leads the individual to find their own answers
- Asks: "How can you change?"
- Believes that the individual has the answers within
- Helps the individual find their own solutions to meet their goal

Counseling

- Past focused
- Problem focused
- Challenge/issue driven
- Gives advice, recommendations and directives, at times, forcefully
- States: Why you must change.
- The counselor has the answers
- Gives the individual a diagnosis and treatment or solution to fix the problem



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Counseling

Employee Name: _____ Position/Title: _____
Date: _____ Agency/Department: _____


COACHING/COUNSELING INTERVIEW RECORD

On _____ at _____ a counseling session was held to discuss the following:

1. The importance of documenting all telephone contacts, including follow up communication with the interdisciplinary team staff.
2. The need for complete and accurate documentation, including names, titles, dates and times.

On _____ a follow up session has been scheduled to discuss employee progress.

Supervisor's signature _____ Date _____




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Performance Checklist

What is the problem? / What is it due to?

- Unclear expectations
- Role confusion
- Lack of consequences
- Insufficient resources
- Overload of work
- Lack of competencies
- Outside personal stressors





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Ask yourself this question

- **Do you want to be a Boss or a Coach?**


- Leads by example
- Find reasons to see the strengths in others
- Celebrates and acknowledges staff
- Asks questions, listens and learns
- Encourage, support, praise in an authentic manner

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Think about which approach to take with staff performance




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Coaching Model

- State your purpose
- Describe the behavior
- Ask an open- ended question
- Listen and express understanding
- Get agreement on the problem
- Involve the employee in determining a solution
- Summarize and check for mutual understanding
- Set a follow -up date and plan




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Open-ended questions

- How can I help you?
- What tools do you need to perform your role?
- How can I help you be successful?
- Gain information by asking question

• "Seek First To Understand Then To Be Understood".
Stephen R. Covey




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Poor Performance

<ul style="list-style-type: none"> • Diagnose causes of poor performance • a. The cause of poor performance can be lack of ability when employee performance does not improve over time, despite clear evidence of willingness and strong effort. • b. If employee performance declines after previous evidence of success, the cause may be attributed to loss of motivation. 	<ul style="list-style-type: none"> • Performance Improvement Plan to Improve Motivation • a. There are five key interventions to take when employee performance declines after demonstrated success in the past. Counseling, close monitoring and regular feedback are essential in managing these efforts. Managers should record all performance improvement activities.
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Performance Improvement / Plan to Improve Motivation

- Reiterate expectations
- Communicate the importance of the role
- Provide performance assistance
- Reach agreement regarding the employee's ability to fulfill job requirements
- Agree on outcomes of continued poor performance including termination of employment

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Process Improvement Plan

Supervisor's Signature/Date _____
 Employee's Signature/Date _____
 Complete in detail, providing measurable outcomes and realistic due dates

Identified Issue or Problem	Planned Interventions	Measurable Outcome	Due Date(s)

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Hospital and Homecare


- DOH
- CHAP
- Joint Commission

• Sustainability and success are influenced by management and leadership in an organization or institution. Healthcare is highly regulated and for leaders to be successful, they need staff, resources, to serve as champions for change, and expertise. Leaders set the course for a healthy and safe workforce.

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“True leadership lies in guiding others to success. In ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well.”



Bill Owens

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Disciplinary Action

- Employee name
- Supervisor name
- Date of Incident or Occurrence(s)
- Agency/Department
- Reason for disciplinary action
 - Excessive Absence
 - Tardiness
 - Unprofessional conduct
 - Safety
 - Failure to follow policy/procedure
 - Breach of work rule
 - Other
- Prior disciplinary action(s) taken
- Detail of violation(s)

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Disciplinary Action Continued

I have read and understood the contents of this disciplinary action. **NOTE:** Signing this form means that this situation has been discussed. It doesn't necessarily mean agreement with the conclusions reached.

Employee: _____ Date: _____

Supervisor: _____ Date: _____

Any further violation the of above or any other organization rule/regulation or repeat of the specified inappropriate behavior may result in more serious disciplinary action up to and including termination.

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Acknowledging others

- Listen with interest
- Maintain confidentiality
- Build and nurture a relationship
- Earn their trust



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