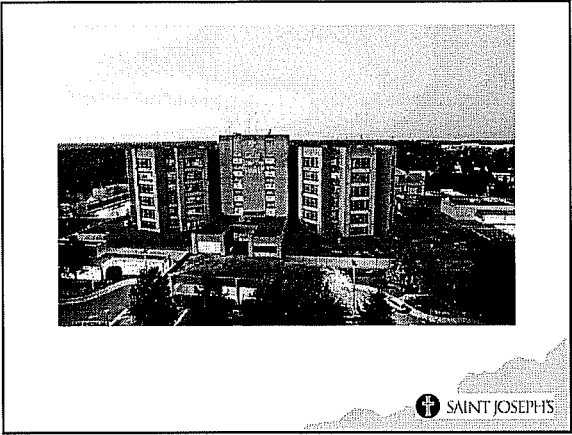


From Managing to Leading: A Learning Continuum

Joyce Dittmer, RN, BC, MSN



What is at the core of Saint Joseph's?

MISSION

S
E
R
V
I
C
E

Q
U
A
L
I
T
Y

P
E
O
P
L
E

F
I
N
A
N
C
E

G
R
O
W
T
H

VALUES IN PRACTICE

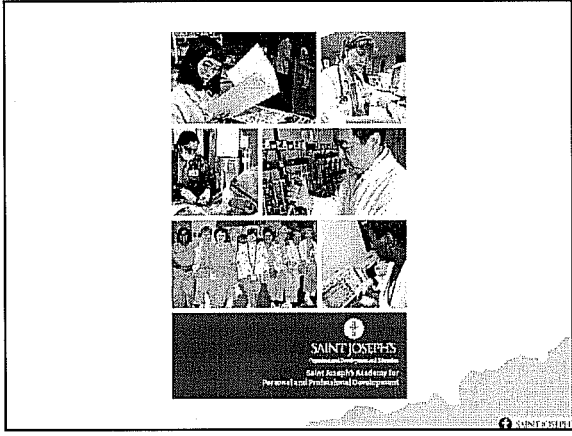


Table of Contents

Introduction	1
Why is this book written?	2
Organization of the book	3
Use of Learning Continuum	4
Copyright	5
Permissions	6
Disclaimer	7
Index	8

Mission

The mission of Saint Joseph's HealthCare is to provide exceptional care to the people of the region and to be a source of inspiration, growth and the opportunity to serve the people of the region. We are committed to the highest quality of care and the highest of goals for our patients and our community.

We are committed to the highest quality of care, including the highest quality of care for our patients and our community. We are committed to the highest quality of care and the highest of goals for our patients and our community.

Management Development

Management Development is a program of self-directed learning for managers from all levels within Saint Joseph's Health System. The program is designed to help managers develop the skills and knowledge necessary to succeed in their current positions and to prepare them for future leadership roles.

Program Objectives:

- Develop self-leadership skills
- Enhance communication skills
- Improve decision-making skills
- Develop problem-solving skills
- Enhance time management skills
- Develop conflict resolution skills
- Enhance team-building skills
- Develop strategic thinking skills
- Enhance financial literacy skills
- Develop project management skills
- Enhance customer service skills
- Develop change management skills
- Enhance risk management skills
- Develop innovation skills
- Enhance ethical decision-making skills
- Develop leadership skills
- Enhance organizational skills
- Develop interpersonal skills
- Enhance public speaking skills
- Develop negotiation skills
- Enhance writing skills
- Develop presentation skills
- Enhance networking skills
- Develop coaching skills
- Enhance mentoring skills
- Develop coaching skills
- Enhance mentoring skills

Management Development is a program of self-directed learning for managers from all levels within Saint Joseph's Health System. The program is designed to help managers develop the skills and knowledge necessary to succeed in their current positions and to prepare them for future leadership roles.

Individual Development Training

The Individual Development Training (IDT) program is a self-directed learning program for all employees. The program is designed to help employees develop the skills and knowledge necessary to succeed in their current positions and to prepare them for future leadership roles.

Program Objectives:

- Develop self-leadership skills
- Enhance communication skills
- Improve decision-making skills
- Develop problem-solving skills
- Enhance time management skills
- Develop conflict resolution skills
- Enhance team-building skills
- Develop strategic thinking skills
- Enhance financial literacy skills
- Develop project management skills
- Enhance customer service skills
- Develop change management skills
- Enhance risk management skills
- Develop innovation skills
- Enhance ethical decision-making skills
- Develop leadership skills
- Enhance organizational skills
- Develop interpersonal skills
- Enhance public speaking skills
- Develop negotiation skills
- Enhance writing skills
- Develop presentation skills
- Enhance networking skills
- Develop coaching skills
- Enhance mentoring skills

The Individual Development Training (IDT) program is a self-directed learning program for all employees. The program is designed to help employees develop the skills and knowledge necessary to succeed in their current positions and to prepare them for future leadership roles.

Management Orientation

- ◆ Checklist of departments/key contacts
- ◆ Appointments made within two week period
 - Time consuming if a lot of new managers
 - Appointments not always kept
 - Inconsistently done
 - Did not capture internal promotions

New Manager Orientation

- ◆ All management
- ◆ Held once/month for new management
- ◆ Two half days
- ◆ Invites sent from HR management report
- ◆ Very well received

Management Orientation Day 1

8:00am-8:30am	Leadership in Mission and Values, Diversity
8:30am-9:00am	Compliance for Management
9:00am-12:00pm	Human Resources (hiring, transfers, paperwork, position control, FMLA, employee health, etc.) (including a break)

Management Orientation Day 2

8:00am-8:15am	Education
8:15am-8:45am	Customer Feedback/Grievances
8:45am-9:00am	Security
9:00am-9:45am	Materials Management
9:45am-10:00am	Break
10:00am-11:00am	Finance, Budget, Account Payable
11:00am-12:15pm	Payroll

VALUES IN PRACTICE

New Leader Orientation

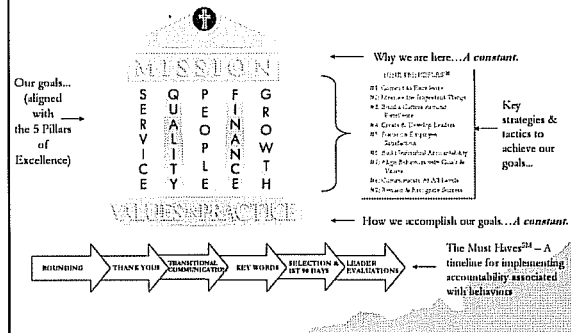
Saint Joseph's Health System

VIP New Leader Orientation

- ◆ What and why
- ◆ Service Excellence Teams and Team Leaders
- ◆ Core Values, Mission, Nine Principles, Six Must Haves
- ◆ New Leader's focus of VIP

SAINT JOSEPH

The Complete Picture



Pledge of Commitment

Values in Practice reflects a commitment to a culture of caring through excellence that we are all striving to achieve.

In my leadership role, I pledge to embrace and advance the VIP principles within Saint Josephs; to place people first and people (our patients and their families, our physicians and one another) at the center of what I do; and to do so while living out our Core Values.

Signature/Date

SAINT JOSEPH

Nursing Leadership Academy

- ◆ H Works: 360 assessment done with nursing managers
- ◆ Retention Officer
- ◆ Offered five times/year, four hours
- ◆ Includes Nursing Directors and Managers
- ◆ 2007: four times/year with follow up homework and test at end of module

SAINT JOSEPH

NLA Content

- ◆ Completed 18 modules thus far
- ◆ Developed three "levels"
- ◆ Level I: Associate, Strengthening Personal Leadership
- ◆ Level II: Master, Elevating Unit Performance
- ◆ Level III: Laureate, Contributing to Organizational Excellence

SAINT JOSEPH

Basic Management Development Curriculum

- ◆ In past offered twice/year, three half day classes
- ◆ Missed many management by the timing
- ◆ Divided content, offered twice/year, something every quarter
- ◆ Each day is 1-4 hours, varied

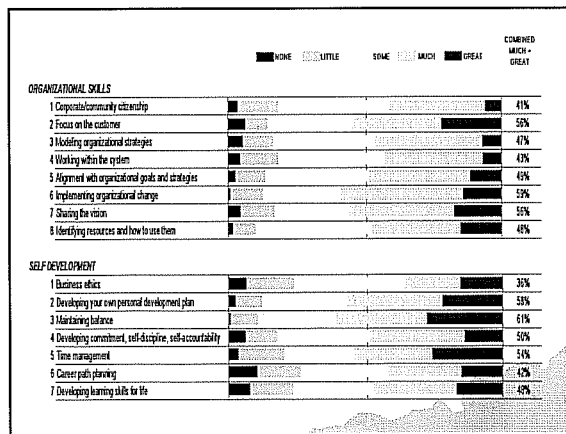
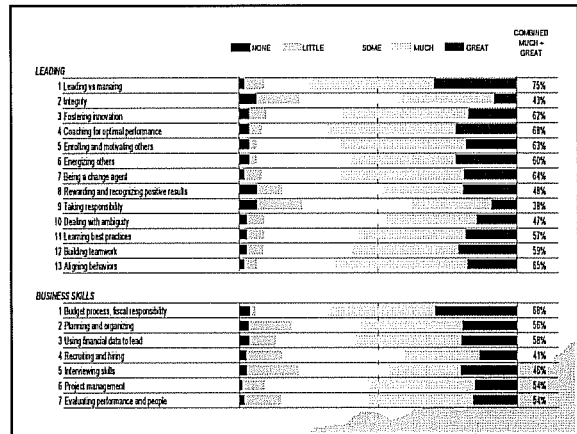
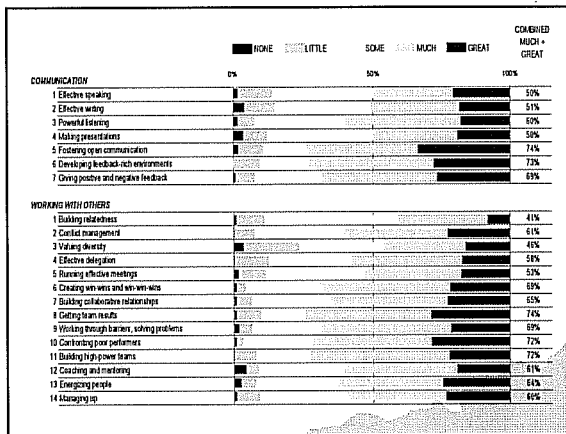
SAINT JOSEPH

Basic Management Development Curriculum 2006

First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Monthly Financials: Interactive Session January 26, 9-10:30am	Safety April 25, 9am-10am Annual mandatory in-services for management Elna Nemets	Descriptive and comparative statistics July 17, 10am-11:30am Rich Stephens	Finance Contest/Compensation
Performance Management February 16, 9am-10am Cynthia Okonkwo	Interview Skills June 15, 8:30am-9:30am Janette Johnson	Performance Management 7/24, 8am-9am Cynthia Okonkwo	Performance Appraisal
Understanding Benefits for your staff February 16, 10am-11am Vickie Morgan	Position control/Compensation June 15, 9:30am-10:30am Janette Lashly	HR: Forms and other regulations 7/24, 10:15am-11:15am Janette Lashly	Communication Skills for Management Success
Workplace Violence February 21, 9am-10am Cynthia Okonkwo	Performance Appraisal June 15, 10:45am-11:45am Janette Lashly	Harassment: How to recognize, what to do 7/24, 11:15am-12:15pm Cynthia Okonkwo	Delegation Skills
Harassment: How to recognize, what to do February 21, 10am-11am Cynthia Okonkwo	Work's Compensation June 23, 9:30am-10:30am Christine Jacobs	Understanding Monthly Financials July 10, 9am-10:30am, computer lab B Dina Balambecky Black	Disclosure of Medical Errors
Teamwork: What's Trust got to do with it March 7, 8am-9am Joyce Ottner	Disclosure of Medical Errors June 23, 10:30am-11:30am Renee Allison	Understanding Benefits for your staff 7/17, 9am-10am	Interview Skills
Planning March 7, 9am-10am Joe Nedley	Communication Skills for Management Success June 20, 9am-10am Joyce Ottner	Workplace Violence 7/24, 9am-10am Cynthia Okonkwo	Work's Compensation
Descriptive and Comparative Statistics March 8, 8:30am-10am Rich Stephens	Delegation Skills June 20, 10:15am-11:15am Joe Nedley		

VIP Leadership Development Team

- Comprised of two co-chairs and 8 members
- More comprehensive approach
- Began with a needs assessment for Directors and Managers
- Summary of needs assessment utilized for RFP
- Sent to 8 companies for comprehensive LD program



Farr Leadership Development

- Purpose: Concentration on self-awareness and how it impacts leadership
- Offered to Directors and Managers
 - 150, divided into 15 teams (no direct reports within each team)
 - Ten month process: 44 hours total class time
 - Senior management had 1:1 coaching every four-six weeks

Farr Leadership Development

- ◆ Began and ended with a 360 Leadership Impact Assessment (LIA)
- ◆ Three personality tests:
 - Myers Briggs
 - FIRO B
 - PRF
- ◆ Kick off session, 8 hours, received LIA and personality tests results
- ◆ Each monthly session, four hours

SAINT JOSEPH'S

Farr Leadership Development

- ◆ Each session:
 - opened with rounding for a review of homework
 - explored various concepts, models, techniques and tools for more effective leadership
 - ended with homework assignment designed to practice concepts learned

SAINT JOSEPH'S

Farr Leadership Development

- ◆ Entire process focused on three leadership tools:
 - Self Awareness
 - Self mindfulness
 - Self responsibility
 - ◆ Foundation for responses to the VIP leadership needs assessments and the LIA results from participants
- ◆ Three facilitators from Farr (two of which were psychologists, one senior vice president) conducted the sessions and did the senior management coaching

SAINT JOSEPH'S

Farr: Year 1 Summary

- ◆ "resounding success"
- ◆ Based on monthly evals, direct feedback, second LIA
- ◆ End of process eval confirmed the outcomes/beliefs
- ◆ One exception: some people were sorry not to have gotten "on board" sooner.

SAINT JOSEPH'S

Leadership Retreat

- ◆ Conclusion to a year of leadership development
- ◆ All senior management, directors and managers together off campus
- ◆ After group sessions, wanted to bring everyone together in a "fun" atmosphere
- ◆ Lunch, four hour session with outside speaker:
 - "Radical Leadership, Radical Change"
- ◆ "Best Retreat Ever" (4.8/5)

SAINT JOSEPH'S

Farr : Year 2

- ◆ Only 10 teams, focus on team building
- ◆ Quarterly, three hour sessions
- ◆ Each quarter, first class "Immersion Class" for "newbies"
- ◆ Two facilitators from Farr doing sessions
- ◆ Senior Management not participating this year

SAINT JOSEPH'S

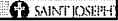
What about us?

- ◆ Farr only addressed senior management, directors and managers
- ◆ LD Team looked at other options for other management staff
- ◆ Had four DDI facilitators, trained six more
- ◆ Developed the Leadership Institute (DDI IM EX classes)



Leadership Institute

- ◆ Any management person can attend
- ◆ Any person Director feels could benefit can attend with Director's approval.
- ◆ Courses chosen based on feedback from Employee Satisfaction Survey
- ◆ Courses began in March, offered in months Farr sessions are not occurring
- ◆ Two facilitators co-teach, 3 hour sessions
- ◆ Two courses completed thru June
- ◆ Certificate from Leadership Institute after all six courses completed.



Leadership Institute
2006 Educational Programs
for Excellence in Management

Saint Joseph's Academy for
Personal and Professional Development



Leadership Institute

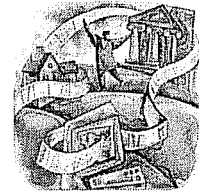
Saint Joseph's is a great place to work because the leadership team values ongoing training. The management team is expected to continue personal leadership development by participating in the 2006 Leadership Institute. The curriculum has been selected in response to feedback in the employee satisfaction survey. Attendance in these programs should be incorporated into your goals and your employee satisfaction action plan.

With director approval, non-management staff with leadership potential may attend. (Send them as a reward!)

Leaders who participate in all of the courses this year will receive special recognition at the end of the year.

A variety of course dates & times will be offered throughout the year. Organizational Development & Education Department Check the Health System Announcement emails, Intranet postings, and flyers posted in the hallway outside the Organizational Development & Education Department.

For more information, please contact Organizational Development & Education Department at 404-851-7025 or kcyras@sjha.org



SAINT JOSEPH'S

LEADERSHIP INSTITUTE COURSE OFFERINGS

- LI 101 Leadership Essentials
- LI 102 Coaching for Success
- LI 103 Coaching For Improvement
- LI 104 Managing Performance Problems
- LI 105 Building An Environment Of Trust
- LI 106 Resolving Conflict

Courses To Come:

- LI 107 Influential Leadership
- LI 108 Retaining Talent
- LI 109 Supporting Leadership Development
- LI 110 Getting Started As A New Leader



2006 Leadership Institute

L101: Leadership Essentials

101: Leadership Essentials

COURSE DESCRIPTION:

This course is the foundation for all upcoming Leadership courses. This course teaches leaders how to get results through people. During the course, you will attain the tools necessary for a successful "Leadership Journey". Discover seven leadership imperatives key to meeting today's challenges and realize your role as a catalyst leader who inspires others to act.

DO YOU FACE ANY OF THESE ISSUES?

- Do you need a refresher for basic leadership skills?
- Do you need to motivate others to take action?
- Do you need to accomplish more in less time?

COURSE OBJECTIVES:

- Multiply your effectiveness by motivating your team
- Help others be more effective
- Enhance interpersonal relationships
- Provide feedback that others are willing to accept & are able to act upon

COMPETENCIES:

- Building strategic working relationships
- Communication
- Gaining commitment

TARGET AUDIENCE:

- Directors, managers, supervisors, coordinators, etc.
- In support of succession planning, directors can nominate their informal leaders or "rising stars" and award them with this opportunity to develop their skills

PREREQUISITES:

None. This is the foundation course for all other courses.

YOU MUST ATTEND THIS COURSE TO ATTEND ANY OF THE OTHERS IN THIS SERIES.

DATES / TIMES:

Several dates offered in February & March

Watch the Health System Announcement emails and Intranet postings
Flyers will be posted in the hallway outside the Organizational Development & Education Department

LENGTH:

3 hours

CLASS SIZE:

20

LOCATION:

Central Education Center Classrooms





Title:
LI 101- Leadership Essentials
Please register:

Name: _____
Title: _____
Dept: _____ Phone: _____
Director Approval: _____

Select date & time:

<input type="radio"/>	February 27	8 - 11am	Classroom 1
<input type="radio"/>	February 27	1 - 4pm	Classroom 1
<input type="radio"/>	March 1	8 - 11am	Classroom 2
<input type="radio"/>	March 3	8 - 11am	Classroom 3
<input type="radio"/>	March 8	1 - 4pm	Classroom 1
<input type="radio"/>	March 9	8 - 11am	PIP Classroom
<input type="radio"/>	March 9	1 - 4pm	PIP Classroom
<input type="radio"/>	March 13	8 - 11am	Classroom 3
<input type="radio"/>	March 13	1 - 4pm	Classroom 3

Return to:

Organizational Development & Educational Services
via interoffice mail or fax to 404-851-7406

Succession Planning

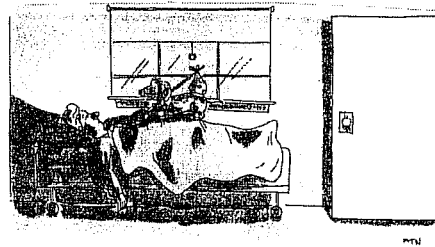
- ◆ Early stages
- ◆ Establish leadership skills and competencies
- ◆ Identify potential leaders
- ◆ Immerse into leadership development programs
- ◆ Provide 1:1 mentoring

What is the ROI?



Teaching versus learning

It's just something you gotta do!



"Thank you for teaching me to fetch and roll over, but these are not skills that will help me in the long run."

Questions?

