NHA & BELLEVUE UNIVERSITY

ANALYZING PERFORMANCE ISSUES

Management & Leadership Development

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LYF Coaching & Development

TODAY'S OBJECTIVES

01

Importance of Analyzing Performance

02

Identify & Assess Common Performance Issues

03

Develop Systematic Approach to Diagnose and Treat

04

Apply Effective Communication & Feedback

05

Implement Strategies to Create Supportive & Motivating Environment

06

Develop Action Plans to Monitor Progress & Measure Success + Motivation

PART I

Understanding Performance Issues

THE IMPACT

What is the difference between Employee Performance and Employee Engagement?

How do Employee Performance Issues and Employee Engagement <u>impact</u>:
  - **Organization Outcomes?**
  - **Individuals?**
  - **Leaders within the Organization?**

Examples: decreased productivity, low morale, increased errors, compromised patient safety

What else have you seen or experienced?

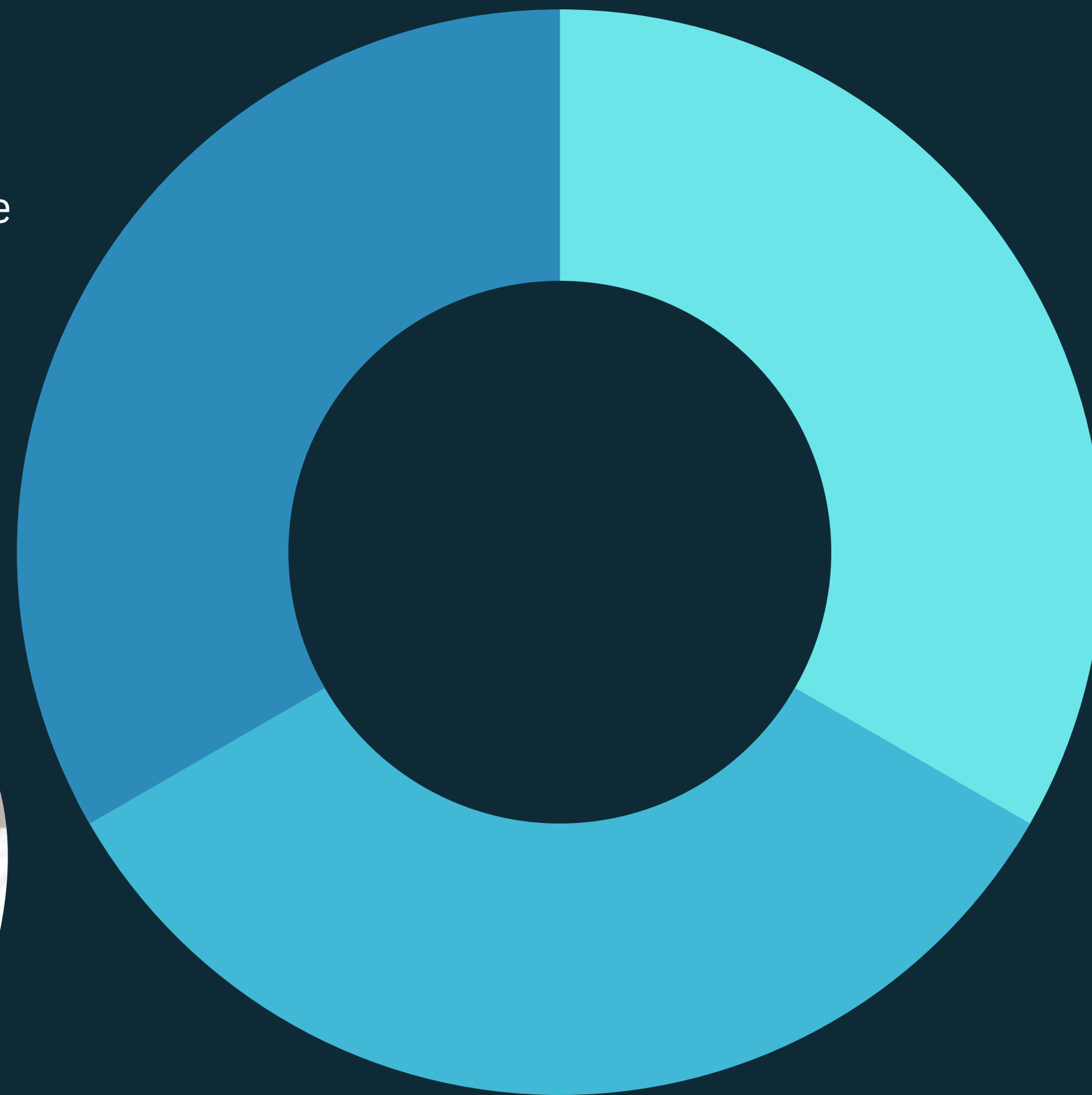What's your current primary concern regarding employee performance?

Who's responsible for communicating expectations?

Who's responsible for improving performance?

PART II

Identify & Assess Common Performance Issues

COMMON ISSUES IN HEALTHCARE

Communication Breakdowns
Resistance to Change
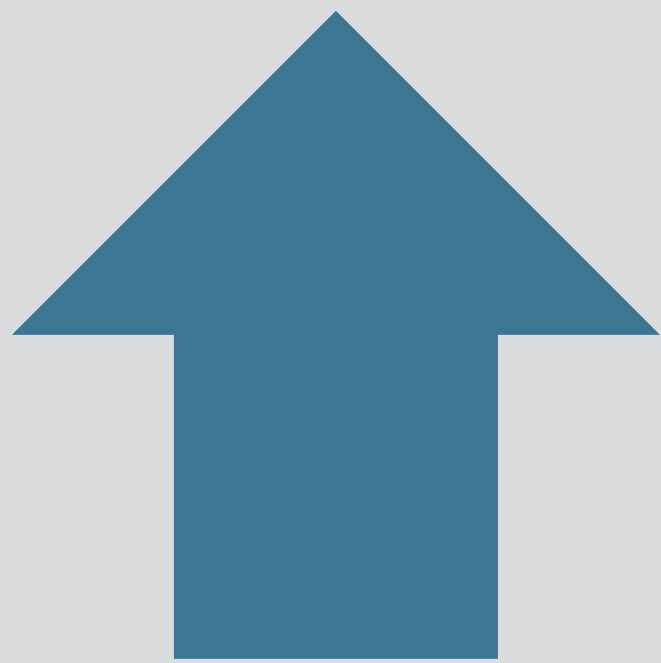**Burnout**
Lack of Accountability

BEHAVIORAL

SKILL-BASED

MOTIVATIONAL

EXPLORING UNDERLYING CAUSES

Root Cause Analysis – The 5 Why's

Who's responsible for communicating expectations?

Who's responsible for improving performance?

DIAGNOSIS VS. SYMPTOMS

POSSILBE UNDERLYING ISSUES

- **Inadequate Training**
- **Unclear Expectations**
- **Lack of Resources / Application of Resources**
- **Leadership Concerns**

EXTERNAL

- **Industry Challenges**
- **Workload Demands**
- **Organizational Culture**

DISCREPANCY VS. DEFICIENCY

PERFORMANCE DISCREPANCY CLUES

A. They don't know what's expected of them
B. They don't get feedback about quality
C. They're punished when they do it right
D. They're rewarded when they do it wrong
E. They're ignored whether they do it right or not
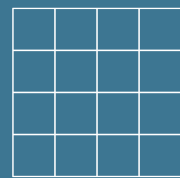F. They don't know how to do it

Analyzing Performance Case Study

PART III

The Role of Data in Analyzing
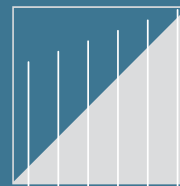Performance Issues

FEELINGS ARE NOT FACTS

What are you measuring?

What data do you need to gather?

Provides objective insight and supports evidence-based decision-making

How will you track, review, and analyze the data?

KEY PERFORMANCE INDICATIORS (KPI'S)

Common KPIs in Healthcare Settings:

- Employee Engagement Surveys
- Patient Satisfaction Scores
- Error Rates
- Productivity Measures
- Readmission Rates
- Employee Turnover

LEARNING FROM THE DATA

Trend Analysis: Examining performance data over time to identify patterns and trends.

Comparative Analysis: Comparting performance metrics across different units, teams, or time periods.

Root Cause Analysis: Utilizing tools like fishbone diagrams or the "5 Whys" to identify underlying causes of performance issues
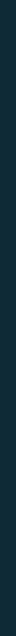
COMMUNICATING THE FINDINGS

Utilize visualization techniques to share the data

CASE STUDY
DATA ANAYSIS

PART IV

Effective Communication & Feedback

COMMUNICATION

What does that mean to you?

Your supervisor?

Your employees?

TECHNQUES FOR EFFECTIVE COMMUNICATION

Active Listening

Nonverbal Communication

Clarity & Transparency

FEEDBACK

- Be Specific, Timely, and Focused on Behaviors – Not Personality Traits
- Feedback Sandwich Method (Positive – Feedback – Positive)
- Use Positive Reinforcement

What is the link between feedback & performance?

CULTURE FOR SAFE FEEBACK

How comfortable do you feel giving feedback?

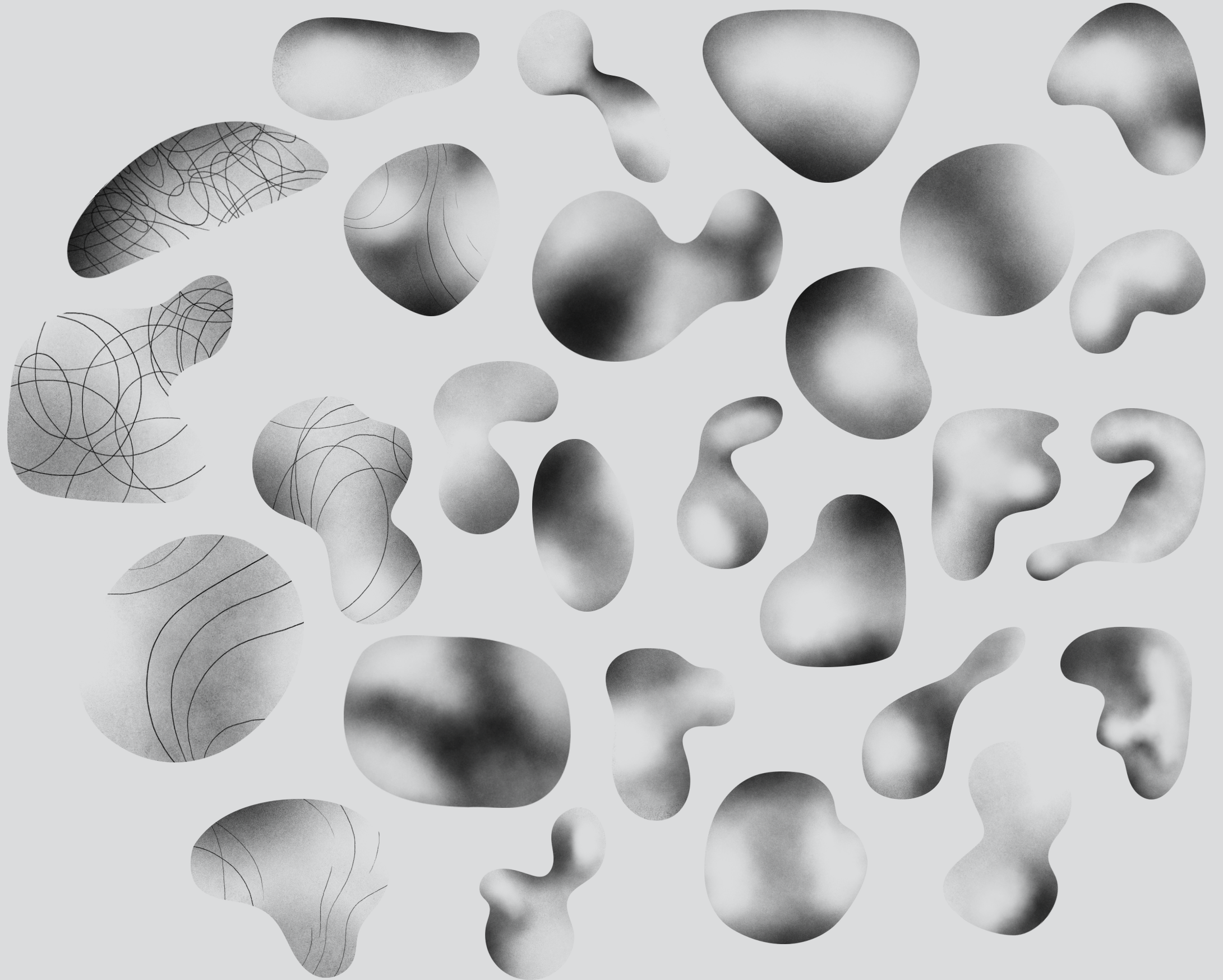How do you receive feedback?

How do you ensure emotional safety while giving feedback?

What positive experiences have you had with feedback – giving / receiving?

What causes us to not give feedback effectively or not at all? What is the cost?

How can we improve in both offering and receiving feedback?

ROLE PLAY
SCENARIOS

PART V

Implement Strategies to Create
Supportive & Motivating Environment

CREATING A SUPPORTIVE & MOTIVATING WORK ENVIRONMENT

Think of someone you worked for that supported and motivated you ...

What qualities did they have and how did they make you feel?

Think of someone you worked for that did not support or motivate you ...

What qualities did they have and how did they make you feel?

Which of these characteristics have you adapted in your own leadership style?

Foster Employee Engagement, Satisfaction & Performance
Positive Impact: Motivating Work Environment for Employee Well-Being & Retention

STRATEGIES TO CREATE A SUPPORTIVE WORK ENVIRONMENT AS A LEADER

- Begin with the End in Mind: what are the desired results/outcomes?
- Establish Clear Expectations: give a sense of purpose and direction
- Encourage Open Communication: to create trust, collaboration, and openness
- Empower Employees: delegate authority, provide decision-making opportunities, promote autonomy
- Promote Work-Life Balance: flexible scheduling, wellness programs, EAPs
- Generate Innovative Solutions: how can a process be improved?
- Understand Business Operations: how do other departments run?

How can you Recognize High Performers?
What do they DO Differently?

EXECUTION: A discipline integral to strategy
What Gaps Exist Between Performance & Execution?

PROMOTE CONTINUOUS GROWTH & DEVELOPMENT

Provide Learning Opportunities

Implement Mentorship & Coaching

Create a Culture of Learning & Growth

Provide clear feedback and collaborative goal-setting

PART VI

Develop Action Plans to Monitor Progress & Measure Success + Motivation

THE GIFT OF ACTION PLANS

- **Accountability**
- **Tracking to Collect Data**
- **Identifying Challenges (IDS)**
- **Celebrating Successes**

THREE CORE PROCESSES

01   **The People Process**

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02   **The Strategy Process**
*Corporate*Divisional*Functional

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03   **The Operations Process**
*Where's the Disconnect
Between Operations & Strategy

COMPONENTS OF AN EFFECTIVE ACTION PLAN

- **Clearly Defined Goals & Objectives**

- **Priorities**

- **Specific Action Steps with Responsibilities & Timelines**

- **Accessibility of Resources**

- **Determine Method for Tracking Progress & Measuring Success**

CHOOSE APPROPRIATE MONITORING METHODS AND TOOLS

Regular Progress Meetings / Check-Ins

Data Collection & Analysis Method (KPIs, Rocks)

Surveys

Communicating Feedback

SAMPLE ACTION PLAN TEMPLATE

MOTIVATING PERFORMANCE

How do Leaders Motivate their Employees?

T/F – A Happy Employee is a Productive Employee

Does Money Motivate??

MOTIVATIONAL THEORIES

- Maslow's Hierarchy of Needs
- Herzberg's 2-Factor Theory
- Expectancy Theory

Maslow's hierarchy of needs

Herzberg's 2-Factor Theory

Motivating Factors

- ✔ Achievement
- ✔ Recognition
- ✔ The work itself
- ✔ Job advancement opportunities
- ✔ Growth opportunities

Hygiene Factors

- ✔ Relationship with peers
- ✔ Company policies
- ✔ Physical workspace
- ✔ Working conditions
- ✔ Salary
- ✔ Status
- ✔ Security
- ✔ Supervision

Expectancy Theory
Desire vs. Likelihood

- Employees work for a variety of reasons
- These reasons, or expected outcomes, may change over time
- It's necessary to clearly show employees how they can attain the outcome they desire

Daniel Pink on Motivation Link: https://www.youtube.com/watch?v=u6XAPnuFjJc

[Motivation Video](https://www.youtube.com/watch?v=u6XAPnuFjJc)

QUESTIONS / COMMENTS

THANK YOU!

Nicole Winkler, Executive Coach

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