



LTC Shared Governance: Are We Ready? Lasso the Transformational Leader!

**DEBRA HAGERTY DNP, NHA, CDP, ADDCT,
LBSW, CDONA, FACDONA**

OBJECTIVES

1. The learner will be able to identify 2 characteristics of shared governance management style.

2. The learner will identify 2 characteristics of an effective practice team.

3. The learner will describe 2 characteristics of a Transformational Leader

Premise for Today

- **Shared Governance is a Bold Leadership Practice**
- **Challenge is not about learning new Shared Governance and transformational leadership skills!**
- **Using the skills we have in the face of pressures, complexity of care, uncertainty, volatility and ambiguity in work areas.**

You have Skills for Transformation

- ▶ **Stress pulls us out of our own civil valued behavior**
- ▶ **We succumb to Counterproductive behavior under stress**

Stress-Conflict-Complexity

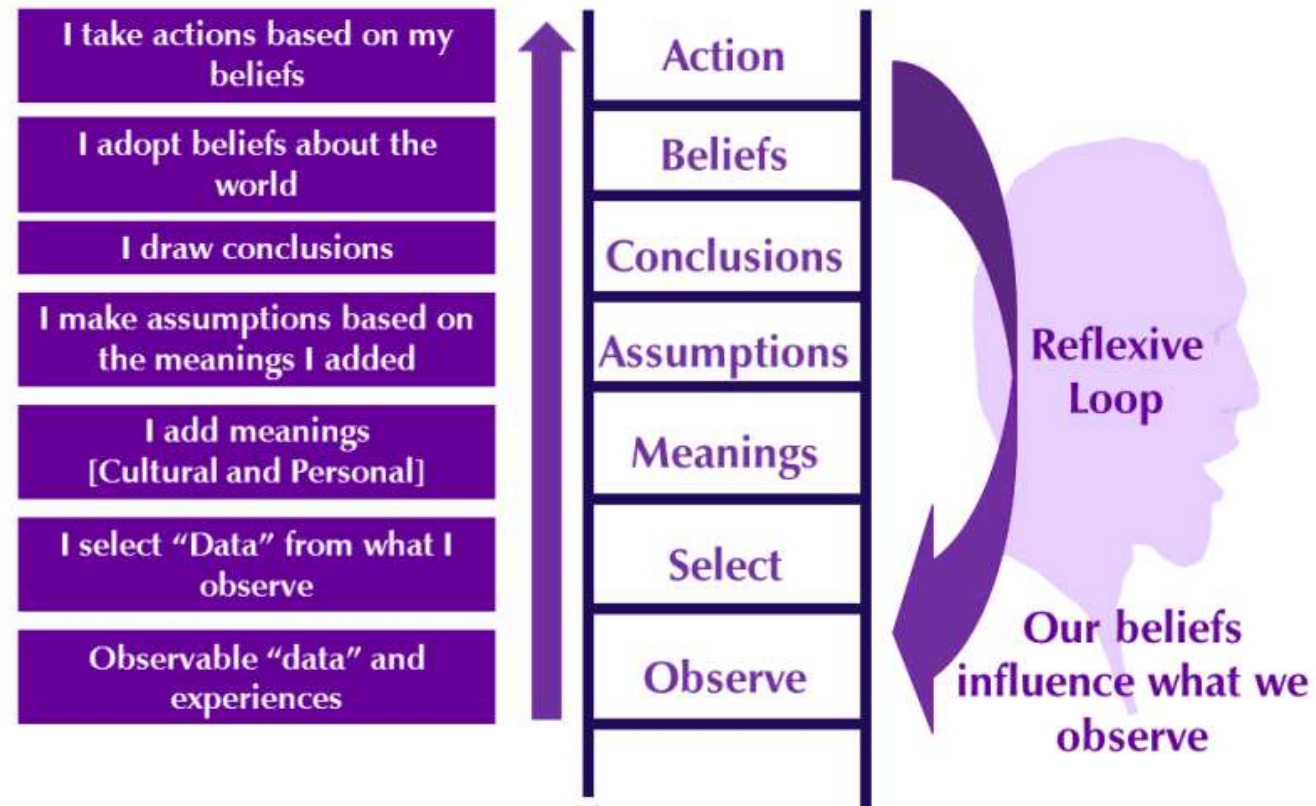
- ▶ **Temporary degradation of our skills due to complexity and stress**
- ▶ **Frequent misunderstandings based on Poor Judgement and Assumptions**

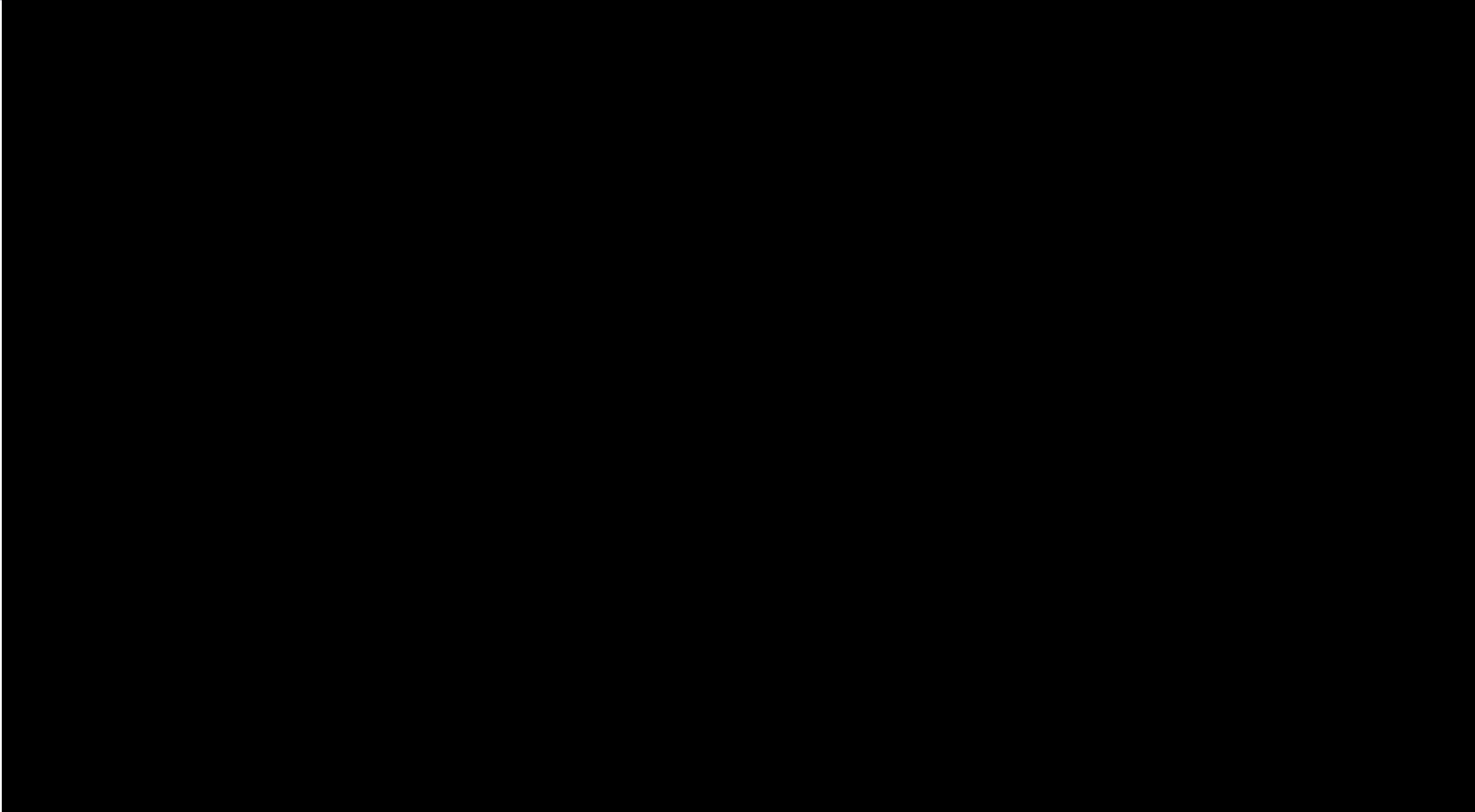
Take 1 Minute and Discuss

- ▶ **Who gets you riled up in your facility environment?**
- ▶ **Family**
- ▶ **Employee**
- ▶ **Resident**

From Observation to Belief

The Ladder of Inference





Moving Toward a Relational Partnership

BENEFITS

Hierarchy

Independence

Hierarchical relationship

Parallel Functioning

Medical Plan

Resisting Change

Competing

Indirect communication

Relational Partnership

Interdependence

Collegial relationship

Team Functioning

Patient's Plan

Leading Change

Partnering

Direct Communication

Shared Governance Recognizes Multifaceted Challenges

- ▶ **1. Involve patients and families in the design of care**
- ▶ **2. Reliably meeting patient's needs and preferences**
- ▶ **3. Participating in informed shared decision-making**

Shared Governance Structures

- ▶ **Staff members are responsible, accountable and have authority over all decisions related to professional practice.**

(Practice Quality and Competence)

HOW TO START

- ▶ **Frontline staff members are elected to positions they hold in the shared structure by their peers rather than appointed by management**

Shared Governance Implementation

- ▶ **Implement facility wide or department wide**
- ▶ **Not at the Unit by Unit or Practice microsystem level due to Silo creation.**

Transformational Components of Leadership

- ▶ **1. Individual Considerations**
- ▶ **2. Intellectual Stimulation**
- ▶ **3. Inspirational Motivation**
- ▶ **4. Idealized Influence**

Individualized Considerations

- ▶ **Knowing the employees and being aware of family issues**
- ▶ **Showing concern for employee's needs**

Intellectual Stimulation

- ▶ **Encouraging employee creativity, problem solving and learning**
-
- ▶ **Providing opportunities for creativity, problem solving and learning.**

Inspirational Motivation

- ▶ **Encouraging employees to do their best**
- ▶ **Recognizing quality work performance**

Idealized Influence

- ▶ **Acting as a role model**
- ▶ **Demonstrating desirable behaviors**

Why Transformational Not Transactional

- ▶ **Transactional works with Carrot and Stick and Rewards and Punishments**
- ▶ **After a decent wage is paid, money is not a driver**

Intrinsic Motivation

Employees

- ▶ **Employees work best when they have intrinsic motivation:**
- ▶ **I care about what I do**
- ▶ **It is important to me-It Matters**
- ▶ **I see and feel apart of the Vision**

Develop Motivation by Talking About the Issue

- ▶ **1. Do they understand change**
- ▶ **2. How does it impact them at work**
- ▶ **3. What help do they need**
- ▶ **4. Can they have a choice about the start, way to get there?**

Compliance Based Transaction Does Not Work in Complex Tasks



Intrinsic Not Extrinsic Motivation Supports Transformation

- **Extrinsic motivation is not an effective way to manage complex human enterprises.**
- **Rewards may not work!**

Relationships are Key to Intrinsic Motivation

- ▶ **Supporting Staff Through Encouragement**
- ▶ **Team Building**
- ▶ **Collaboration**
- ▶ **Share Governance Vision**

Employee Retention and Satisfaction

- ▶ **No body wants to be fixed**
- ▶ **Differences/conflict may seem like someone is a problem**

Orient to the Vision

- ▶ **Employee conflict has a tendency to be seductive = Tactical Leader**
- ▶ **Depersonalize the issue and share ideas, and communicate understanding of how to reach the goal.**

Depersonalize the Goals and Vision

- ▶ **Where do you want to go?**
- ▶ **How does the Shared Governance Team get there?**

Name Calling Personality Labels



Search ID: 1lan1056

"I prefer the term 'whistleblower' to tattletale."



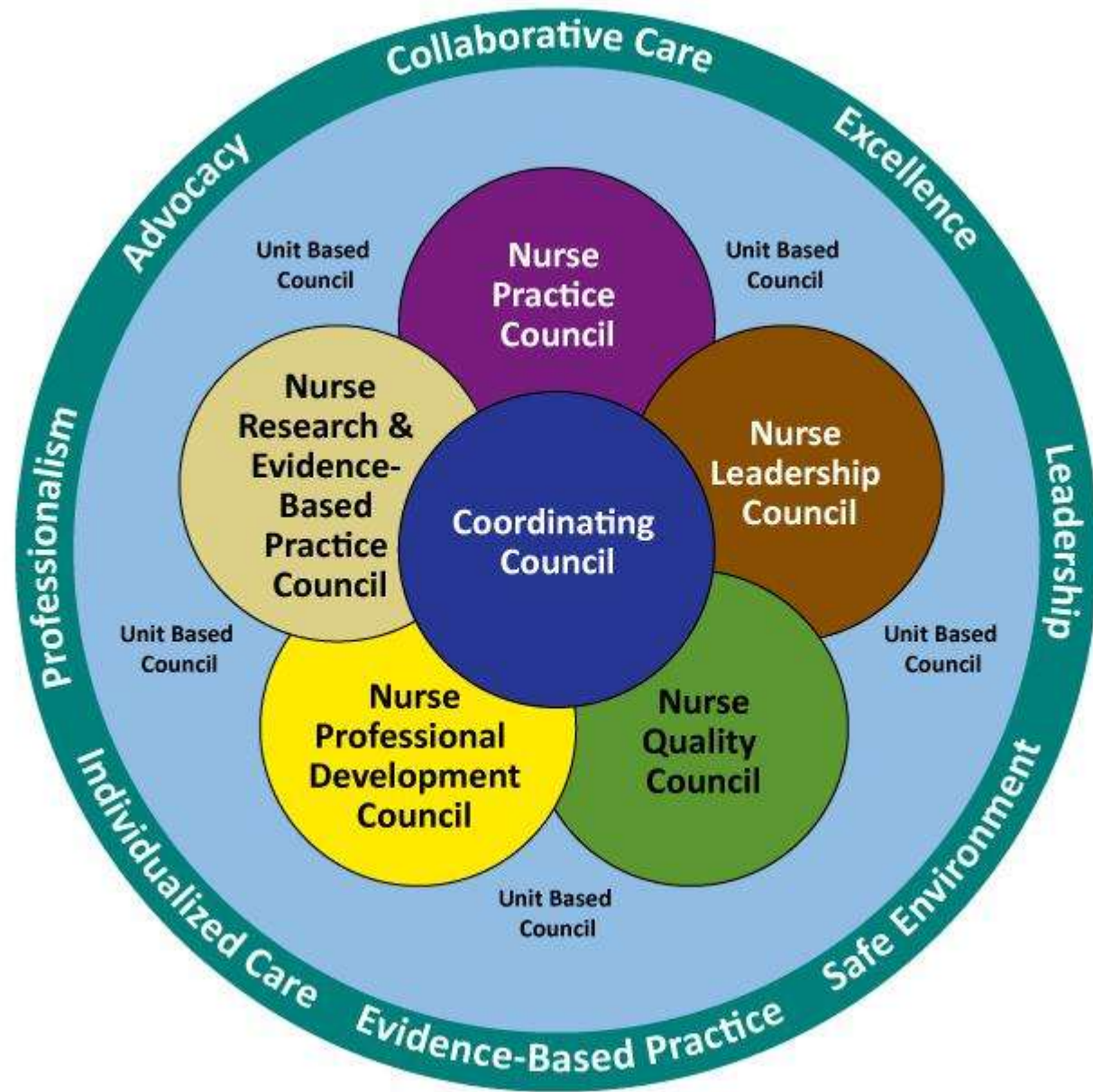
Search ID: ggm071220

Take 1 Minute and Discuss

**Have you ever called a staff member
Passive Aggressive? Called them a name?**

**Have you thought of a staff member as
intentionally non-compliant?**

What is a solution??





Collaborative Environment for Patient Care

- ▶ Addresses the need to engage and empower people
- ▶ Associated with good management
- ▶ Requires Staff Driven Decision-making

Normal Stress

- **Pulls us out of our best skills into**
- **Counterproductive behaviors**
- **Normal at times**

Autonomic Stress Response

- **Hardwired into our humanness.**
- **Experience and skill do not protect us**
- **Stress factors cause us to act counter productive, Pull us from using our best skills!**

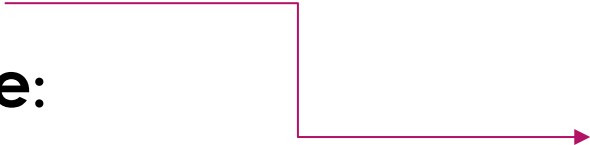
Unprofessional Behaviors

- **Counterproductive**
- **Happens no matter how skilled, smart, or experienced we are.**
- **We Do not See how we appear to the staff.**

Starting point is looking at things the way they are!!

What seems like:

- **Personality Issues**
- **Lack of Skills**
- **Not caring**
- **Severe Dysfunction**



Situational factors
Temporary Degradation of Skills
Due to Complexity and Stress

What Employees Care About

- ▶ **25,000,000**
- ▶ **Someone cares about me as a person.**
- ▶ **My opinion seems to count.**



▶ **115,000 employees Valued**

▶ **An open and trusting environment that allows:**

▶ **“I don’t know.”**

“I don’t understand.”

“I don’t agree.”

“I have an idea.”



**Judgment, blame,
Personality diagnoses**

Pushing ideas or withdrawal into silence

Unbalanced participation



**Personal accountability,
What's working and
not working**

**Joint exploration of all
ideas**

Balanced participation



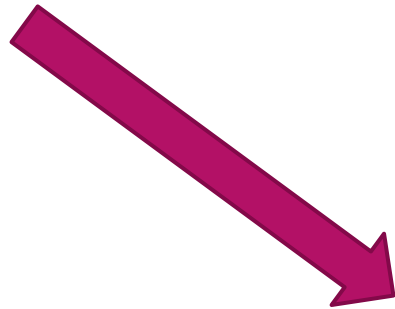
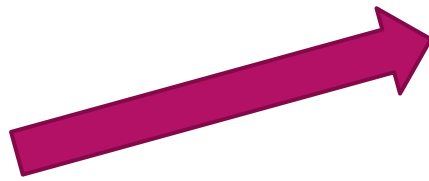
Stuck in conflict or no conflict

Decisions premature or delayed



Conflict surfaced and managed

**Balanced dialogue
and decision making**



Reptilian Brain

Framework for Transformation

- ▶ **Active Listening**
- ▶ **Active Telling and**
- ▶ **Checking Understanding**

Practice



Transform and others will
Transform

