



EHSSSENTIALS 2017

Environmental, Health & Safety Symposium for Healthcare

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Managing High Performing EHS Teams

Recruiting, Coaching, and Retaining Success

Elise Condie, M.S., CPE
BSI EHS Services and Solutions



EHSSSENTIALS 2017

Environmental, Health & Safety Symposium for Healthcare

Today's outline

- It is extra hard to be a manager- an EHS manager- in healthcare no less
- How do you design and build a high performing team?
- Who do we look for to join this team?
- How do we interview them to make sure they are right?
- Onboarding staff to help them be successful
- Delegating and assigning work
- Performance management and effective 1:1s
- Coaching and counselling
- Retention planning

Sometimes being the EH&S manager sucks

- Small team
- 'E' HS for Everything
- Organizational knowledge is king
- Healthcare likes a specific personality type - that, as the leader, you are expected to provide
- Team needs to know all about safety, culture, environment, IH, ergo, hazmat, clinical safety.... The list goes on

You need a strategic plan

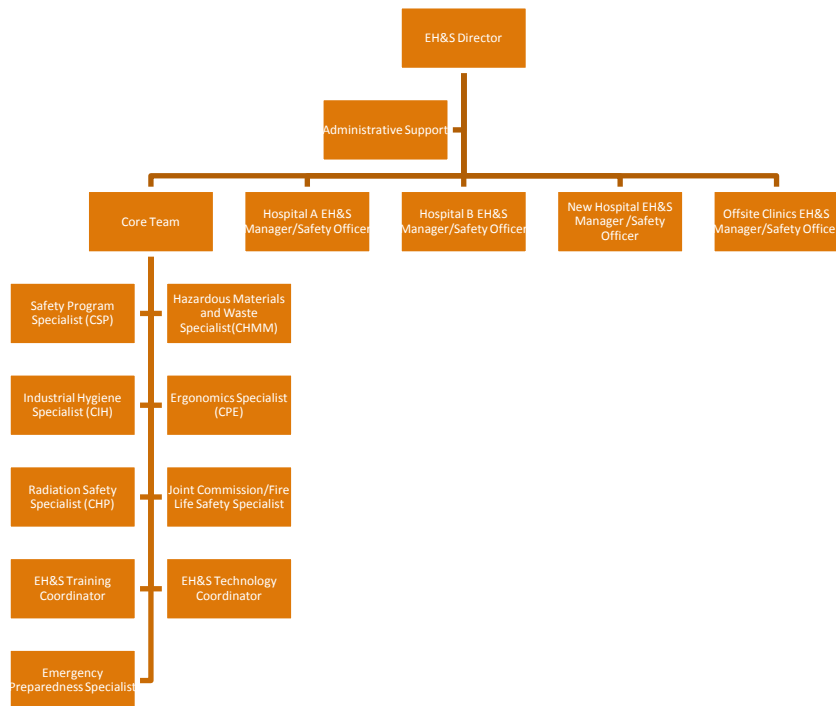
- Then you can work out who / what roles you need on your team



Organizational design: considerations

- What work needs to be done?
- What skills do you need to get this work completed?
- Is it concentrated in one area or can you spread it across many disciplines?
- The work may change as the overall org strategy and design changes

Example org chart as part of a strategic plan



Who do we look for?

- Healthcare experience? What does this really mean? TJC exposure? Clinical knowledge?
- Is safety experience or healthcare experience more useful/powerful?
- How much 'on the job' training are you willing to provide? Healthcare specific or technical safety training?
- Qualifications: some teams require a Bachelor degree at minimum
- Encourage your team to reach out to their network - referrals are powerful

Personal attributes

Quick learning

Abstractions

Communication

Planning

Delegation

Self awareness

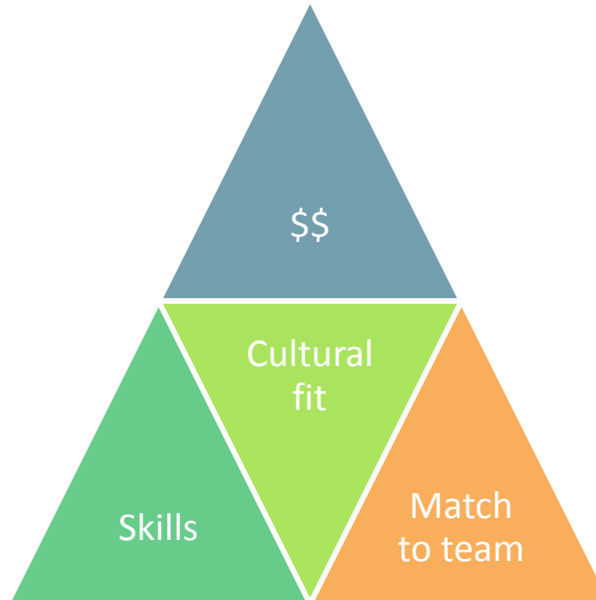
Follow through

Interpersonal
skills/ EQ

Interviewing staff

- They are checking you out as much as you are checking them out
- Panel pre-briefs and de-briefs so everyone knows what kind of person you are looking for
- Select a **diverse** team of **influential decision makers** who will ultimately work with the candidate
- May ask candidate to present on a technical area to gauge technical and presentation skills
- Assess a combination of technical and cultural/working style questions
- Start compiling a list of 'favorite interview questions' so you don't have to keep re-inventing the wheel

Making an offer



Onboarding staff

- Their first day is the most important - first impressions last
- Make them feel welcome - welcome lunch, etc.
- Consider giving them a ‘buddy’ to pair up with, in addition to the support and guidance you provide as the manager

Integration Plan

- Who do they need to know and why do they need to know them?
- How will they learn about standard procedures, people to go to, org etiquette etc?
- Develop a list of subjects they need to understand, key people to meet with, and key activities to complete, and spread it out over the first 4 weeks
- Do a quick check in every day for the first week or two until they find their feet
- Don't make them drink from a firehose - they are less likely to absorb lots of information all at once

Now they are up and running

Check in on workload/
future work planning

Employee satisfaction

1:1s

Plan for professional
development

Feedback (both ways)

A little more about 1:1 meetings

- How often? Most people prefer more frequently than less
- Topics employees request:
 - Problem solving
 - Soliciting support from their manager
 - Problems with colleagues
 - Goal setting and goal review
 - Performance feedback
- For all of these topics, there is typically a gap between the frequency **desired** for these discussions, and the frequency these discussions **occur**

Coaching and counseling

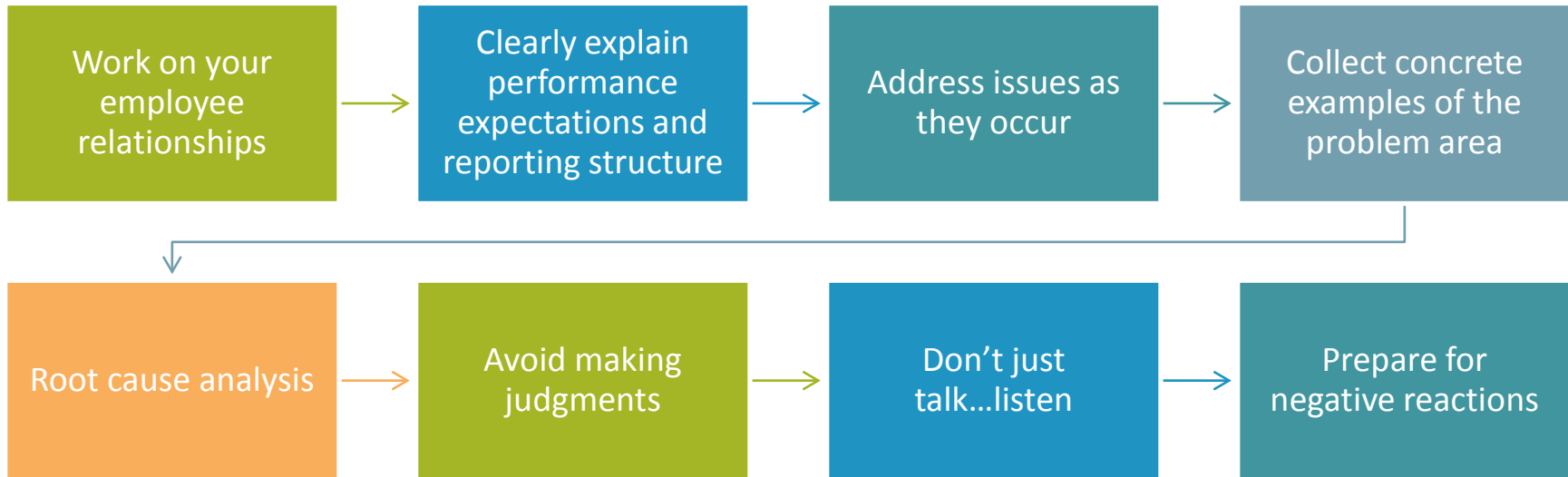


- Quite often, an employee's performance while requiring discussion does not warrant the use of formal corrective actions. In these cases, informal measures such as informal verbal coaching and counseling are used.

- Process of listening, or communicating advice or instruction, with the intent of influencing a person's behavior and is focused on problem improvement and corrective actions.

- Formal written communication with specific examples of problem performance and expected outcomes.
- HR will usually have a process for you to follow at this stage.

Best Practices



Work on Your Employee Relationships

Employees will not receive constructive feedback well if you don't have a positive relationship

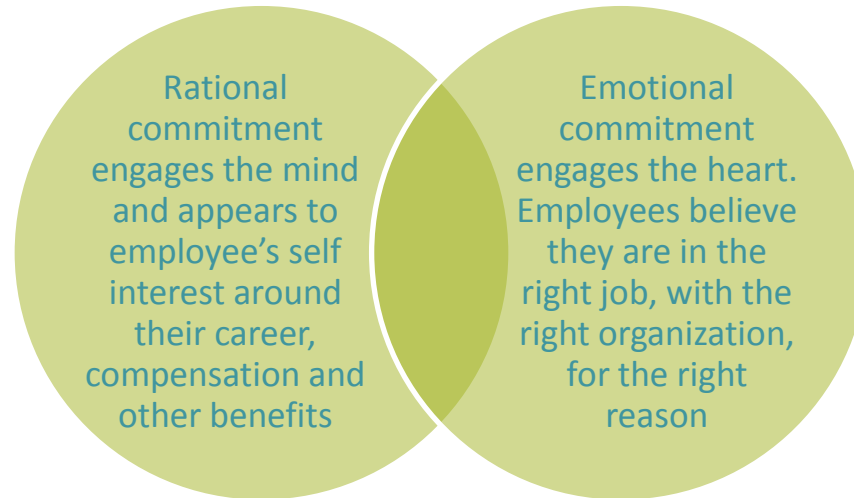
Doesn't mean you have to be friends

It does mean you must create a trusting relationship

- Where employee see that you are:
 - Available
 - Candid
 - Supportive of their development
 - Their advocate

What is Employee Engagement?

- The extent to which an employee commits to something or someone in their organization, how well they perform, and how long they will stay as a result of that commitment



Managers drive engagement!

- (that is simply all)

Areas of Focus Related to Engagement

Effective Management

- Respectful treatment
- Strong manager
- Trust manager
- Accessible – meets regularly
- Coaching & feedback received

Career Satisfaction & Development Opportunities

- Happy with work overall
- Have a PD plan with a path for career advancement (including planning discussion) and they see it clearly
- Receives training and has opportunity to learn new skills
- Discuss work they want to do and plan for it

Life-Work Integration

- Childcare considerations
- Convenient to home
- Ease of commute
- Relationships with colleagues
- Having fun
- Alignment of culture & values with personal goals
- Fun time off work

Compensation & Recognition

- Salary satisfaction and sense of fairness
- Bonuses
- Recognition & appreciation for a job well done (\$ & non)

Assessing Engagement Levels - Questions to Ask

What is it about your work you enjoy?

Where would you like to go within the company?

What were your goals when you started? How is your progress?

What career path interest you?

What factors influence your decision to stay with the company?

What kind of recognition do you like best?

Do you feel valued by me....by the company?

Do you feel recognized for your accomplishments?

Assessing Engagement Levels - Signs of Disengagement

Arriving late, leaving early	Increase in absenteeism	Taking longer to complete work	Appearing anxious or worried
Frequently voice concerns on how to get all their work done	Frequently mentions feeling stressed	Trouble concentrating and receiving instructions	Increase in mistakes or accidents
Complaints from 'customers'	Decrease in quality of work	Resistance to change	Lack of interest in new opportunities

Things you can do as a Manager

Meet with employee regularly

- Scheduled and impromptu
- In and out of office (go to lunch, have coffee)
- Find out what they like most, what they would change
- Skip level meetings
- Ask them questions, get to know them

Acknowledge accomplishments

- In person and in writing
- To others
- With bonuses

Find out what makes them excited

- Help them keep busy with work they like, secure specific projects that they enjoy
- If they are not excited, take action to make a change

Ensure they are supported socially, personally, and technically

- Get to know them better
- Arrange for a mentor, invest in a class

Ensure promotions are in the works where they should be

- If you think their pay is an issue, talk with your RM or Sherril

What to say - How to get Started

We want you to know that we think you are important to the company (aka we think you're special)

We see you (continuing to be) key to our strategy and the future

We want to make sure we understand how you're doing and that you know we're focused on the right opportunities for you and making investments in your development

I'll want to talk to you more about this today (*and over time*) and hope you'll be completely candid with me about how you're doing

We very much appreciate your contributions (*be specific about what you value so it doesn't sound insincere*), and I'd like to know if you have any suggestions on things we could do to help you feel happier, more engaged, or more effective at work

Identifying Career Objectives

You don't
have to
have all the
answers

- What are your professional growth and career aspirations?
- What are your talents and strengths that you'd like to use more?
- What knowledge or skills do you need to enhance?
- What do you like to do?
- What job functions are you interested in learning more about?
- In what type of roles do you think you could make the greatest impact?
- What part of our business intrigues them?
What do you want to learn more about?
- Are you open to relocation if that was necessary to pursue your career goals?

But you
have to
have the
questions

In summary...

People are your
biggest resource

Strategic planning
will get you the
right resources

Onboarding will set
the scene for future
employee success

Employees need
your quality time,
regularly

Be thoughtful and
proactive in
performance
conversations

Be open and honest
when discussing
engagement

Questions?

Elise Condie, M.S., CPE

Principal Consultant

elise.condie@bsigroup.com

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