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Take a Self-Assessment!!!!

0-20 This dimension doesn't come naturally to me. This is my big opportunity to improve.

21-40 This dimension is familiar to me. I should seek opportunities to learn more about it.

41-60 This dimension is stronger on some days than others. I should look for opportunities to practice and become consistent.

61-80 This is my naturally strong dimension. I may want to mentor others.

What's your super power?

Take the Human-Centered Leadership Assessment!

AWARE.
CONNECT.
UPHOLD.

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August 11, 2023

The Shared Human Experience = The Patient Experience

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Disclosures

- The Shared Human Experience = The Patient Experience
- August 11, 2023
- All Staff Planners/Faculty have no relevant financial relationships with commercial interests to disclose for this continuing education activity.
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Objectives



1 - Identify how the integration of Human-Centered Leadership in healthcare as a contemporary way of leading harnesses the power of the shared human experience in influencing the patient experience.



2 - Discover actionable ways to operationalize Human-Centered Leadership in Healthcare within your own leadership approach and that of your teams.

3 - Explore the evidence and research behind Human-Centered Leadership in Healthcare and the influence on healthy work environment standards (skilled communication, true collaboration, effective decision making, appropriate staffing, meaningful recognition, authentic leadership).





What's YOUR "Why?"



“Nothing is more powerful than an idea that’s time has come.”

-Victor Hugo

Let's Start With Perspective...Traditional Leadership



- Leader is above the system



- Top-down communication



- Linear thinking



- Outcomes result from the leader's authority and influence

Complexity Science in Health Care Leadership



Leader is embedded in the system



Collateral thinking



Influencers and innovators at the point of service



Value is determined by consumers



Change and unpredictability are predictable



Show me the evidence!



Aim: Generate theory aligned with essence of healthcare



Background: Gap in healthcare leadership research; borrowed approaches and theories; complexity science



Methods: Constructivist Grounded Theory; focus groups, qualitative analysis



Results: 20 attributes; 4 dimensions; 4 outcomes-cultures



Conclusions: unique, contemporary healthcare leadership theory suited to address structure, process, outcomes

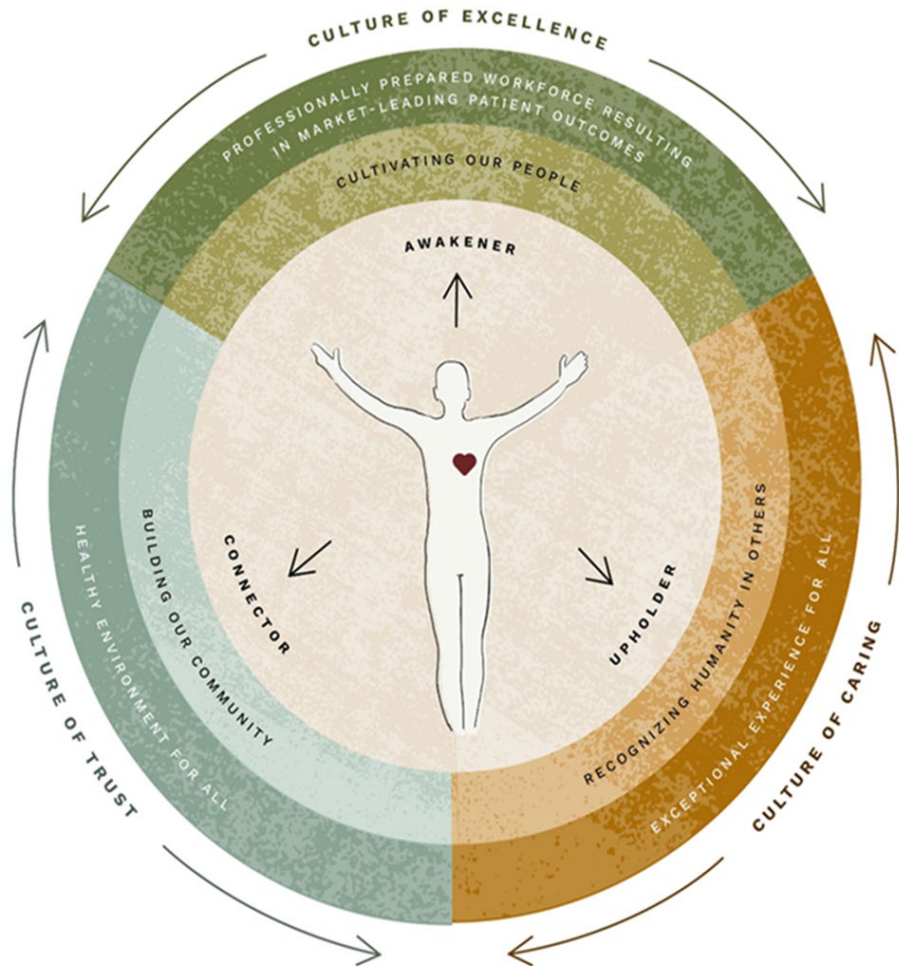


Implications & Dissemination: test and validate with proposed metrics and cultures. Published J of Nursing Management Feb 2021



“Invisible threads are the strongest ties.”

-Friedrich Nietzsche



Human-Centered Leadership in Health Care



“I matter.”

It Starts With You!



Wellbeing



Self-awareness



Self-nurture



Self-compassion



Mindfulness



Behind every person there's a story.

Joe – “The man in the mirror.”

- **Self-Awareness**

- Evolved from being uncomfortable with nurses and patients on the unit to being comfortable.

- **Joe’s Why**

- Nurses have a certain purpose with patients and so does Joe.

- **Self-Compassion**

- Comparing Mind!

- **Mindfulness**

- Pushed anxieties aside to be present and build relationships.



Your turn to reflect!

Sense of Self = Authenticity

- How does a leader's sense of Self influence staff?
- How does staff's sense of Self influence patient experience/interactions?



But It's Not About You!



AWAKEN



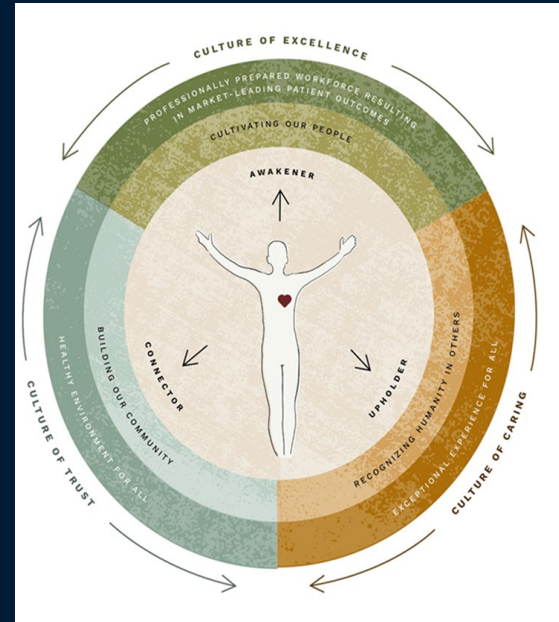
CONNECT



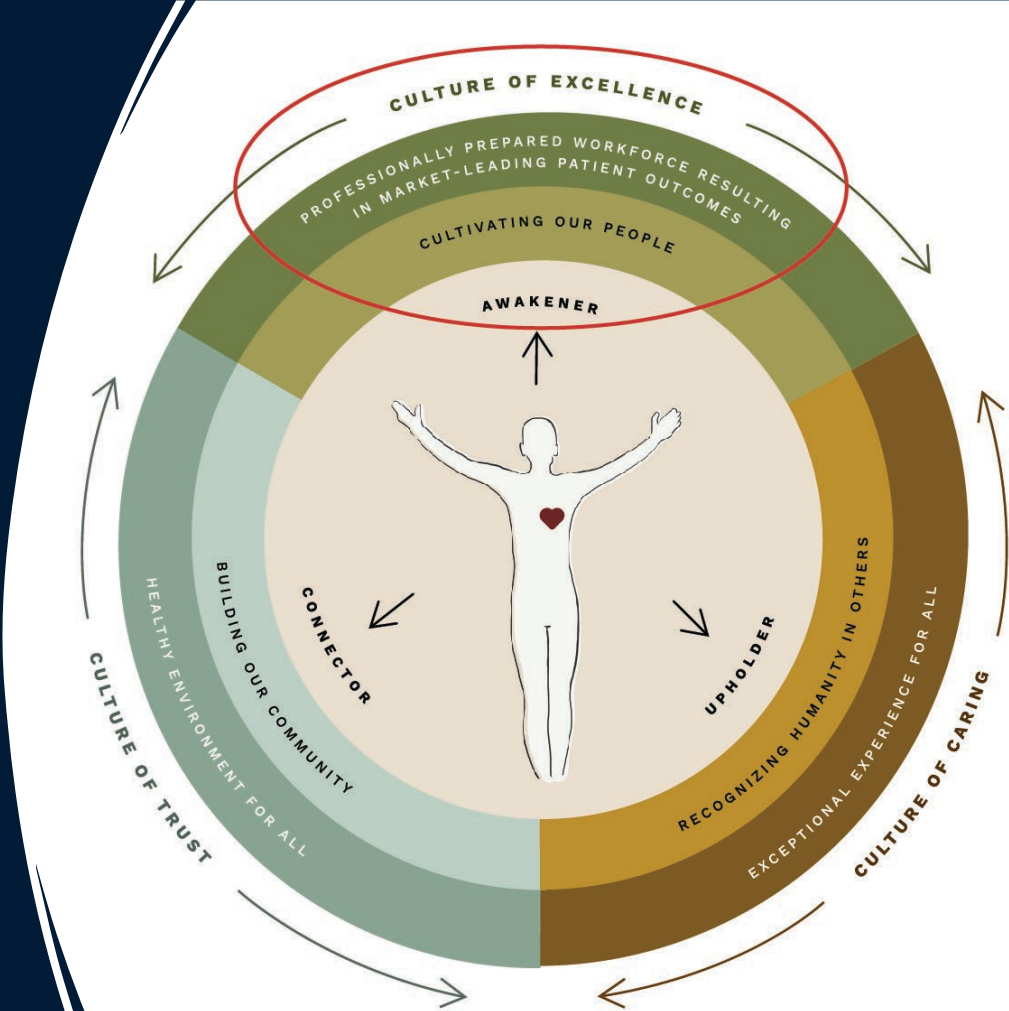
UPHOLD

Poll the audience!

- Which dimension of Human-Centered Leadership do you have a natural tendency toward?
 - Self
 - Awakener
 - Connector
 - Upholder



The Awakener



Leclerc, Kennedy, & Campis, 2021



“I believe in you.”

Joe as an Awakener

“Leading my team is about bringing out the best in each one.”

■ Joe

- Models a mindset of “looking for the best in others.”
- Recognizes his impact with the team as both a coach and a mentor.
- Builds a Learning Culture among his team.
- Takes a personal interest in each team member and helps them grow professionally and personally.

■ Through the Patients' Eyes

- “Even the dietary team seems to be in my corner. They seem interested in doing what they can to help me heal.”
- “Each team, from dietary to nursing, always speaks positively about the other. I feel like they’re all focused on helping me.”

■ Through the Nurses' Eyes

- “It’s so nice to have the support of Joe’s team and to know that we are both aiming for excellence!”



Your turn to reflect!

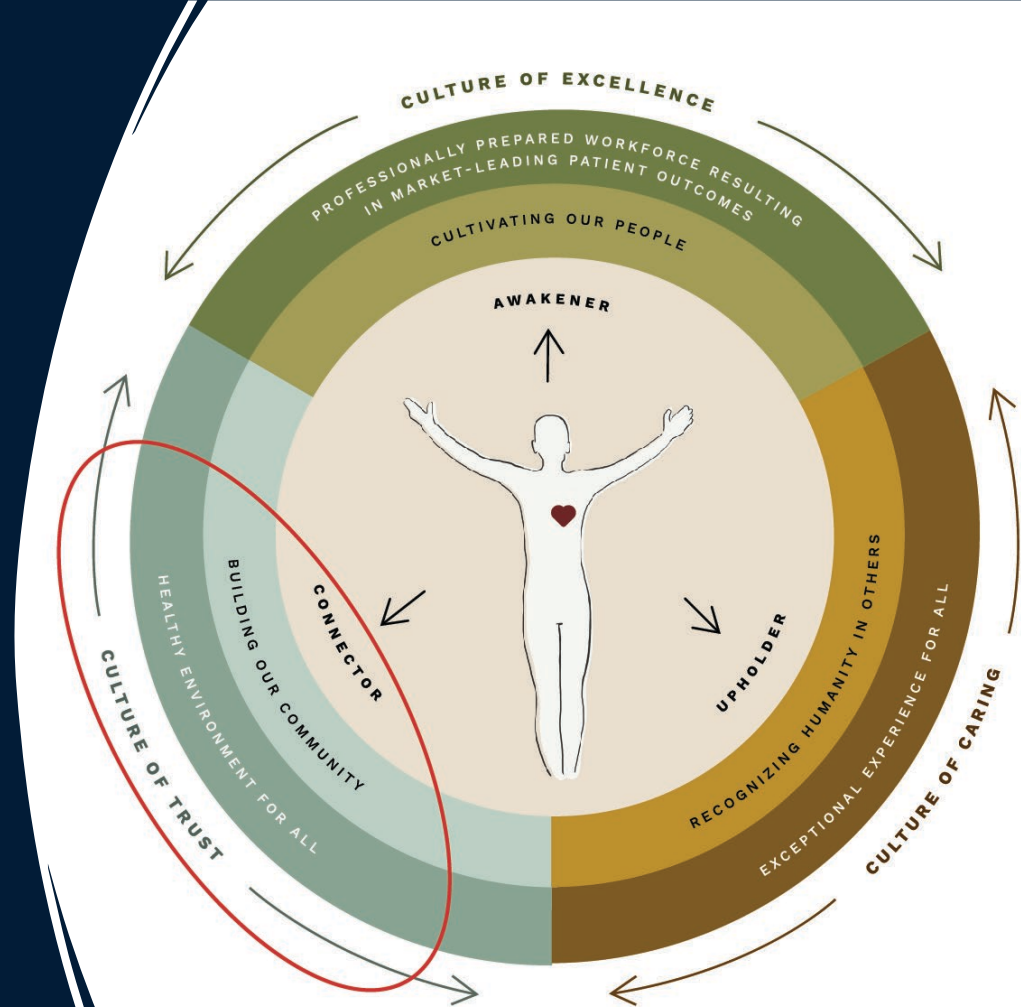
Coaching & Mentoring = Growth

- How does a leader's Coaching and Mentoring influence staff?
- How does staff being Coached and Mentored influence patient experience/interactions?

(Being asked instead of told.)



The Connector



Leclerc, Kennedy, & Campis, 2021



“I trust you.”

Joe as Connector:

“I don’t have to know everything. I’m surrounded by people who complement my skills.”

■ Joe:

- “I don’t feel comfortable interacting with patients. I’ll ask a nursing colleague to go with me.”
- Over time, he gained confidence.
- Over time, he developed RELATIONSHIPS with INTERPROFESSIONAL colleagues.
- New language when speaking to patients: “You’re the expert in your own life.”
- New perspective: “I found I really liked being with patients. I get something in return.”

■ Through the patient’s eyes:

- “He was really present. He asked me to share what I liked and how it fit into my life and what doctors ordered.”
- “I don’t remember anyone ever actually asking me what it was that would make me feel like I was part of the decision.”

■ Through the Nurses’ eyes:

- “Joe is the first Nutrition Services Leader I’ve ever known who invited our team to his department.” “We trust him.”



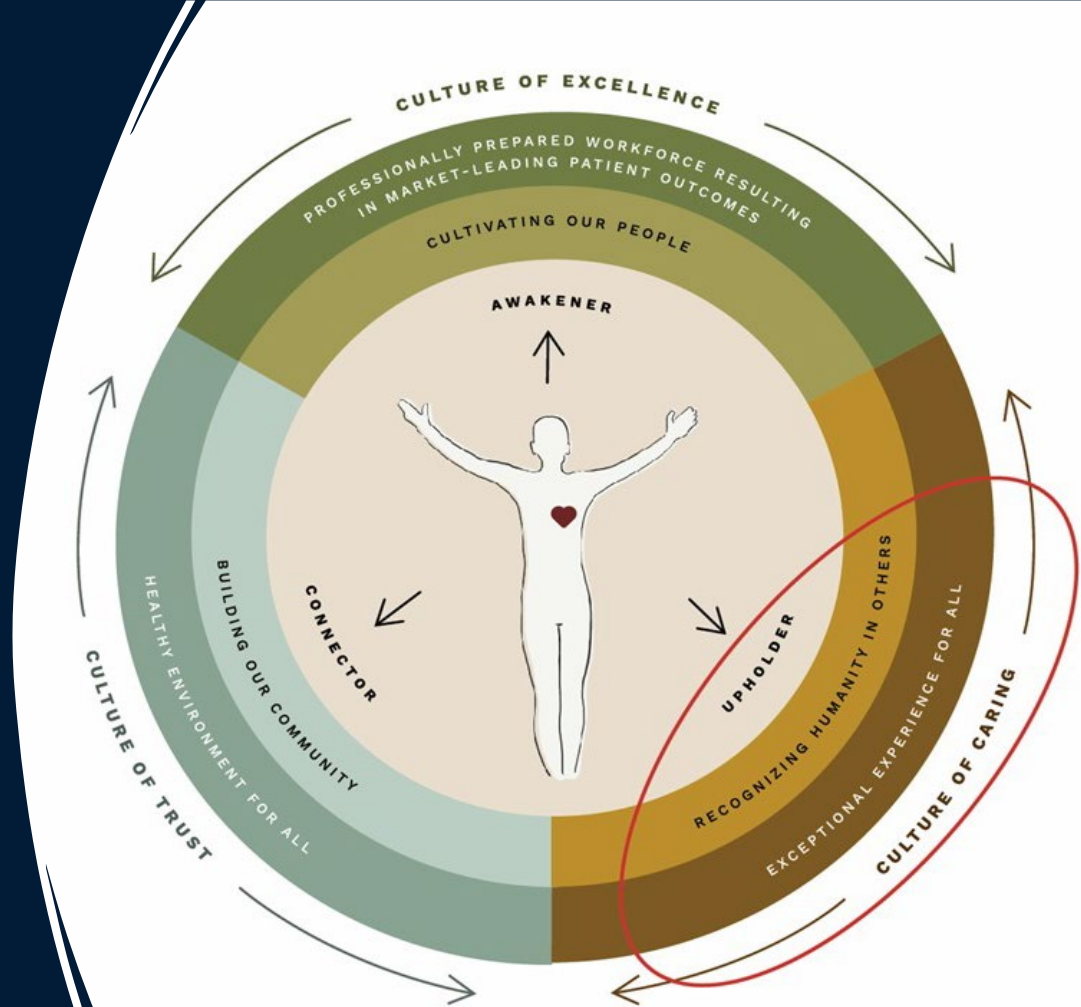
Your turn to reflect!

Psychological Safety = Trust

- How does a leader's ability to provide a psychologically safe environment influence staff?
- How does this influence how staff create a psychologically safe space for patients, families?



The Upholder



Leclerc, Kennedy, & Campis, 2021



“I see you.”

Joe as Upholder

“I recognize that in order to be an effective leader, I need to build a connection to others.”

■ Joe

- Through self-reflection, Joe began to become a more self-aware and mindful leader.
- Joe began to understand human connections and the importance of relationship building.
- Joe created a culture of caring for the patients and his team.

■ Through the Patient's Eyes

- “Joe really listened to me and showed me kindness and respect”
- “Joe treated me like a person, not just a diagnosis.”

■ Through the Nurse's Eyes

- “It was nice to see Joe interacting with the patients to help understand their perspective and uniqueness.”



Your turn to reflect!

Nurturing Relationships = Human Understanding

- How does the leader's ability to nurture relationships with staff influence the work environment?
- ...the patient experience?



Outcomes of Human-Centered Leadership

■ Culture of Wellbeing

- Increase in overall well being
- Clarity in individual and collective “why” or purpose

■ Culture of Excellence

- Improved quality and patient safety outcomes
- Strengthened workforce growth and development

■ Culture of Trust

- Healthy work environment
- Increased staff engagement

■ Culture of Caring

- Enhanced employee satisfaction
- Enhanced patient satisfaction

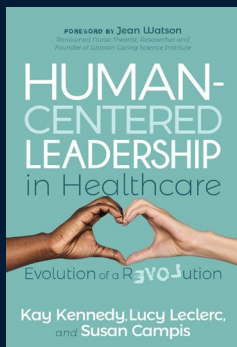


Show me some Evidence!



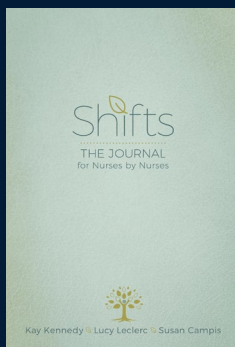
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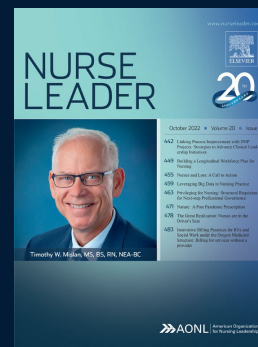
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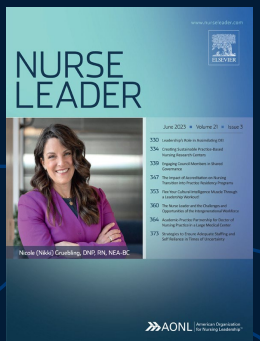
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Article - 2023

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Article - 2023

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Research - 2023

April 2023 - 2024: Multi-site longitudinal study exploring HCL-HC and: retention, Pro-QOL (Compassion Sat., Burnout, & Secondary Trauma); perceptions of 4 dimensions of HCL-HC; leaders and their team members

Peer-Reviewed Presentations - 2023



Takeaways

- HCL is the *foundation* for Human Understanding.
- *Stop* the madness!
- Show me the *ROR!*
- People are *watching*.
- *Prioritize the human connection* over standardization.



It starts with you...



“I matter”



But it's
not
about
you!



Awaken
“I believe
in you.”



Connect
“I trust
you.”



Uphold
“I see
you.”

Human Understanding



Call to Action!

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Questions?



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