

Leadership Alliance Project Summary

1. I was hired to change the focus of my department from “nurses-in the Clinic”, to wellness based “Resident Services Center”. My goal was to educate residents by meeting with each one in their home in 1 year.
2. The benefits have been a larger view of how huge this project was and how far we still have to go. It brought up issues at the management level that still are being addressed. In retrospect, we have come a long ways.
3. It took getting others on the team by first making it a point to communicate with all other departments, residents, and outside speakers, of our change in focus. Once a week I have had a one hour Health Resource Presentation. I pulled speakers from Residents, Staff, Community Leaders, and Vendors. (The best resources have come from the residents as we have worldwide leaders living here.) This also brought their sphere of influence groups to addend. This month we have changed the name to **Community** Resource Presentations.
4. For the staff in my department we met monthly for 4 months in a row to define the roles and mission. We lost staff and rehired 2 more. One resident/staff reconsidered and came back as “on call.” We are continuing to meet and change as we go. Staff and resident input is welcome and often used.
5. A. There were unspoken rules and assumptions that were deeply practiced since the onset of this establishment. (over 40 years) Some were religious and others were medical. B. My Department Staff were all working the PM’s and Weekends as “solo.” (Retired Nurses, Missionaries, and mostly good willed administrative personalities.) I worked with each until they realized the department had changed and we needed to do the same practices. All, but 1 out of 7 left on their own and 3 still live here. C. The previous coordinator was here about 10 years, well loved by many, and was given 2 weeks to tell everyone how unfairly she was being let go before I arrived. D. None of my staff had had a job performance review in the time working here and only a few raises.
6. A. In overcoming these challenges I knew it would take time. I only answer about my personal spiritual believes if asked, and keep it brief. (This is not easy when your high school bible teacher is the chaplain and he thinks you have “come back”.) B. See #4. C. The previous coordinator continued to make spot visits, attended banquets, and went on trips with residents and staff. I was surprised, but knew it would have back lash if asked to stop. I served her more than once, smiled, and said hello to all at her table. D. We began job performance reviews and were able to get raises across the board.
7. Surprises? I just make it a point to not be surprised anymore. Thank-God for this program to run things by people who know enough to let me know I’m not completely going nuts.
8. Leadership behaviors: ENABLE OTHERS TO ACT. I had to make some changes before staff could continue to act, because we didn’t have a scope of practice to be “doing”. As I got the team behind me, then I opened up to collaborative decision making. “Tell Me More”. ENCOURAGE THE HEART: Learned to quit using the “crap sandwich”. When need to address a situation, just “SAY IT”. No trying to sugar coat it. Then move on.
9. When someone is really upset, breathe, and just keep saying, “tell me more.” This gives me time to listen.
10. I am involved with a personal leadership program, read new books on a regular basis, and attend all functions allowed by my employer. I will redo this program again on my own. Stay in touch with the Leadership people. I would like to be able to have a re-evaluation by peers to see if they feel there has been any improvement.