



Uniting People, Priorities & Purpose
Through Customized Learning Experiences

Workforce Culture Change Implementation Plan

The best way to implement a workforce culture change like this is by taking a Leadership Team Driven approach. With this approach your leadership team will learn the concepts together and collaboratively develop application and implementation strategies. The following are the key components to successfully implementing change with a Leadership Team Driven approach.

Plan Full-Day Interactive Workshop

1. Define the Purpose of the Workshop

The most important ingredient for a successful workshop is a clear and meaningful purpose. In this case, the purpose would be something related to the desired outcomes of implementing Culture Change with your staff. This could include such things as improving employee engagement, reducing employee turnover, and/or improving resident satisfaction or clinical outcomes. In defining the purpose, it is important to also articulate the consequences of not making changes.

2. Decide on a Workshop Facilitator

The leader of the team may facilitate the workshop if they have the knowledge to teach the learning components, with the understanding this will limit their ability to fully engage as a participant. Alternatively, an experienced outside facilitator may be hired to deliver the training components and to facilitate and provide assistance in the planning of the workshop.

3. Choose a Site for the Workshop

Workshops are best when they are held off-site so that your team is able to fully detach from the operation and give their entire attention to the activities of the workshop. The site should have space available for tables and chairs to accommodate all attendees sitting in a U-shape and areas available for attendees to break out and meet together comfortably in smaller groups for collaborative sessions. The site should be able to provide morning and lunchtime refreshments or allow you to bring them in from outside.

4. Identify Who Will Attend the Workshop

Generally speaking, you will want all members of your leadership team to attend, as well as any other staff who would play a significant role in the implementation of this change.

5. Develop Agreed-upon Action Items and Next Steps

At the conclusion of the workshop, it is important to unite the participants around agreed-upon action items, including the due dates and names of those responsible, and next steps, including dates of follow-up meetings.

Engage in Collaboration on Application of Culture Change Components

Identity

- Components: Having a History and Being Well Known
- Creating opportunities for people to be known personally & professionally
 - Sharing their “stories” (e.g. childhood, life experiences, family, interests outside of work, etc.)
 - Sharing their workplace needs (e.g. training, supplies, other resources, etc.)
 - Sharing career aspirations
 - Uncovering their strengths (activities they are good at, love doing and bring value to the community)
- Suggested community activities
 - Departmental team meetings
 - 1:1 check-in meetings
 - Stay Interviews
 - Employee Profile sheets

Connectedness

- Components: Being Loved & Connected and State of Belonging
- Creating opportunities for people to connect and build relationships
- Suggested community activities
 - Connect with staff before shift, during lunch or off-site events
 - Departmental team meetings
 - New employee orientations
 - Volunteer community service projects

Security

- Components: Creating a Workplace Environment Where People Feel Safe and Giving People Attention
- Creating opportunities to clearly define organization expectations (culture, behavioral norms, & desired outcomes), understand training & resources needs, and communicating more effectively (department, community & organization)
- Suggested community activities
 - Departmental team meetings
 - 1:1 check-in meetings
 - Daily standup meetings
 - Monthly or Quarterly employee meetings
 - Relational rounds

Autonomy

- Components: Freedom to Choose and A Sense of Control
- Creating opportunities to lead from the front (cast vision, inject energy & lead by example) and lead from behind (encourage, support & direct staff and trusting staff & giving them autonomy)
- Suggested community activities
 - Delegating responsibilities and projects to staff
 - Departmental operations update meetings

Meaning

- Components: Aligning peoples' Work to the Organization's Mission & Outcomes and Collaborating with People
- Creating opportunities to show people how their work impacts mission & outcomes and including people in decision-making processes through collaboration
- Suggested community activities
 - Communicate organization outcomes (e.g. healthcare survey results, Quality Indicator scores, financial results, satisfaction survey results, etc)
 - Communicate letters of praise from residents & family members
 - Scheduling collaboration meetings with staff or portions of meetings designated for collaboration for problem solving or strategic planning

Growth

- Components: Learning & Development and Evolving & Growing
- Creating opportunities to provide meaningful training (beyond compliance training) and seeing and encouraging peoples' potential (building a bridge between peoples' strengths and career aspirations)
- Suggested community activities
 - Leadership development training
 - Career path development
 - Mentorships

Joy

- Components: Contentment and Enjoyment
- Creating opportunities for people to experience moments of emotional joy & contentment and greater resiliency
- Suggested community activities:
 - Departmental & all employee celebrations
 - Celebration of individual & team accomplishments, community outcomes, promotions, and personal recognition & achievements

Develop an Implementation Strategy

- Schedule collaboration meetings with departmental front-line staff
 - Share vision for change & Culture Change application ideas
 - Solicit feedback on applications in each department
 - Share concepts and application ideas
- Schedule leadership team meeting to define roles, responsibilities & realistic timelines for implementation
- Share execution plan with front-line staff

Execute the Strategy

- Schedule weekly check-in meetings to review progress, challenges and successes
- Strive for progress, not perfection
- Celebrate progress, small wins & mistakes (lessons learned)
- Enjoy the journey!