

**Eric Heckerson, EdD, RN, FACHE**

Senior Practice Manager – Content & Learning

- Over 21 years of real-world, healthcare experience.
- Results-driven leader with a passion for innovation, best practice development, and process improvement.
- Collaborated with nearly 400 hospitals and medical groups across the country to exceed their stated goals and outcomes.
- Passion for coaching leaders and organizations to create new ED flow models, improve patient satisfaction scores, improve employee engagement and reduce staff turnover rates




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**Leading Performance & Driving Accountability**



Eric Heckerson, EdD, RN, FACHE




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**Objective**

- Describe the leader's role in optimizing performance and driving accountability at all levels of the organization.



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### How do you define...

-  **Leadership**  
Facilitator of change through others.
-  **Performance**  
The accomplishment of a task against a standard.
-  **Accountability**  
Accepting responsibility for actions & disclosing the results.

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# 1

## Define Clear Goals

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### Goals That Are Strategic



Everything We Do Should Fit Under At Least One Pillar?

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### Goals That Are Aligned



- Senior Leadership Team
- Management Team & Physician Leaders
- Frontline Leaders (Charge Nurses)
- Informal & Employee Leaders
- Frontline Staff & Physicians

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### Goals That Are SMART

- Improve patient experience results.
- Increase HCAHPS Overall Rating to 75<sup>th</sup> Percentile with a stretch goal of 80<sup>th</sup> Percentile in FY2016.

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### Goals That Are Not... Tactics

Round on employees to improve morale. **Tactic**

Make 9 patient safety rounds monthly. **Tactic**

What outcomes are these intended to achieve?

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**2**  
**Recruit the Right People**  
(For the Right Seat on the Bus)

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**Behavioral-Based Interviewing** **Peer Interviewing**



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**3**  
**Set Clear Expectations**

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### Once They Are Hired...



- How do we compare with what we said?
- How well do we onboard?
- How well do we set expectations?
- How well do we get new folks up to speed?
- Are we consistent in our approach?
- How do we increase their confidence?

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# 4

## Define Competencies

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### From Novice to Expert

- Welcoming, teaching, and building CONFIDENCE is step #1.
- Confidence is a precursor to competence.

Unconsciously Incompetent	Consciously Incompetent	Consciously Competent	Unconsciously Competent
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- Accept first that not everyone is an expert (especially at the beginning).
- Competency can be a very fluid, dynamic process.

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## Foster Confidence & Build Trust Through Relentless Communication

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It can take up to **7** times to hear something

before someone takes action, changes behavior.

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### At Least 7 Ways...

Bulletin Boards	Email
Staff Meetings	Others?
Webinars	Rounding

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## Reward, Recognize, & Motivate Others

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Only 10% of adults say “thank you” to a colleague during the day.

Autonomy

Mastery

Purpose

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## Measure Progress & Performance

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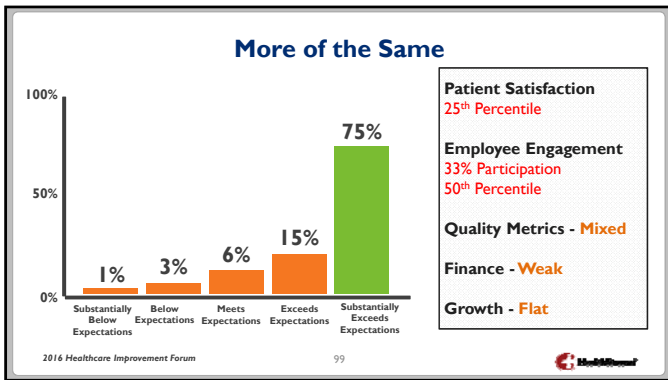
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**SELF-TEST:**

- Can your leaders receive a good evaluation even when they don't meet their goals?
- Do consequences differ for high achievers compared to under achievers?
- How confident are you that your team understands your organizational goals?
- How confident are you that your team is aware of current performance?

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# 8

## Hold Everyone Accountable

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### Who's Holding People Accountable?



In the weakest teams, there is **NO** accountability.



In a mediocre team, the **BOSS** is the source of accountability.



In high performing teams, **PEERS** hold each other accountable.

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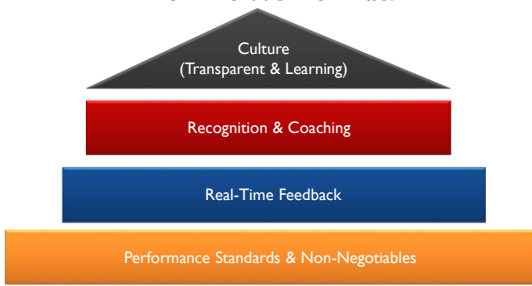
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### How Do We Do That?



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# Continuously Coach on Performance

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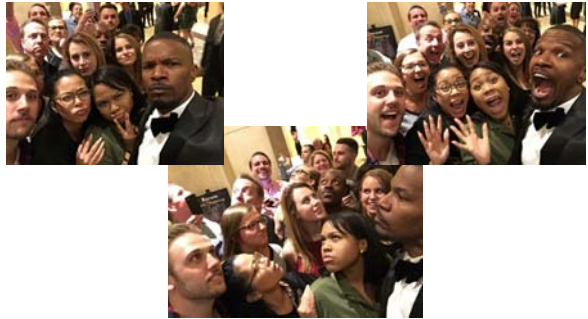
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# Key Takeaways

- Summary
- Questions
- Next Steps



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## Thank You

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