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Breakout Group Report Outs:

49 Answers



Employee retention, growing our own, advance more seasoned employees to work under a license or move up on the org.

Coaching culture is exciting because have diversity in org but this is about creating a communication style that is psychologically safe

8 hours of heads-down work is an insidious idea, need to think about shifting to what works for people, which doesn't have to be a full 8 hours.

Managing time and email; managing mental burdens

"Having the courage" to change company culture from "everything is a fire" to one where having adequate time to address issues is okay

Rest when resting; Focus when focusing

Difficulty competing with other health systems

Be deliberate about how you're using resources (time, mind, energy) for yourself and others.

Promotion of coaching culture and wellness resources. Orange Frog. Bringing levity. Don't give on-the-clock time for managers for development.



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Trying to tailor email turnaround and communication style to stakeholder needs

Supervision and coaching at any level goes both ways. Need the time to be able to do coaching

Important to engage and be accessible to the workforce in the health center.

Need more leadership to be out there, talking, and coaching. Want a place where people feel psychologically safe

Staff development culture- book club, luncheons, baseball games. UDEMY and sharing out

Visit sites and bring comments back to leadership. Have quarterly focus group meetings with CEOs bring any suggestions or concerns the site may have and come together as a group to problem solve.

Focus/Takeaway: Intentional Work around culture is needed - accountability, rather than having a couple of meetings and calling it done.

Challenges over whether different communication platforms help or add another burden; versatility vs layering of too much technology

Working at PCA to support health centers to develop wellness programs and also working with leadership



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Think about different conversations and how they inform different approaches and identifying objectives

Make sure leadership is investing in the staff they have, while they have them, as much as possible. Pairing with diverse, equitable hiring practices.

How important 1:1 check-ins are with staff and the importance of senior leadership's visibility with staff. Both would lead to increased employee engagement and morale.

Financial Friday message from someone on the team who is an economist to provide education to staff about specific financial topics.

Leadership institutes or supervisors (9 week series) and mentorship programs for staff. Can utilize internal leaders on staff with dedicated time.

Importance of stay interviews and involving all staff in strategic planning

Include wellness programs into the JEDI discussion

"Being mindful of how I am presenting myself to my team...how they see me functioning..."

Policy for professional development



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Talk to patients and staff members to get insight on why employees are there and the main question "why do they health center?"

Shared learning network to distill down and share best practices across a consortium

1. Having a formal strategic goal 2. Being more intentional, not 'trendy' 3. Loss of steam. 4. Chief of Wellness Officer! 5. Celebrating staff accomplishments. 6. Food to gather around for bonding

Planning to take control of the inbox and calendar by using the tools that are available.

"I take care of myself because I'm worth taking care of"

Learning about apprenticeship programs and learning maps

Be more intentional

Future planning can be exciting but nerve-racking

These are concepts we are aware of but now it is how do we apply them



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Focus on Culture – are you employer of choice? Can the Community count on you? – Drives community involvement and satisfaction from patients.

-April Lewis – Challenged by what she said about taking care of yourself, being organized, prioritizing things; always a challenge. “Put Your Mask on First!”

-Start meetings with “After this meeting we will achieve...”

-How can I as a Primary Care Association help my health centers become employer’s of choice? Guide through the Process – not just gain the award.

Would like resources that show me how our CHC can identify/achieve standards on a daily basis – similar to preparing for JCAHO through the year.

Marketing campaign to recruit workforce but also uplift current employees as well... “Earn a living where your heart is”.

Quarterly Wellness programs for employees – taking care of self; financial wellness, journaling, etc.

Establish career ladders for employees that include teaching other students and giving back as they continue to advance.

Planning for the future: Succession Planning – more people should go through this thought process even if they aren’t quitting/retiring because it clarifies what IS and IS NOT important.



Breakout Group Report Outs: **49** Answers



Always engage customers at every level and give them the very best we can!

Learn to step away, breath, and go back with a fresh mindset

Bb

minimal



Are there any barriers or challenges that hinder the development of a strong coaching culture within your health center? If so, what are they?

40 Answers



Time

"we always did it that way"

limited funding

time

Lack of Trust

Desire to participate

Lack of CEO buy-in

Time

Leadership authority



Are there any barriers or challenges that hinder the development of a strong coaching culture within your health center? If so, what are they?

40 Answers



Our Board and Exec team are not in alignment.

leadership

Lack of participation

Comfort in the 'old' narrative; habit.

Staff buy in

Lack of leadership example

conflicting priorities

lack of engagement

Lack of psychological safety



Are there any barriers or challenges that hinder the development of a strong coaching culture within your health center? If so, what are they?

40 Answers



Lack of buy in and trust

Not made a priority

turnover

Resources

discipline

The belief that it jeopardizes accountability

Lack of education on how it works

staff shortages

Misunderstanding of 'what it looks/feels like'



Are there any barriers or challenges that hinder the development of a strong coaching culture within your health center? If so, what are they?

40 Answers



Dislike of traditional performance evaluations

Stuck in old habits

Resistance to new technology

Always making other priorities higher.

lack of focus

paternalism

Not sure our leadership really know how to implement "coaching" themselves - would have to bring someone in to teach this...

Ego driven and gatekeeping

damage from previous leadership



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post pandemic hangover

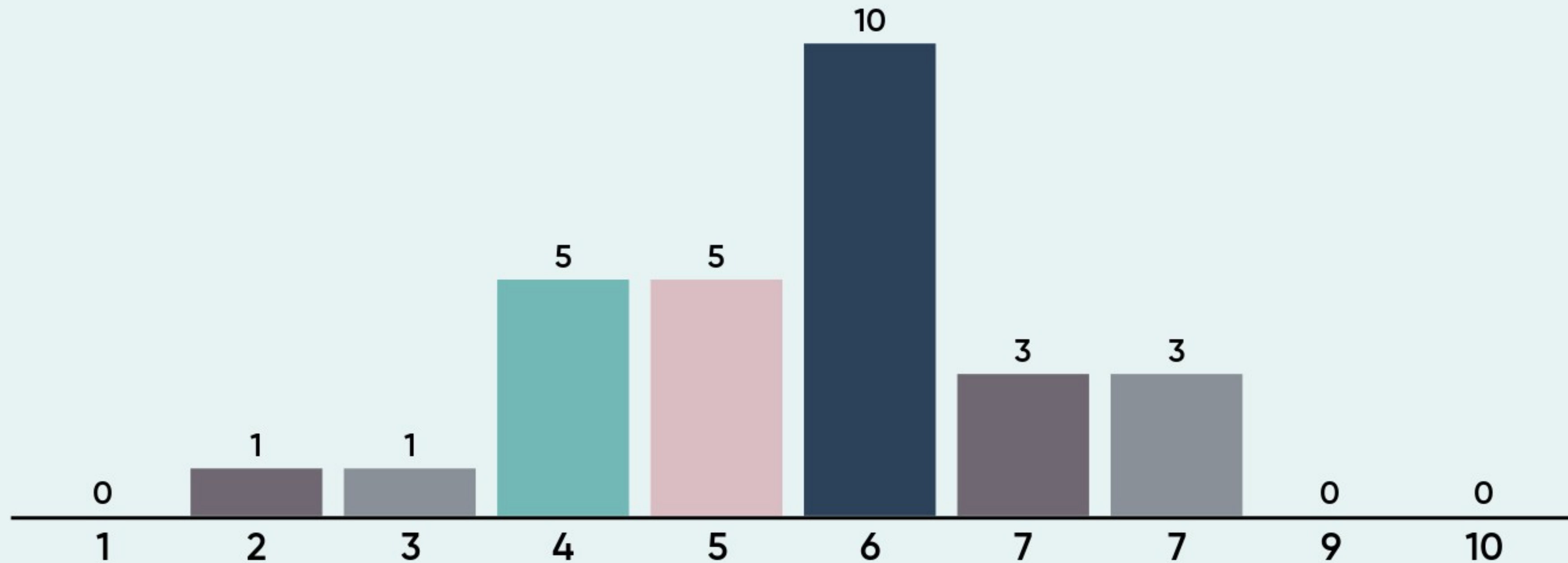
Mapping examples

Leadership Buy In

Entitlement



How would you rate the overall staff wellbeing within our health center/organization?



How would you describe the current level of collaboration and partnerships between our health center and external stakeholders?

32 Answers



Strong

Strong

Active

Moderate

Robust, productive relationships

It needs to grow. There is too much duplication of efforts!

Emerging

Some great, some not

good but not great



How would you describe the current level of collaboration and partnerships between our health center and external stakeholders?

32 Answers



Great!

Educational and community partnerships are strong

Moderate

unstable

Vital and excellent

Antagonistic

we are highly and (mostly) effectively collaborative

Moderate

supportive



How would you describe the current level of collaboration and partnerships between our health center and external stakeholders?

32 Answers



Needs more coordination

Actively working

growing & strengthening, but fighting "status quo" in the community

slowly building

fluctuating

Isolated

Strong with more opportunities on the horizon.

Gatekeeping

Critical



How would you describe the current level of collaboration and partnerships between our health center and external stakeholders?

32 Answers



"They can do it"

Strong engagement

fleeting

excellent partnerships with external education entities (preceptorships)

"Refer out" rather than "maintain" and collaborate care models



What are some potential opportunities for developing new partnerships or strengthening existing ones?

15 Answers



More frequent communication

higher visibility / community involvement

Connections to regional agencies around workforce

PCA collaborations with education groups

Bringing on new staff with partnership skills or established relationships

Be the driver

consistent communication

A mindset that allows for new strategy. The old way ain't working!

Continuing to uphold each other through encouragement, and shared resources.



What are some potential opportunities for developing new partnerships or strengthening existing ones?

15 Answers



surfacing our fears and assumptions about competition and focusing on our roles within the larger local healthcare landscape

Continuing to find means of developing workforce for more skilled roles

partnering with high schools to build training opportunities for students

Shared vision and goals and communication rhythm

Participation is the first step!

Welcoming internships

