Comprehensive Care: Listening Sessions

Thursday May 5, 2022

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- HIV Prevention

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Objectives

- Present the structure for listening sessions and the benefits of hosting them

- Discuss implementation strategies and best practices

- Strategies to review outcomes, create action items, and developing discipline-based improvement projects

What are Listening Sessions?

- An opportunity for staff to participate in a conversation with leadership to share feedback, opinions, and solutions for consideration

- Open discussion for department(s) staff to share:
  - How their teams are doing
  - Challenges and concerns
  - What's successful
  - Ideas
  - What needs improvements

What's the Value?

- Mechanism to engage the workforce
- Offering staff a feedback forum following intense pandemic phases
- Builds and reinforces trust between leadership and staff
- Identifies opportunity for improvement
- Potential long-term impact on retention

Listening Sessions Models

November 2021 through July 2022:

1. <u>One-on-One Listening Sessions:</u> Sessions between a member of leadership and staff

2. <u>Leader-to-Leader Listening Sessions:</u> One-on-one session between a member of leadership and recommend with a leader from HR and a leader from behavioral health

3. <u>Department Listening Sessions:</u> Group sessions between departmental staff and CEO/Executive Leadership

One-on-One Listening Sessions Set-Up

- Develop strategy for leadership to provide availability to host a one-on-one listening session

  - Recommend utilizing online platform such as Doodle Poll or Survey Monkey

  - Recommend 30-minute slots and instruct leadership to provide five session slots

Email for One-on-One Listening Sessions (sent to staff by CEO)

Good afternoon,

We understand that it has been a very different year for many. The leadership team wants to lend a listening ear through one-on-one employee listening sessions to give you a chance to tell us what's on your mind. These sessions will be held between October 25 and November 5. The sessions are voluntary and names will not be associated with comments made during the discussion. If you would like to meet one-on-one with a member of the leadership team, please select one session using the Doodle Poll link below. Your submission is due on Friday, October 15 by 9:00pm EST.

Doodle Poll link

- Doodle Poll works best in Google Chrome.
- Once you click the link, select the date and time for your preferred session, enter your full name and email, and click "Book it" to finish your selection.

If you cannot find a time that fits your schedule:

- Email Megan Coffinbargar (coffinm@chc1.com) for assistance.

If you need to change/cancel your meeting:

- If before 10/15 at 9:00pm EST: Find the confirmation email from Doodle (mailer@doodle.com) and click the "Review Response" button to edit your chosen time.
- Between 10/16-10/21: Email Megan Coffinbargar (coffinm@chc1.com) for assistance.
- After 10/21: Coordinate with your assigned leader (you will receive a Zoom meeting invite).

Leader-to-Leader Session Set-Up

- Develop strategy for leadership to provide availability to host a one-on-one listening session

  - Recommend utilizing online platform such as Doodle Poll or Survey Monkey

  - Recommend 30-minute slots and instruct leadership to provide five session slots

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Email for One-on-One Listening Session Leader Sign-up and Leader-to-Leader Listening Sessions
(sent to leadership team by CEO)

Hello leaders,

In an effort to solicit feedback from employees during this difficult time, CHC Leadership will meet 1:1 (virtually) with employees as part of organization-wide listening sessions. The goal is to be a sounding board for positive and/or negative feedback employees may share, compile themes, and formulate strategies to address concerns.

Staff Listening Sessions
Each leader will be invited to hold *five* 30-minute sessions between 10/25-11/5. Use this link to select *five* 30-minute time slots for your Leadership Listening Sessions.

Leader-to-Leader Sessions: Voluntary
[Vice President of Human Resources] and [Chief Behavioral Health Officer] have also volunteered to hold 1:1 Leader-to-Leader Listening Sessions between October 11 and October 15. Use this link to select *one* time to attend a Leader-to-Leader Listening Session. There are 10 sessions available on a first-come, first-served basis.
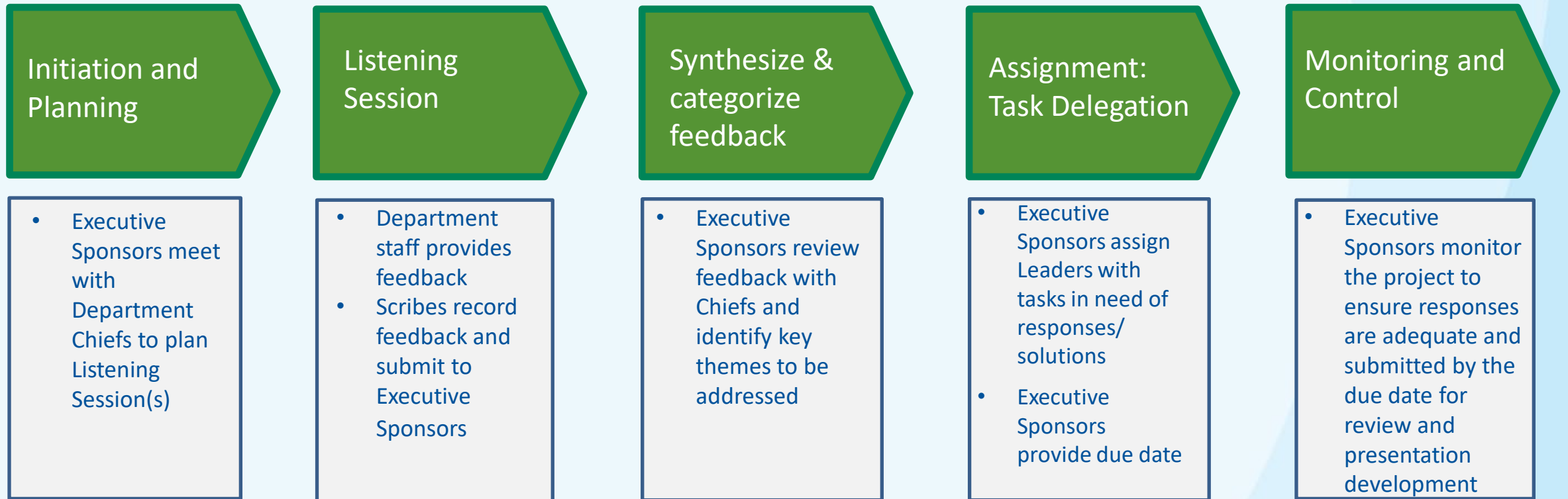
Immediate Next Steps
- **By Wednesday 10/6 at 8:00pm EST**, submit responses to Staff Listening Sessions survey and, if interested, Leader-to-Leader Listening Sessions.
- **On October 19,** you will receive your list of employees and dates and times to schedule their 1:1s. You will also receive the four questions to ask during these sessions as well as a response template to submit.

One-on-One/Leader-to-Leader Listening Sessions Execution

- Have leadership send instructions, question bank, and feedback template to facilitators

- Instruct facilitators to note feedback expressed during sessions using the feedback template

- Invite facilitators to compile and present themes from feedback during Executive Leadership Meeting
  - Leader-to-staff themes compared to leader-to-leader themes

Department Listening Session Process

Initiation and Planning

- Executive Sponsors meet with Department Chiefs to plan Listening Session(s)

Listening Session

- Department staff provides feedback
- Scribes record feedback and submit to Executive Sponsors

Synthesize & categorize feedback

- Executive Sponsors review feedback with Chiefs and identify key themes to be addressed

Assignment: Task Delegation

- Executive Sponsors assign Leaders with tasks in need of responses/ solutions
- Executive Sponsors provide due date

Monitoring and Control

- Executive Sponsors monitor the project to ensure responses are adequate and submitted by the due date for review and presentation development

Department Listening Session Process

Presentation Development	Presentation Review	Pre-Presentation Meeting	Final Session	Follow- up Session with staff
• Executive Sponsors develop presentation for the final Session	• Executive Sponsors review presentation with COO	• Executive Sponsors review the presentation with the Executive Team and other staff presenters	• Executive Team and other staff facilitate the presentation to department staff	• Establish quarterly check-in with department staff

"The Back-end"

Department	Pre-Meeting	Listening Session #1	Listening Session #2	Scribes' notes	Synthesize and categorize feedback	Synthesized note review w/Chief: assign leads and disseminate to leads	15m. meeting check-ins once week w/leads	Department Feedback Due Date	Outstanding Items	PPT Development	PPT Review	Pre-Final Presentation Mtg.	Final Presentation	Follow-up Presentation
	Facilitator/Chief			Scribes	Facilitator	Facilitator/Chief	Facilitator/Leads	Leads	Leads	Facilitator	Facilitator/COO	Facilitator/CEO/Leads	Facilitator/Leads	Facilitator/Leads
				24hrs. after column D	48hrs. after column E	24hrs. after column F	weekly	2-2.5 wks. after column D (C if one session)		4wks. after column D	48hrs. after column K	48hrs. after column L (4 weeks after Listening Session 2)	5wks. After column D	3-4 months after column M
MA/LPN	October 26th 3:30p.m.-4:00p.m.	November 2nd 5:30-6:00 p.m.	November 3rd 5:30p.m.-6:00p.m			November 8th 2:00p.m-2:30p.m	several meetings were set up individually for smaller teams to meet	N/A				November 10th 3:00 p.m.-3:30p.m.	November 10th 5:30p.m.-6:00p.m.	March
Nursing	November 2nd 3:00p.m.-3:30p.m.	November 8th 5:30-6:00 p.m.	November 11th 5:30p.m.-6:00p.m.			November 16th 11:00a.m.- 11:30a.m.	several meetings were set up individually for smaller teams to meet	N/A				January 3rd 4:30p.m.-5:00p..m.	January 5th 5:30p.m.-6:00p.m.	March
PSA/CCS	September 1st 5:30pm- 6:00pm	September 2nd 5:30pm- 6:00pm	N/A			September 7th 5:00pm- 5:30pm	September 14th, 21st, 28th 4:00pm- 4:30pm	N/A				October 5th 4:00pm- 4:30pm	October 12, 13, 14 5:30pm- 6:00pm	January
Medical	December 3rd 1pm - 1:30pm	December 7th 5:30pm- 6:00pm	December 9th at 5:00pm - 5:30pm			December 21st 1:00 pm	N/A	January 12th	HR			January 17th 11:30am	Jan 18th 5:30pm - 6pm	April
SBHC	November 30th 3:00pm-3:30pm	December 6th 5:30pm- 6:00pm	December 16th 5:30p.m- 6:00pm			December 20th 11:30am-12:00pm	January 4th 1:00pm-4:00pm	N/A				January 12th 3:00pm-3:45pm	January 13th 5:30-6:00pm	April
BH	December 17th 3:30pm - 4:00pm	January 5th 5:00pm - 5:30pm	January 6th 5:30pm - 6pm			January 14th 10am - 11am	N/A	January 25th	HR, BH	January 25th	January 26th 4pm	January 31st 11:00am -12pm	February 2 5:00pm - 5:30pm	May
Dental	December 8th 1pm-1:30pm	December 21st 1:00pm-1:30pm	December 22nd 1:00pm-1:45pm			January 7th	N/A	February 3rd			February 7th 4pm	February 8th 11:00a.m.-11:30 a.m.	February 10th 1:30p.m.-2:00p.m	April
Operations		February 15th 5pm	February 17th 5pm	February 18th	February 22, 2022	February 23rd 10:30am	em March 2nd	March 8th		March 10th	March 14th 10:30am	March 15th 4pm	March 30th at 5pm	June
Facilities	February 17th 10am-10:15am	February 18th	------------	February 21st	February 21st	February 22nd		March 7th		March 11th	March 18th	March 22nd	March 25th	July
Communications	March 15th 1pm	March 22nd 5pm	------------	March 23rd	March 25, 2022	March 28th 12pm		April 12th		April 14th	April 15th 1pm	April 19th 1pm	April 21st 5pm	July
IT	March 23 1:30pm	March 24th	--------------------	February 28th	February 28th	March 31st		April 12th		April 18th	April 20th	April 25th	May 6th	August
Leadership	------------	Jnaury 21st	------------	------------	April 20th	April 22nd		May 5th		May 9th	May 10th	May 11th	May 13th	July
Podiatry	------------	April 19th 5pm	--------------------	April 20th	April 22nd	April 25th		May 2nd		May 4th	May 6th 3:00pm	May 9th at 2:00pm	May 12th 5pm	July
Finance	May 5th	May 6th	May 9th	May 10th	May 11th	May 12th		May 26th		June 8th	June 10th	June 15th	June 17th	September
Grants	TBD													
HR	April 28th 10:30am	May 5th 5pm	------------	May 6th	May 9th and 10th	May 11th 10:30am		Mary 25th		May 27th	May 30th 10:30am	May 31st at 1pm	June 2nd at 5pm	October
Weitzman Institute	May 23rd 2pm - 2:30pm	June 2nd 10am	------------	June 3rd	June 7th	June 8th at 3:30pm		June 22nd		June 27th	June 28th	July 11th 2pm	July 14th 10am	November

"The Back-end"

Department Listening Session
Buy – in and Accountability

- Establish a foundation of trust

- Promote the forums as safe environments for staff to have their voices heard

- Be flexible

  - Embrace everyone's uniqueness

  - Be open to different ways of response submittal

  - Include others in the facilitation process

  - Paid work time

- Final Presentation

  - Statuses: Solutions, In progress, on Hold or Unable to implement

Department Listening Session
Buy – in and Accountability

- Listening Sessions are collaborative
  - Continue to loop leaders in every piece of the presentation – Can't do it without the leader from the top
- Ensure leaders respond to feedback in an authentic and realistic way
  - Have robust conversations and understanding of the workforce and where it needs to be when sessions are completed

Department Listening Session - Outcomes:

- Little Wins

  - Stipends were given for scrubs

  - Swipe codes were changed for certain locations they didn't have access to

  - Quieter air purifiers were installed

- Big Wins

  - Expanded qualifications for select frontline roles

  - Revised incentive tiers

  - Strategic planning

Recommendations

- Inspire leaders to encourage their staff to take advantage of the opportunity

- Communicate expectations and listening session structure

- Select planning tool to assist your organization with organizing your session(s) and establishing clear goals of the sessions

- Develop reporting tool to keep track, manage and update on feedback to explore key themes.

- Continue to offer ongoing opportunities for staff to provide feedback to Senior Leadership

- Promote cross organization collaboration

Questions?

Contact Information

For information on future webinars, activity sessions, and learning collaboratives:
please reach out to nca@chc1.com or visit
https://www.chc1.com/nca

Appendix

Doodle Poll Screenshots (Organizer View)

Doodle Poll Screenshots (Attendee/Facilitator View)

Attendee Sign-up:

Facilitator Sign-up: