

1. Strategy: Lead with a sense of purpose.

Change Concepts

- 1.a Be the leader you would want to follow.
- 1.b Let the mission drive your actions.
- 1.c Plant now – harvest later: Nurture professional growth and foster innovation in others.
- 1.d Focus on systems for change.

1.a Change Concept: Be the leader you would want to follow.

Action Items

- 1.a.1 Institute an “open door” policy for all levels of leadership to establish presence and consistent availability for staff.
- 1.a.2 Routinely spend time in all neighborhoods and during all shifts (spend less time behind office doors where your view, and perceptions are obscured).
- 1.a.3 Hold and attend neighborhood/household meetings on all shifts.
- 1.a.4 Talk directly to staff and residents. Establish a practice to ask:
 - How they are doing.
 - What they need in order to do their best work and provide excellent care.
 - How you can help reduce frustrations that prevent them from doing their best work.
- 1.a.5 Demonstrate interest in staff by addressing them by name.
- 1.a.6 Commit to following through on issues brought to you—keep that commitment.
- 1.a.7 Quickly address staff issues and requests, providing feedback to the person making the request, even if you cannot accommodate the request (explaining why and expressing genuine appreciation).
- 1.a.8 Ask for help when needed, showing respect for the perspective and expertise of others.
- 1.a.9 Provide help both when asked and when not asked. Set the example and pitch in!

- 1.a.10 Make policies and procedures helpful and meaningful. If a policy or procedure is not effective, change it. Do not inadvertently support work-a-rounds.
- 1.a.11 Align your actions with your organization's shared values. For example, if one of your organization's values is honoring resident choices, make sure you and your staff honor resident choices.
- 1.a.12 Recognize and honor staff and resident opinions. Use their name; say that you value them; and acknowledge what you saw them do or know what they did. Demonstrate your sincere appreciation.
- 1.a.13 Empower all staff, residents and family members to look for improvements and suggest changes. Follow up on their feedback (your responsiveness will bring more suggestions).
- 1.a.14 Change your mind if someone has a better idea. Then give them credit.
- 1.a.15 Remove negative language. Talk positively about others.
- 1.a.16 Establish customer service expectations, for example, expected times for turn-around on issues raised by staff and residents. Then meet or beat that time.
- 1.a.17 Seek out feedback on your individual performance and mentoring from peers.
- 1.a.18 Credit others for contributions that positively affect your performance.
- 1.a.19 Say "thank you" to staff because these simple words are highly valued. Find and thank at least one staff member each day for something they have done that you are truly grateful for.
- 1.a.20 Ensure necessary equipment is readily available, well maintained and in good working order. Do this by creating a system where all staff members are responsible for notifying maintenance staff of problems. For example, if a certified nursing assistant (CNA) notices there is little hot water, this should be reported to maintenance for immediate repair.
- 1.a.21 Track staff incidents and accidents. Conduct root cause analyses to understand what happened and take action to prevent future occurrences.
- 1.a.22 Acknowledge and celebrate milestones such as six months or one year with no accidents.