The Midwifery Leader’s Toolkit for Building High Performance Practice Teams

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Disclosure

Owner:
Wilson Hughes Consulting
Objectives

- Define characteristics of a high performing midwifery practice team
- Develop or clarify a team vision, mission and values statement
- Identify practice strategic priorities
- Identify **tools** for team building and discuss how they can help your team to be more successful

- What About Leadership?
Hughes Model for Successful Midwifery Practice

The Hughes Model of Successful Midwifery Practice

Clinical Excellence

Relationship Building

Business Savvy

SUCCESS
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<thead>
<tr>
<th>Clinical Excellence</th>
<th>Relationship Building</th>
<th>Business Savvy</th>
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<tbody>
<tr>
<td>Quality care</td>
<td>Key Relationships With</td>
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<td>Continuing competence</td>
<td>Patients</td>
<td>Billing &amp; Coding</td>
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<td>Incorporating new practices</td>
<td>Families</td>
<td>Collections</td>
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<td>Monitoring outcomes</td>
<td>Colleagues</td>
<td>Data collection &amp; Benchmarking</td>
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<td>Physician collaboration</td>
<td>Your Boss</td>
<td>Patient flow</td>
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<td>Hospital interface</td>
<td>Physicians</td>
<td>Scheduling</td>
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<td>Performance improvement</td>
<td>Hospital</td>
<td>Marketing</td>
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<td>Strategic Planning</td>
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<td>Business Plan</td>
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- Employee Engagement & Team Building
What is a Team?

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.
Characteristics of High Performing Teams

- Purpose
- Empowerment
- Relationships & Communication
- Flexibility
- Optimal Performance
- Recognition & Appreciation
- Morale
Characteristics of High Performing Teams **Purpose**

- Members can describe and are committed to a common purpose
- Goals are clear, challenging and relevant to purpose
- Strategies for achieving goals are clear
- Individual roles are clear
Characteristics of High Performing Teams

Empowerment

- Members feel a personal and collective sense of power
- Members have access to necessary skills and resources
- Policies and practices support team objectives
- Mutual respect and willingness to help each other is evident
Characteristics of High Performing Teams

Relationships & Communication

- Members express themselves openly and honestly
- Warmth, understanding and acceptance is expressed
- Members listen actively to each other
- Difference of opinion and perspective are valued
Characteristics of High Performing Teams

Flexibility

- Members perform different roles and functions as needed
- Members share responsibility for team leadership and team development
- Members are adaptable to changing demands
- Various ideas and approaches are explored
Characteristics of High Performing Teams

Optimal Performance

- Performance measures are clearly defined
- Results are communicated on a regular basis
- Output is high
- Quality is excellent
- Decision making is effective
- Clear problem-solving is evident
Characteristics of High Performing Teams

Recognition and Appreciation

• Individual contributions are recognized by leadership and team members
• Team accomplishments and contributions are recognized by leadership and team members
• Team members feel respected

It’s time to say “Thank You!”
Effective Ways of Saying Thank You...

- Develop a purposeful strategy to express gratitude
- Build a culture of gratitude in your practice
- Guidelines for thank you:
  - Timely
  - Specific
  - Reinforce positive behavior
  - Respectful of how the individual wants to be recognized
- One thank you note per week results in touching 52 hearts in a year!
Characteristics of High Performing Teams

Morale

• Individuals feel good about their membership on the team
• Individuals are confident and motivated
• Members have a sense of pride and satisfaction about their work
• There is a strong sense of cohesion and team spirit
• And, it can be measured!
Measuring Morale

Employee Engagement or Satisfaction Surveys

- Gallup Q 12
- Press Ganey
- Many other commercial products
- Design your own Monkey Survey

1. Begin with a baseline measurement
2. Develop an action plan (involve the team)
3. Intervention!!!
4. Measure again
5. Celebrate successes!
Gallup Q 12

- I know what is expected of me at work.
- I have the materials and equipment I need to do my work right.
- At work, I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor, or someone at work, seems to care about me as a person.
- There is someone at work who encourages my development.
• At work, my opinions seem to count.
• The mission or purpose of my company makes me feel my job is important.
• My fellow employees are committed to doing quality work.
• I have a best friend at work.
• In the last six months, someone at work has talked to me about my progress.
• This last year, I have had opportunities at work to learn and grow.
Midwifery Practice Strategic Plan

- Vision, Mission & Values
- Foundational Agreements
- SWOT Analysis
- Strategic Priorities
Vision: An idealized scenario of what the future can be for our practice or organization

Mission: The purpose of the practice or organization and its place in the world

Values: Beliefs and practices that guide our behavior. A moral compass.
**OUR VALUES**
Adapted from the Ken Blanchard book: Managing by Values

*The most important thing in life is to decide what is most important.*

<table>
<thead>
<tr>
<th>Truth</th>
<th>Persistence</th>
<th>Resources</th>
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<tbody>
<tr>
<td>Efficiency</td>
<td>Sincerity</td>
<td>Dependability</td>
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<td>Initiative</td>
<td>Fun</td>
<td>Trust</td>
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<tr>
<td>Environmentalism</td>
<td>Relationships</td>
<td>Excellence</td>
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<td>Power</td>
<td>Wisdom</td>
<td>Teamwork</td>
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<td>Control</td>
<td>Flexibility</td>
<td>Service</td>
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<td>Courage</td>
<td>Perspective</td>
<td>Profitability</td>
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<td>Competition</td>
<td>Commitment</td>
<td>Freedom</td>
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<td>Excitement</td>
<td>Recognition</td>
<td>Friendship</td>
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<tr>
<td>Creativity</td>
<td>Learning</td>
<td>Influence</td>
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<td>Justice</td>
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<td>Innovation</td>
<td>Candor</td>
<td>Hard work</td>
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<td>Obedience</td>
<td>Prosperity</td>
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<td>Financial growth</td>
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<td>Community</td>
<td>Fairness</td>
<td>Purposefulness</td>
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<td>Integrity</td>
<td>Order</td>
<td>Strength</td>
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<td>Peace</td>
<td>Spirituality</td>
<td>Self-control</td>
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<td>Loyalty</td>
<td>Adventure</td>
<td>Cleverness</td>
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<td>Clarity</td>
<td>Cooperation</td>
<td>Success</td>
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<td>Security</td>
<td>Humor</td>
<td>Stewardship</td>
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<tr>
<td>Love</td>
<td>Collaboration</td>
<td>Support</td>
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Vision, Mission and Values Organization or Practice Based?

- Who defines the VMV?
- Who knows about them?
- Do team members practice in alignment with them?
- How do you communicate VMV to internal and external stakeholders?
- Take it to the next step by designing:

  Foundational Agreements
Foundational Agreements

In alignment with our shared value of

____________________________

we agree to...

____________________________
Example of a Foundational Agreement

In alignment with our shared value of RESPECT we agree to...

TREAT EACH OTHER WITH KINDNESS AND ASSUME POSITIVE INTENT
SWOT Analysis

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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Strategic Priorities

- “Buckets of work” that are important to your practice
  - Outcomes, quality or performance improvement
  - Volume or productivity
  - Midwifery scope of practice / physician relationships
  - Branding or marketing your practice
  - Professional development or team building
- Identify the resources needed
- Clearly define specific tactics or steps
- Add a timeline...and...
- What is the measure for success?
# Priority 1: Branding Midwifery & Marketing

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<tr>
<th>Tactic</th>
<th>Timeline</th>
<th>Resources Needed</th>
<th>Measure of Success</th>
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<tbody>
<tr>
<td>Re-brand practice with midwifery name</td>
<td>1\textsuperscript{st} Q 2017</td>
<td>Time, Graphic Designer</td>
<td>☐ New name and logo completed by March 2017</td>
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<td>For example: Mohawk Valley OB/GYN and Midwifery</td>
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<tr>
<td>Revision of practice website to include new branding and messaging about midwifery</td>
<td>2\textsuperscript{nd} Q 2017</td>
<td>Grant funding, Staff time, Wilson Hughes Consulting provided The Midwifery Journey video at no cost</td>
<td>✓ Contact web designed to have new midwifery tab created&lt;br&gt; ✓ Add patient registration forms onto website to include “where did you learn about our practice?”&lt;br&gt; ✓ Add The Midwifery Journey video to website</td>
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Face time: Don’t Waste Time!

• SCHEDULE AND HOLD REGULAR PRACTICE MEETINGS!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

• Develop an agenda and find a mechanism for practice members to contribute
  • Hardwire regular agenda items
  • Place on a shared drive so the team can contribute
  • Rotate the responsibility for developing the agenda
  • Provide adequate notification and pre-work as needed
  • Include VMV & Foundational Agreements on agendas and minutes
Maximize Meeting Time

- Clarify when meetings are mandatory and hold team members accountable for attendance
- Commit to begin and end on time
- Check-in to engage participants
- Add a “mission, midwifery or strengths” moment
- Share responsibilities:
  - Facilitator
  - Time keeper
  - Minutes taker
- Send meeting minutes in a timely fashion
Recruitment & Selection

• Be clear about the needs of your practice
  • Practice philosophy
  • Fit
  • Skill set
  • Schedule
  • Other duties as assigned
• Involve the entire team in the interview and selection process
• Set the new midwife up for success by thoughtful on-boarding!
Selection Tools

- Commercial tools are available
  - Gallup and others (customized)
  - Ability tests
  - Personality tests
- Structured Behavioral interviews
- StrengthsFinder 2.0 is NOT endorsed to be a selection tool!
Team Building: Self-Awareness

- Personality Assessment
  - DISC Assessment (Many variations)
  - Myers-Briggs Type Indicator
  - The Thomas Concept
  - True Colors
  - Team Insights
  - Many, Many Others
- All are based upon the same psychology/behavioral research
- As adults, our personalities are hard-wired
Team Building: Focusing on Strengths: Gallup Tools

• First, Break all the Rules (Revised 2016)
• Now, Discover Your Strengths
• Strengths Finder 2.0
• Strengths Based Leadership
• Deeper dive into talents and performance

Building a Strengths Based Practice: Increases

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<th>Engagement</th>
<th>Success</th>
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<tbody>
<tr>
<td>Loyalty</td>
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<td>Productivity</td>
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<tr>
<td>Profitability</td>
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Strengths
Focused
Tools
Team Building: Emotional Intelligence

- Numerous tools are available, all based upon the same neuroscience and behavioral research
- Provides a “snapshot” of an individual’s current level of emotional intelligence
- Identifies areas of EI strength and opportunities for growth
- Encourages on-going focus and development of EI

- Powerful tool for teams who are already self-aware and ready to move to a higher level!
EQ Map
Numerous tools are available, all based upon the same neuroscience and behavioral research.

Provides a “snapshot” of an individual’s current level of emotional intelligence.

Identifies areas of resiliency strength and opportunities for growth.

Encourages on-going focus and development of resiliency.

Powerful tool for teams who are struggling, facing adversity and want to move forward.
Resiliency Map
Focus on your Leadership Development
Gallup Builder Profile 10
What are YOUR Next Steps for YOUR High Performing Practice Team?

• Focus on YOUR professional development
• Develop or clarify YOUR practice Vision, Mission & Values
• Identify YOUR practice strategic priorities
• Maximize practice meetings by hard-wiring the process of agenda design, meeting facilitation and minutes
• Implement team building measures to help your team succeed…and…
• EXCEL on YOUR Leadership Journey!
Comments & Questions

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