

FOSTERING AUTONOMY – 5 THINGS YOU NEED TO KNOW TO NURTURE A “GROWTH MINDSET” IN YOUR CULTURE

Key Takeaways

1. Eudaimonism is the belief that well-being = a life well lived
 - Well-being is enhanced when an individual has agency and is engaged in activity
 - Well-being requires focus on process, rather than outcomes
2. Self-Determination Theory is a framework to study human motivation. Through the lens of enhancing well-being, self-determination outlines three basic psychological needs:
 - Competence – experiences of effectiveness and mastery
 - Relatedness – experiences of warmth, bonding, care, and connection to others
 - Autonomy – experiences of volition and willingness
3. Press Ganey’s data indicates:
 - Employees who experience meaningfulness, mastery and feel involved are much more likely to stay with the organization than employees who do not
 - Engaged leadership, at all levels, serves fosters employee engagement and meaning in work
 - As leadership fosters meaning at all levels, autonomy and agency thrives, driving overall retention and well-being
4. Five things that nurture a growth mindset:
 - Meaning matters
 - Leading is being intentional about creating meaning for everyone
 - Fostering meaning requires intentional training for all leaders
 - Leadership competencies generate standards and a clear vision, which enhances performance
 - Performance and well-being are enhanced when one can act with agency & autonomy
5. In preparation for this webinar, we reviewed Press Ganey’s employee engagement database to identify client organizations whose employees report having a strong sense of autonomy and are involved in decisions that affect their work. These organizations were then interviewed to better understand the “how” behind these scores and how they are fostering autonomy in their organizations:
 - Uvalde Memorial Hospital:
 - Manager Orientation - Intensive, weekly orientation for first 6 months in role
 - Nurse \ Physician Interaction - Nurses are eager to call the physician to discuss patient care
 - Charge Nurses Take charge - Expected to lead improvement projects
 - Staff Nurse “Lead” Committee - Focus on quality of care and improvement, hold monthly meetings at 7am to ensure night shift representation

- Southern Ohio Medical Center:
 - Culture of honesty and kindness – Net +/ Net - , Disagree Agreeably
 - Leader Role Model expectations – the SOMC Way
 - Taking Action – HR meets individually with each employee after survey, 1:1 reviews with leaders
 - Anger Free Workplace – all employees must sign-off on expectations each year, tools are provided to ensure skill matches intent
- Jennings American Legion Hospital:
 - Involving staff in decisions - Peer interviewing, daily problem-solving huddles
 - Fostering awareness - Town Halls, Monthly staff focused newsletter – human interest stories
 - Building leader capability - Quarterly leader development, CFO is invested in education
 - Senior Leader visibility - Formal rounds to seek input and feedback, reinforce Value Statement
- Intermountain Healthcare:
 - Provided focused support and coaching of front-line nursing leaders to address marked declines in decompression
 - Strategy was successful through: Senior alignment and collaboration, defined leadership behaviors, and the nurse leader development initiative
 - Results of coaching include improved outcomes for engagement, resilience, and retention
- Spooner Health:
 - Spooner Health’s Values: co –created by employees and supported by all levels of leadership, including the Board of Directors:

What We Live and Work By

<p>The Person</p> <p>We can make a difference by valuing each individual through respect, compassion, and honest communication.</p>	<p>Integrity</p> <p>Serving our customers with a respectful approach by doing the right action when no one is looking.</p>
<p>Confidence</p> <p>Providing care and service with self-assurance, certainty, and respect.</p>	<p>Excellence</p> <p>To always exceed expectations through knowledge and growth.</p>
<p>Enthusiasm</p> <p>To work as a team to inspire others to a new level of excellence.</p>	<p>Fellowship</p> <p>Respect for each other and for the diversity of the community we serve.</p>

Partner Spotlight: Interview with Michael Schafer and Cindy Rouzer from Spooner Health

Spooner Health's CEO and CHRO join our Workforce Well-Being Collaborative to share their personal leadership journey and how this transformation yielded a culture change within Spooner Health. Michael and Cindy share their purpose- and people-centered strategy, informed by Press Ganey's Workforce Engagement Data, to foster a culture of competence, relatedness, and autonomy. Please review the webinar recording for the full interview and insights shared by Spooner Health leadership.

RESOURCES

Webinar Recording

[Link to Resource](#)

Presentation Deck

[Link to Resource](#)

July 2021 Well-Being Collaborative Recording - Emotional & Mental Health in Action

[Link to Resource](#)
