

**CREATE A WORKPLACE  
NO ONE WANTS TO LEAVE**

**UNIVERSITY OF MISSOURI  
QIPMO PROGRAM**

**MARK FRANCIS, MS, LNHA  
LEADERSHIP COACH**




1

---

---

---

---

---

---

---

---

**CEUs FOR TODAY!**




TODAY'S WEBINAR HAS BEEN APPROVED FOR CEU HOUR(S)

**IN ORDER FOR MO LNHAS TO GET CREDIT:**

- It is **REQUIRED** that you complete a brief survey/evaluation via:
  - ✓ A pop-up at the end of the webinar, or
  - ✓ An automated email from GoToWebinar that will be sent to attendees
  - ✓ You only need to complete it once (either via the pop-up or the email)
- It is **REQUIRED** that you answer the question asking for your LNHA number.

*Please note: the certificate that will be linked in GoToWebinar's automated "thank you for attending" email is **NOT YOUR CEU CERTIFICATE**. Your official certificate will be sent out by QIPMO staff in approximately 2 weeks.*

*\*The amount of your credit will be adjusted based on a time spent on the webinar.*

2

---

---

---

---

---


---

---

---

**KEEPING AND  
GROWING  
STAFF**

- Engagement
- Autonomy
- Competence
- Purpose
- Motivation
- Coaching
- Feedback
- 5-star Staffing Program


3

---

---

---

---

---

---



---

---

**ENGAGEMENT**

---

What is the most important asset in your long-term care facility?

4

---

---

---

---

---

---

---



---

**ENGAGEMENT**

---

What is the most important asset in your long-term care facility?

**STAFF?**

5

---

---

---

---

---

---

---



---

**ENGAGEMENT**

---

What is the most important asset in your long-term care facility?

**ENGAGED STAFF!!**

6

---

---

---

---

---

---

---

---

## ENGAGEMENT

---

**WHAT IS ENGAGEMENT?** 

When employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.




7

---

---

---

---

---

---

---




---

## ENGAGEMENT

---

**GALLUP POLL**

- 2000 → 26% of American workers were actively engaged
- 2019 → 35% actively engaged
- World's best organizations → 70%
- Higher education ≠ higher engagement - high school or less is **most engaged** group

8

---

---

---

---

---

---

---



---

## ENGAGEMENT

---

**What happens when employees are engaged?**

- Less absenteeism- 41%
- Less turnover- 24 %
- Less safety incidents- 70%
- Greater customer satisfaction- 10%

9

---

---

---

---

---

---

---

---



**ENGAGEMENT**

---

**GALLUP Q-12**

**BASIC NEEDS**

1. Do you know what is **expected** of you at work?
2. Do you have the **materials and equipment** to do your work right?

10

---

---

---

---

---

---

---

---



**ENGAGEMENT**

---

**GALLUP Q-12**

**INDIVIDUAL NEEDS**

3. At work, do you have the opportunity to do what you do **best** every day?
4. In the last seven days, have you received **recognition** or **praise** for doing good work?
5. Does your supervisor, or someone at work, seem to **care** about you as a person?
6. Is there someone at work who **encourages** your development?

11

---

---

---

---

---

---

---

---



**ENGAGEMENT**

---

**GALLUP Q-12**

**TEAMWORK NEEDS**

7. At work, do your **opinions** seem to count?
8. Does the mission/purpose of your company make you feel **your job is important**?
9. Are your associates (fellow employees) committed to doing **quality work**?
10. Do you have a **best friend** at work?

12

---

---

---

---

---

---

---

---

**ENGAGEMENT**



---

**GALLUP Q-12**

**GROWTH NEEDS**

11. In the last six months, has someone at work talked to you about **your progress**?

12. In the last year, have you had **opportunities to learn and grow**?

13

---

---

---

---

---

---

---

---




**ENGAGEMENT**

---

**EMPLOYEE ASSESSMENT**

**HIVE'S Q-12**

<https://www.hive.hr/blog/gallup-q12-improved-alternative/>

14

---

---

---

---

---

---

---

---

**ENGAGEMENT**

---

**SELF-DETERMINATION THEORY**

your ability to make choices and manage your own life



**Key assumptions:**

1. The need for growth drives behavior
2. Autonomous motivation is important

**Three basic needs:**

1. Autonomy
2. Competence
3. Significance/connection

*Edward Deci, Richard Ryan (University of Rochester)*

15

---

---

---

---

---

---

---

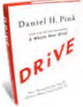
---

## ENGAGEMENT


---

### SELF-DETERMINATION THEORY



- <https://selfdeterminationtheory.org/theory/>
- <https://www.verywellmind.com/what-is-self-determination-theory-2795387>



**Drive:** Daniel H. Pink (Riverhead Books, 2009)



**Crave:** Gregg Lederman (Brand at Work, 2018)

---

---

---

---


---

---

---

---



16



### ENGAGEMENT

THREE FACTORS FOR ENGAGEMENT

1. Autonomy
2. Competence
3. Purpose

---

---

---

---

---

---

---

---



17

## AUTONOMY

---

Autonomy:

“A feeling of choice that engenders willingness. It encourages people to fully endorse what they are doing.”

---

---

---

---

---

---

---


---

18

**AUTONOMY**

---

Are your employees resources or partners?



SPAD Stetson School of Nursing

19

---

---

---

---

---

---

---

---

**AUTONOMY**

---

- Task - what they do
- Time - when they do it
- Technique - how they do it
- Team - with whom they do it

*Pink, Drive 2011*

SPAD Stetson School of Nursing

20

---

---

---

---

---

---

---

---

**AUTONOMY**

---

**DELEGATION**

- Right person
- Right information (reason, results, directions)
  - Right resources (including training)
- Right communication (what reporting, how often)
  - Right responses (trust, thanks, reward)

SPAD Stetson School of Nursing

21

---

---

---

---

---

---

---




---

**AUTONOMY**

---

**DELEGATION**

- Right person

22

---

---

---

---

---

---

---




---

**AUTONOMY**

---

**DELEGATION**

- Right person
- Right information (reason, results, directions)

23

---

---

---

---

---

---

---




---

**AUTONOMY**

---

**DELEGATION**

- Right person
- Right information (reason, results, directions)
- Right resources (including training)

24

---

---

---

---

---

---

---

---






# AUTONOMY

---

## DELEGATION

- Right person
- Right information (reason, results, directions)
  - Right resources (including training)
- Right communication (what reporting, how often)



25

---

---

---

---

---

---

---




---

# AUTONOMY

---

## DELEGATION

- Right person
- Right information (reason, results, directions)
  - Right resources (including training)
- Right communication (what reporting, how often)
  - Right responses (trust, thanks, reward)



26

---

---

---

---

---

---

---



---

# AUTONOMY

---

## ROADBLOCKS TO DELEGATION

- Need or desire to do it *all*, have *all* the answers
  - Not taking time up-front



27

---

---

---

---

---

---

---

---

## COMPETENCE

---

1. Mindset
2. Joy in the pursuit
3. Grit

28

---

---

---

---

---

---

---

---

## COMPETENCE

---

### MISTAKES

Don't avoid making mistakes, avoid making the SAME mistakes

*When you make a mistake, there are only three things you should ever do about it: admit it, learn from it, and don't repeat it.*

- Paul Bear Bryant

1. Own your mistakes
2. Be kind to yourself
3. Discover what happened
4. Make a plan to do it differently next time

29

---

---

---

---

---

---

---

---

## COMPETENCE

---

### IMPORTANCE OF YOUR REACTION TO MISTAKES

**WoW Questions**

- **W**hat happened that I would like to repeat?
- **W**hat happened that I want to do differently next time?

mistake  
+  
correction  
=  
learning

30

---

---

---

---

---

---

---



---

**PURPOSE**

---

Why do I do what I do?

We don't find meaning, we make meaning.  
Caring for others - no higher calling!!

31

---

---

---

---

---

---

---



---

**MOTIVATION**

---

**AGREE/DISAGREE**

You can motivate your employees

32

---

---

---

---

---

---

---

---


**MOTIVATION**

---



**AGREE/DISAGREE**

You can motivate your employees

You can't mandate engagement!!



[This image by Unknown Author is licensed under \[CC BY-NC-ND\]\(#\)](#)

33

---

---

---

---

---

---



---

---

## MOTIVATION

---

- **Lower motivation**
  - EXTRINSIC: Task or activity you work at to earn a reward or avoid punishment (fear)
  
- **Higher motivation**
  - INTRINSIC: Task or activity you engage in because it is personally rewarding (significance)



34

---

---

---

---

---

---

---



---

## MOTIVATION

---

### WHAT MAKES A MOTIVATING WORKPLACE

1. Challenging and interesting work
2. Leaders who respect and invest in their employees
3. Seeing progress on significant work



35

---

---

---

---

---

---

---

---

## COACHING

---

MANAGERS: shift from *boss* to *coach*



36

---

---

---

---

---

---

---



---

**COACHING**

---

*COACHING: Unlocking a person's potential to maximize their own performance*

-John Whitmore

37

---

---

---

---

---

---

---

---



**COACHING**

---

**OUTCOME-BASED MANAGERS**

- They enjoy learning their team members' strengths
- They purposefully discover what motivates each person
- They match talent to task
- They trust workers to do their best
- They get out of their workers' way

*J Robison, 2016*

38

---

---

---

---

---

---

---

---



**COACHING**

---

Know your goals

Know your employees

Know your communication

39

---

---

---

---

---

---

---

---

**COACHING**

---

**Know your goals**





40

---

---

---

---

---

---

---

---

**COACHING**

---

Know your goals  
**Know your employees**





41

---

---

---

---

---

---



---

---

**COACHING**

---

Know your goals  
Know your employees  
**Know your communication**


42

---

---

---

---

---

---

---

---

**FEEDBACK**



---

**RECOGNITION**

When employees are asked, "How does receiving recognition and rewards at work make you feel?"

- 81%** say it makes them feel more committed
- 79%** say it makes them work harder
- 78%** say it helps them be more productive

*Gleboforce, The ROI of Recognition in Building a More Human Workplace, 2016*

43

---

---

---

---

---

---

---



---

**FEEDBACK**

---

**POSITIVE FEEDBACK/COMPLIMENTS**

- Sincere
- Specific
- Soon

44

---

---

---

---

---

---

---

---


**FEEDBACK**

---

**POSITIVE FEEDBACK/COMPLIMENTS**

Sincere

*Sincerity*

45

---

---

---

---

---

---

---

---


**FEEDBACK**

---

**POSITIVE FEEDBACK/COMPLIMENTS**

Sincere  
Specific

*specific*




46

---

---

---

---

---

---

---

---



**FEEDBACK**

---

**POSITIVE FEEDBACK/COMPLIMENTS**

Sincere  
Specific  
Soon

*soon*

47

---

---

---

---

---

---

---



---

**FEEDBACK**

---

**GIVE COMPLIMENTS THAT INCREASE ENGAGEMENT**

*Give compliment*  
*Explain meaning/significance*

48

---

---

---

---

---

---

---

---





**FEEDBACK**

---

**GIVING CONSTRUCTIVE, CORRECTIVE FEEDBACK**

**WoW Them**

- **W**hat do I want them to repeat the next time?
- **W**hat do I want them to learn from this situation?

49

---

---

---

---

---

---




---

---

**FEEDBACK**

---

One of the biggest single motivators is when people get caught in the act of doing it right and get praised for it.

50

---

---

---

---

---

---

---

---



**KEEPING AND GROWING STAFF**

- Engagement
- Autonomy
- Competence
- Purpose
- Motivation
- Coaching
- Feedback
- 5-star Staffing Program




51

---

---

---

---

---

---

---

---

**5-STAR STAFF PROGRAM**

---

Putting concepts  
into practice



52

---

---

---

---

---

---

---

---

**5-STAR STAFF PROGRAM**



---

Growing staff that amaze!

Program that grows staff based on direct feedback from 5 different sources:

1. Residents
2. Family/friends
3. Peers
4. Supervisors
5. Self

Each staff member has opportunity to achieve a **star** in each category



53

---

---

---

---

---

---

---

---

**5-STAR STAFF PROGRAM**

---

**FEEDBACK TOOLS**

- Verbal, written

**Above/Beyond**



54

---

---

---

---

---

---

---

---

**5-STAR STAFF PROGRAM**

---

**FEEDBACK TOOLS**

A/B card

Above and Beyond

I want to recognize \_\_\_\_\_  
for going **above and beyond** their duties. Here is what I have  
seen this person doing:



\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

55

---

---

---

---

---

---

---



---

**5-STAR STAFF PROGRAM**

---

**TRAINING**

- **Facility leadership** - overview of **5-Star** Staff Program, customize to facility
- **Department managers** - coaching, encouraging individual staff, giving feedback
- **All staff** - how **5-Star** Staff Program works

56

---

---

---

---

---

---

---


---



**5-STAR STAFF PROGRAM**

---

**IMPLEMENTATION**

- ✓ *Schedule* rollout of components
- ✓ Regular follow-up *meetings* with facility



57

---

---

---

---

---

---

---



---

**5-STAR STAFF PROGRAM**

---

**BENEFITS OF 5-Star Staff PROGRAM:**

- ✓ Engaged employees
- ✓ Happy residents and families
- ✓ Reduced turnover
- ✓ Growing tomorrow's staff and leaders

58

---

---

---

---

---

---

---

---



**Questions?**




59

---

---

---

---

---

---



---

---

**CONTACT**

---

Mark Francis, MS, LNHA  
 QIPMO Leadership Coach  
 (417) 499-9380  
[francismd@missouri.edu](mailto:francismd@missouri.edu)

60

---

---

---

---

---

---

---

---

## LTC LEADERSHIP COACHES

- Nicky Martin, BSA, LNHA, CDP, QIPMO Team Leader  
(573) 217-9382  
St. Louis/Southeast/Southwest  
[martincaro@missouri.edu](mailto:martincaro@missouri.edu)
- Mark Francis, MS, LNHA  
(417) 499-9380  
Kansas City/West/Southwest  
[francismd@missouri.edu](mailto:francismd@missouri.edu)
- Libby Youse, BGS, LNHA, CDP  
(660) 651-3778  
Central/Midwest/North  
[youseme@missouri.edu](mailto:youseme@missouri.edu)



**NURSING HOME HELP**  
We can do virtual visits via zoom!

Nursing School of Nursing

---

---

---

---

---


---


---


---


61


## YOUR QIPMO NURSES


 Wendy Boren  
email: [borenw@missouri.edu](mailto:borenw@missouri.edu)

 Katy Nguyen  
email: [nguyenk@missouri.edu](mailto:nguyenk@missouri.edu)

 Crystal Plank  
email: [plankcl@missouri.edu](mailto:plankcl@missouri.edu)

 Debbie Pool  
email: [poold@missouri.edu](mailto:poold@missouri.edu)

 Melody Schrock  
email: [schrockm@missouri.edu](mailto:schrockm@missouri.edu)

 Carol Siem  
email: [siemc@health.missouri.edu](mailto:siemc@health.missouri.edu)

Nursing School of Nursing

---

---

---

---

---

---

---

---

62

## CEUs FOR TODAY!

TODAY'S WEBINAR HAS BEEN APPROVED FOR CEU HOUR(S)

**IN ORDER FOR MO LNHAS TO GET CREDIT:**

- It is **REQUIRED** that you complete a brief survey/evaluation via:
  - ✓ A pop-up at the end of the webinar, or
  - ✓ An automated email from GoToWebinar that will be sent to attendees
  - ✓ You only need to complete it once (either via the pop-up or the email)
- It is **REQUIRED** that you answer the question asking for your LNHA number.

Please note: the certificate that will be linked in GoToWebinar's automated "thank you for attending" email is **NOT YOUR CEU CERTIFICATE**. Your official certificate will be sent out by QIPMO staff in approximately 2 weeks.

\*The amount of your credit will be adjusted based on time spent on the webinar.

---

---

---

---

---

---

---

---

63