

Welcome to BayCare's Leadership Toolkit!

“BayCare is an extraordinary team leading the way to high-quality care and personalized, customer-centered health.”

That one statement is the essence of the BayCare Strategic Plan for 2017 -2021.



As a leader, how can you support this plan? One way is by focusing on the outer two rings of the Strategic Plan, the powerful combination of Physicians and Team Members, while being mindful of the Team Resources' Strategic Goal:

“BayCare will have the happiest and most engaged team members in healthcare.”

What is team member engagement and why is it a critical component of the strategic plan?

Engagement means creating an **emotional connection to the organization**, so team members will move beyond simply doing their jobs to doing whatever is necessary to serve the needs of our customers. Team member engagement drives the organization to achieve clinical excellence. You might even call it the “secret sauce” of successful organizations!

How is this emotional connection created? By you. **Leadership.**

Studies done by the Gallup organization show that managers have the greatest impact on team member satisfaction. *Engagement is highest among employees who have some form of daily communication (face-to-face, phone, or digital) with their managers (What Great Managers Do to Engage Employees, HBR, 2015).* According to Gallup, great leaders demonstrate three critical behaviors:

- Communicate richly
- Set clear goals for performance management
- Focus on strengths over weaknesses

Building on those actions, BayCare has created the *Leadership Core Competencies*, identifying the specific behaviors *all* leaders will need to demonstrate to engage their teams and deliver results. Leaders can “Engage” to Deliver.”

The Core Competencies are:

Engage

- **Communicator:** Communicates consistently and transparently early and often. Seeks to understand the needs, feelings and capabilities of others. Is tactful, honest and treats others with empathy and respect.
- **Talent Developer:** Motivates and guides others to achieve personal and organizational goals. Coaches, mentors and challenges in a way that inspires people to reach their full potential.
- **Emotional Intelligence:** Creates positive relationships that foster a healthy and fun environment for Team Members to work, Physicians to practice and Consumers to engage with our services.

Deliver

- **Collaborator:** Works with teams to deliver our vision and shared goals. Finds common ground with a wide range of stakeholders. Seeks mutually beneficial solutions
- **Catalyst for Change:** Adapts, evolves and transforms through thoughtful experimentation and continuous learning. Seeks out opportunities within change to differentiate BayCare from its competition and offers the highest level of value for our consumers.
- **Results Driven:** Leads by setting challenging goals and aligning Team Members with them. Owns and delivers results. Tracks and validates accomplishments using appropriate metrics.

The Tool Kit contains multiple resources to support each competency and assist leaders in developing their team members to be the happiest, most engaged team members in health care. These tools are ready for you to use every day.

(You can explore additional resources for each topic by accessing the Leadership Tool Kit on the Intranet>Shared Services>Team Resources>Leadership Development)



Toolkit Resources are organized in the following manner:

Engage:

- Self-Awareness
- Time Management
- Coaching
- Recognition and Reward
- Rounding
- TMAC Surveys

Deliver:

- Communication
- Change Management
- Focus Groups

Each topic within this toolkit shares a connection with one another and can be used simultaneously to foster your growth and success. For example, as you explore the resources on Time Management, you will find direct connections in sections on Rounding, Coaching, Communication, Self-Awareness, and Team Member as Customer (TMAC).

One final thought:

As a leader, you are on stage, so bring your best self to work! When you model the behaviors that align with our Values and Culture, so will your team.



As a leader,
you are always on stage!

