



Taking Control- Reengineering Process & Services: Listening Sessions

Tuesday, June 14, 2022

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Agenda

- Introduction
- Listening Sessions Defined
 - Models
 - Process
 - Outcomes
 - Recommendations





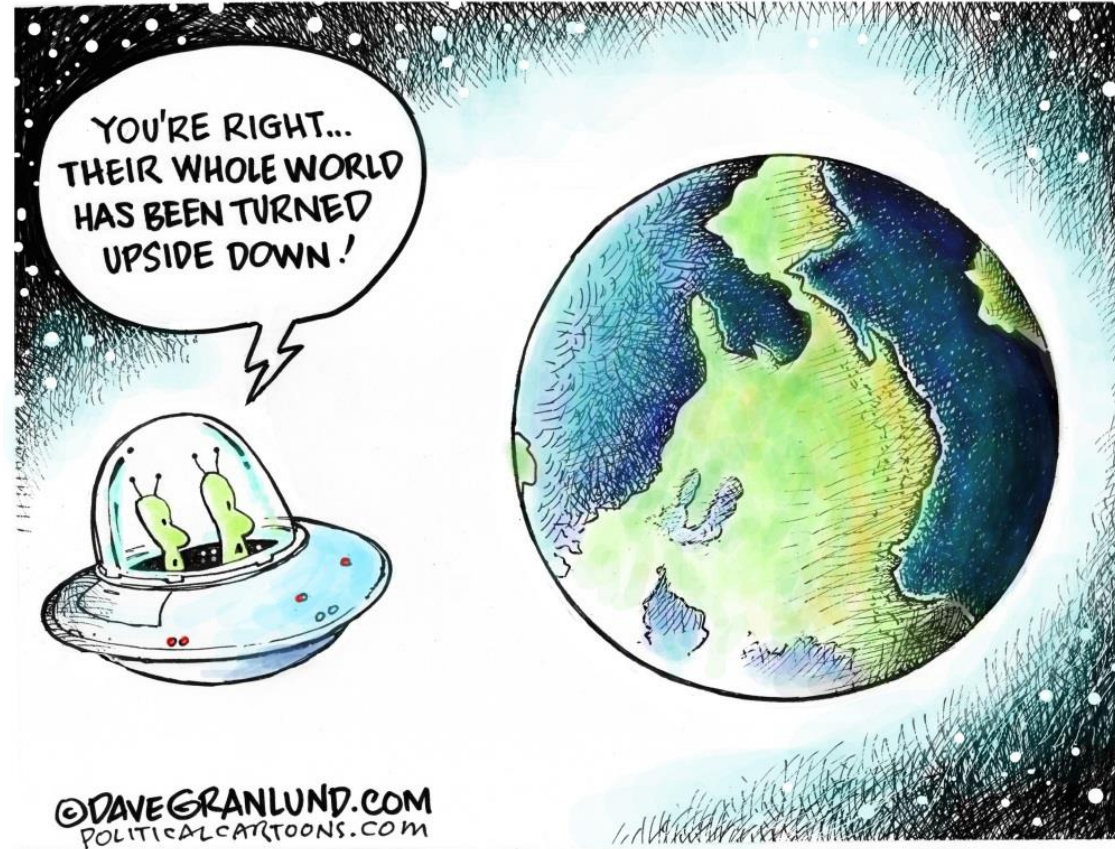
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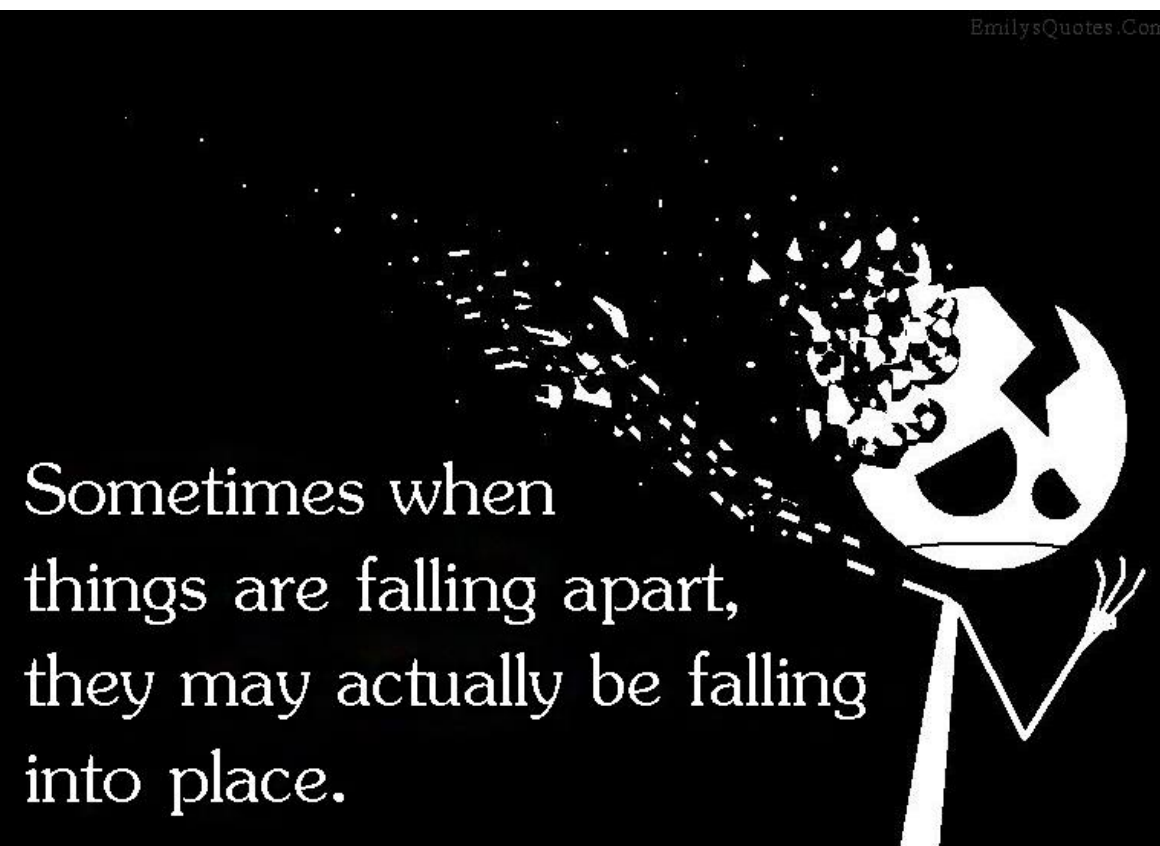
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Responses

- Commitment to 100% retention of employees
- Conversion to telehealth services
- Infection control mitigation measures
- Staffing reconfiguration
- Technology supports
- Community COVID-19 installations
- Frequent town hall and site meetings



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Perception



Perception

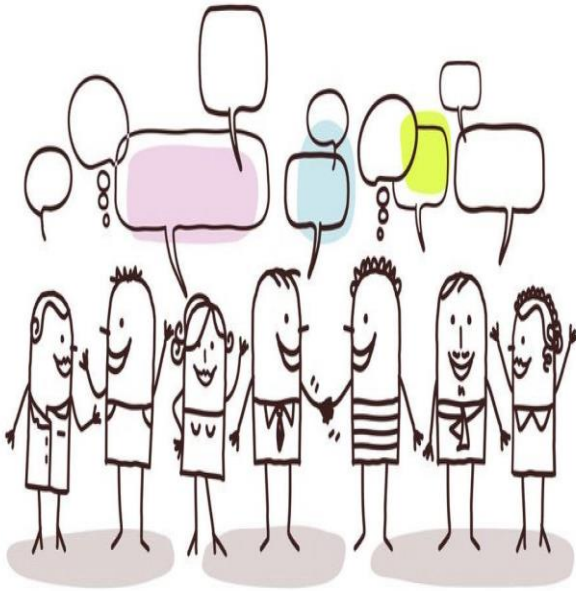


What are listening Sessions?



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- An opportunity for staff to participate in a conversation with leadership to share feedback, opinions, and solutions for consideration.
- Open discussion for department(s) staff to share:
 - How their teams are doing
 - Challenges and concerns
 - What's successful
 - Ideas
 - What needs improvements

Listening Sessions Models



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November 2021 through July 2022



1. One-on-One Listening Sessions

Sessions between a member of leadership and staff

2. Leader-to-Leader Listening Sessions

One-on-one session between a member of leadership and recommend with a leader from HR and a leader from behavioral health

3. Department Listening Sessions

Group sessions between departmental staff and CEO/Executive Leadership



Department Listening Session Process



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Initiation and Planning

- Executive Sponsors meet with Department Chiefs to plan Listening Session(s)

Listening Session

- Department staff provides feedback
- Scribes record feedback and submit to Executive Sponsors
-

Synthesize & categorize feedback

- Executive Sponsors review feedback with Chiefs and identify key themes to be addressed

Assignment: Task Delegation

- Executive Sponsors assign Leaders with tasks in need of responses/ solutions
- Executive Sponsors provide due date

Monitoring and Control

- Executive Sponsors monitor the project to ensure responses are adequate and submitted by the due date for review and presentation development

Department Listening Session Process



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Presentation Development

- Executive Sponsors develop presentation for the final Session

Presentation Review

- Executive Sponsors review presentation with COO

Pre-Presentation Meeting

- Executive Sponsors review the presentation with the Executive Team and other staff presenters

Final Session

- Executive Team and other staff facilitate the presentation to department staff

Follow-up Session with staff

- Establish quarterly check-in with department staff

“The Back End”



Department	Pre-Meeting	Listening Session #1	Listening Session #2	Scribes' notes	Synthesize and categorize feedback	Synthesized note review w/Chief: assign leads and disseminate to leads	15m. meeting check-ins once week w/leads	Department Feedback Due Date	Outstanding Items	PPT Development	PPT Review	Pre-Final Presentation Mtg.	Final Presentation	Follow-up Presentation
	Facilitator/Chief			Scribes	Facilitator	Facilitator/Chief	Facilitator/Leads	Leads	Leads	Facilitator	Facilitator/COO	Facilitator/CEO/Leads	Facilitator/Leads	Facilitator/Leads
				24hrs. after column D	48hrs. after column E	24hrs. after column F	weekly	2-2.5 wks. after column D (C if one session)		4wks. after column D	48hrs. after column K	48hrs. after column L (4 weeks after Listening Session 2)	5wks. After column D	3-4 months after column M
MA/LPN	October 26th 3:30p.m.-4:00p.m.	November 2nd 5:30-6:00 p.m.	November 3rd 5:30p.m.-6:00p.m.			November 8th 2:00p.m.-2:30p.m.	several meetings were set up individually for smaller teams to meet	N/A				November 10th 3:00 p.m.-3:30p.m.	November 10th 5:30p.m.-6:00p.m.	March
Nursing	November 2nd 3:00p.m.-3:30p.m.	November 8th 5:30-6:00 p.m.	November 11th 5:30p.m.-6:00p.m.			November 16th 11:00a.m.-11:30a.m.	several meetings were set up individually for smaller teams to meet	N/A				January 3rd 4:30p.m.-5:00p.m.	January 5th 5:30p.m.-6:00p.m.	March
PSA/CCS	September 1st 5:30pm- 6:00pm	September 2nd 5:30pm- 6:00pm	N/A			September 7th 5:00pm- 5:30pm	September 14th, 21st, 28th 4:00pm- 4:30pm	N/A				October 5th 4:00pm- 4:30pm	October 12, 13, 14 5:30pm- 6:00pm	January
Medical	December 3rd 1pm - 1:30pm	December 7th 5:30pm- 6:00pm	December 9th at 5:30pm - 6:00pm			December 21st 1:00 pm	N/A	January 12th	HR			January 17th 11:30am	Jan 18th 5:30pm - 6pm	April
SBHC	November 30th 3:00pm-3:30pm	December 6th 5:30pm- 6:00pm	December 16th 5:30p.m.- 6:00pm			December 20th 11:30am-12:00pm	January 4th 1:00pm-4:00pm	N/A				January 12th 3:00pm-3:45pm	January 13th 5:30-6:00pm	April
BH	December 17th 3:30pm - 4:00pm	January 5th 5:00pm - 5:30pm	January 6th 5:30pm - 6pm			January 14th 10am - 11am	N/A	January 25th	HR, BH	January 25th	January 26th 4pm	January 31st 11:00am -12pm	February 2 5:00pm - 5:30pm	May
Dental	December 8th 1pm-1:30pm	December 21st 1:00pm-1:30pm	December 22nd 1:00pm-1:45pm			January 7th	N/A	February 3rd			February 7th 4pm	February 8th 11:00a.m.-11:30 a.m.	February 10th 1:30p.m.-2:00p.m.	April
Operations		February 15th 5pm	February 17th 5pm	February 18th	February 22, 2022	February 23rd 10:30am	em March 2nd	March 8th		March 10th	March 14th 10:30am	March 15th 4pm	March 30th at 5pm	June
Facilities	February 17th 10am-10:15am	February 18th	-----	February 21st	February 21st	February 22nd		March 7th		March 11th	March 18th	March 22nd	March 25th	July
Communications	March 15th 1pm	March 22nd 5pm	-----	March 23rd	March 25, 2022	March 28th 12pm		April 12th		April 14th	April 15th 1pm	April 19th 1pm	April 21st 5pm	July
IT	March 23 1:30pm	March 24th	-----	February 28th	February 28th	March 31st		April 12th		April 18th	April 20th	April 25th	May 6th	August
Leadership	-----	January 21st	-----	-----	April 20th	April 22nd		May 5th		May 9th	May 10th	May 11th	May 13th	July
Podiatry	-----	April 19th 5pm	-----	April 20th	April 22nd	April 25th		May 2nd		May 4th	May 6th 3:00pm	May 9th at 2:00pm	May 12th 5pm	July
Finance	May 5th	May 6th	May 9th	May 10th	May 11th	May 12th		May 26th		June 8th	June 10th	June 15th	June 17th	September
Grants	TBD													
HR	April 28th 10:30am	May 5th 5pm	-----	May 6th	May 9th and 10th	May 11th 10:30am		May 25th		May 27th	May 30th 10:30am	May 31st at 1pm	June 2nd at 5pm	October
Weitzman Institute	May 23rd 2pm - 2:30pm	June 2nd 10am	-----	June 3rd	June 7th	June 8th at 3:30pm		June 22nd		June 27th	June 28th	July 11th 2pm	July 14th 10am	November

“The Back End, *Cont.*”



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Listening Session Themes



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High Patient Acuity
High Pressure Difficult to Move Up Not Enough PTO
Unhappy Overwhelming Love my Job
Dedicated Staff Unmanageable Workload Low Morale
High Turnover Lack of Internal Communication
Great Challenging Good Excellent Stressful
Short Appointment Lengths
Enjoyable Exciting Love the Mission
Long Days No Complaints Busy Small Pods
High Patient Volume Burnt Out Up and Down
Unexpected Tasks Great Leadership Tug of War
Overwhelmed Crisis-Level Happy Remote Work is Distancing
Systems Issues Lack of Privacy
Overworked Constant Pressure to Meet Metrics

WordItOut



Listening Session Themes



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Challenging
Lack of Sleep Need More Breaks
Never-Ending Notes
Stressed When on PTO
No Time to Even Use the Bathroom
Doable Stressful Weekend Work Improved Better
Work on Holidays
Fine Anxious Okay
Nonexistent Five
Stars Tough to Balance Sustainable Difficult
No Time to Rest Worry
Little Acknowledgement Great Stressed Long Hours
Bubble PTSD
No Time For Self-Care
Good Hard to Keep Boundaries
Emotional Exhaustion

Department Listening Session Buy – in and Accountability



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- Establish a foundation of trust
- Promote the forums as safe environments for staff to have their voices heard
- Be flexible
 - Embrace everyone's uniqueness
 - Be open to different ways of response submittal
 - Include others in the facilitation process
 - Paid work time
- Final presentation
 - Statuses: Solutions, In progress, on Hold or Unable to implement

Department Listening Session- Outcomes



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- Little Wins
 - Stipends were given for scrubs
 - Swipe codes were changed for certain locations they didn't have access to
 - Quieter air purifiers were installed
- Big Wins
 - Expanded qualifications for select frontline roles
 - Revised incentive tiers
 - Strategic planning
 - No Meeting Mondays
 - Added HSA dollars to employees' accounts before employees can begin to earn HSA dollars through the Wellness program.

Recommendations



- Inspire leaders to encourage their staff to take advantage of the opportunity
- Communicate expectations and listening session structure
- Select planning tool to assist your organization with organizing your session(s) and establishing clear goals of the sessions
- Develop reporting tool to keep track, manage and update on feedback to explore key themes.
- Continue to offer ongoing opportunities for staff to provide feedback to Senior Leadership
- Promote cross organization collaboration



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Contact Information

For information on listening sessions and learning collaborative; please reach out to:

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