

Sessions available from Janice Crenshaw

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1. Diversity Solutions

Length: 1 ½ to 2 hours per session

These sessions will define the various dimensions of diversity and discuss the step by step process for developing a diversity mission statement based on the needs of the community, patient and employee. Learn how to evaluate the current organization's culture, based on the organization's mission, to create alignment of diversity solutions to Evidence-Based LeadershipSM resulting in a change in organizational culture that values diversity, and promotes teamwork.

Discuss effective tools to better manage generational and cultural differences and hardwire diversity solutions within your organization. Explore how the Diversity of Thought and other dimensions of diversity have proven to yield results that impact the five pillars.

The Journey to Hardwiring Diversity Solutions

- ▼ Identify the three components for developing a Diversity Mission Statement for your organization.
- ▼ Understand how to link Diversity solutions to Evidence-Based Leadership and the Must Haves® to achieve service, clinical and operational excellence, based on the organization's mission.
- ▼ Discuss tools and techniques to hardwire diversity Solutions within your organization

Diversity at work: Adapting to Organizational Change

- ▼ Understand the journey and time management tips on how to adapt to a changing diverse work culture
- ▼ Discuss trends in workforce diversity, and why diversity is important in the workplace
- ▼ Discuss how to link Diversity solutions to the Must Haves to achieve service, clinical and operational excellence, based on the organization's mission.

Diversity at Work: Celebrating differences that promote Teamwork

- ▼ Discuss individual differences and how these differences can positively impact teamwork.
- ▼ Learn strategies on how to capitalize on the diverse strengths of each employee to accomplish organizational goals.
- ▼ Understand how to build a team that embraces diversity

These sessions can be done in conjunction with Critical Communications, Time management, Organizational Change, and Team Building

2. CONFLICT MANAGEMENT: Coaching Accountability to Organizational Transformation

Length: 3- 4 hours

This session will engage leaders in evaluating the organization's resistance to change, and how Evidence-Based Leadership helps to effect, sustain and hold leaders accountable to organizational goals. Using table exercises linking organizational goals to identified opportunities for improvement, participants will leave this session having a better understanding of organizational transformation/ change; how to better engage and motivate their staff to embrace change; and acquire tools on how to work better as a team, and communicate more effectively a difficult conversation relative to accountability.

OBJECTIVES:

- Discuss how to manage conflict in a work culture that is being challenged by resistance to change
- Understand how to take rounding to the next level and link to organizational goals
- Discuss how to build a team that focuses on trust to eliminate skepticism
- Discuss how to effect, sustain and be an accountable organization that holds leaders accountable to accomplishing and sustaining organizational goals that will produce collaborative results

3. CRITICAL COMMUNICATION SKILLS

Length: 3 hours

This session builds skills necessary for both leaders and staff to hold each other accountable, for leaders to clarify performance expectations and coach when those expectations are not met, and for all member of the organization to more easily share critical information to support quality and safety. Takeaways include how to deliver expectations and create a feedback rich environment, minimize negativity, convey respect, encourage peer to peer leadership and design a difficult conversation. The content is interactive and includes table exercises and on one role plays.

OBJECTIVES:

Upon completion of this course, participants will be able to

- Identify the conversational “tipping point” at which critical information is withheld
- Implement the concept of “complete vs. compete” to support collaboration and increase information sharing

- Describe how fear undermines quality
- Identify the roles of respect and safety on delivery of difficult messages
- Describe the impact of negativity in team and problem solving situations and develop alternative language
- Demonstrate the effect of nonverbal on the perception of the message
- Create an effective message that requests a behavior change and clearly connects the request “back to the bedside”
- Develop effective messages to resolve issues both peer to peer and when there is a perceived difference in status in conversation participants
- Deliver respectful messages that hold all members of the organization accountable for execution of the mission
- Implement paraphrasing to promote listening and confirm understanding
- Design and conduct an effective critical conversation according to a consistent template that will produce collaborative results

**THIS SESSION CAN BE USED IN COMBINATION WITH THE FOLLOWING TOPICS:
(Session extends accordingly)**

- High, Middle, Low performance coaching
 - Standards of behavior
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4. HIGH, MIDDLE AND LOW PERFORMANCE COACHING

Length: 4 hours

OBJECTIVES:

Upon completion of this course, participants will be able to

- Describe “the wall”
- Define the purpose for highmiddlelow® performer conversations
- Identify characteristics of high, middle and low performers
- Describe the impact that each type of employee has on the organization
- Demonstrate appropriate coaching with each
- Develop effective support plan for each employee based on accurate assessment of current level of performance and familiarity with appropriate options

**THIS SESSION CAN BE USED IN COMBINATION WITH THE FOLLOWING TOPICS:
(Session extends accordingly)**

- Critical Communication
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6. ROUNDING AND AIDETSM TRAINING

Length: 2 hours depending on group size

This session can be hands on training for leaders. Janice will work with the leaders to develop their AIDET and define the techniques for Rounding. The second half of the session is rounding using AIDET.

OBJECTIVES:

Upon completion of this course, participants will be able to

- Define the five components of AIDET
 - Develop Key Words for their departments/areas
 - Identify the value of Key Words and how they impact clinical outcomes and safety
 - Demonstrate how to acknowledge a patient/resident
 - Model how to “manage up” him/herself, teammates, other departments, physicians, and the organization
 - “Manage up” his/her own skill set and experience
 - Describe how to explain Duration
 - Identify characteristics of an Explanation and the value of using language a patient/resident understands
 - Demonstrate appropriate body language and eye contact for an effective patient interaction
 - Role play a patient interaction applying the five fundamentals
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7. AIDET and KEY WORDS AT KEY TIMES

Length: 2 hours

This session utilizes segments from the Studer Group AIDET DVD. The length of the session depends on how many video segments, vignettes and role plays are included.

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Upon completion of this course, participants will be able to

- Define the five components of AIDET
- Develop Key Words for their departments/areas
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- Demonstrate how to acknowledge a patient/resident

- Model how to “manage up” him/herself, teammates, other departments, physicians, and the organization
- “Manage up” his/her own skill set and experience
- Describe how to explain Duration
- Identify characteristics of an Explanation and the value of using language a patient/resident understands
- Demonstrate appropriate body language and eye contact for an effective patient interaction
- Role play a patient interaction applying the five fundamental

8. Time Management:

Length: 2 hours

This session will help offer leaders tips on how to more effectively manage their time in a workforce that is being challenged by change.

- *Understand the stages of change that impact time management*
- *Understand how time management align with organization’s priorities*
- *Identify Time Robbers*
- *Learn how to make priority list that align with LEM goals*

NOTES:

All sessions are available either as a substitute coaching day or as a speaker’s engagement.

All sessions are customized to partner needs and **require a pre-visit conference call** with first the coach and then the partner/customer to establish expectations.

Maggie Zager (Maggie.zager@studergroup.com) **needs to be included** on all correspondence and makes all logistical arrangements.

Thank you!

Janice



Janice (Jan-eesee) Crenshaw

BIOGRAPHY

Janice Crenshaw has an impressive 27 years background in healthcare. In 1997 she was named the Officer of Corporate Diversity for Baptist Health Care, the first person to serve in that position. There, she worked in a variety of roles, including nursing management and administration.

The following highlights some of her extensive 25 year clinical background/experience:

- ▼ **Service:** Visiting home health nurse, assistant head nurse, nutritional support nurse and IV therapy team manager
- ▼ **People:** Cared for patients in almost all departments of the hospital at some time in her career and served as the liaison for the Medical Staff and all ancillary departments.
- ▼ **Quality:** Served as Director of Nursing for Quality Management for 600+ nursing personnel hospital-wide. Coordinated two JCAHO Surveys with no type one recommendations in Nursing for 1993 and 1996, with a total overall score of 97
- ▼ **Financial:** Managed a diversity budget that supported recruitment, community outreach programs, employee training, and cultural celebrations
- ▼ **Growth:** Worked with community agencies, businesses, & universities as Officer of Corporate Diversity

Janice Crenshaw is a life long learner and has studied at several universities - receiving an Associates of Science in Nursing, from Pensacola Junior College, Bachelor of Science in Nursing from the University of West Florida and Master of Science in Nursing from the University of South Alabama. She also holds a Doctorate in Divinity.

"Working with organizations that have a passion for service and operational excellence is one of the most rewarding experiences of my 25 years of healthcare experience. I have had the opportunity to see how the Must Haves and the Nine Principles, when driven by purpose, worthwhile work and making a difference yields positive results within an organization".

Janice is also a professional singer and song writer, and book author.