



COURSE/COACHING OFFERING:

The Nursing Leader's Framework for Achieving Great Results© ("The Greatness Course")

COHORT 2019-01 Timeline:

Start Date: January 17, 2019

End Date: December 31, 2019

COURSE TARGET AUDIENCE: This course is specifically designed for nursing managers with responsibility for one department/unit/specialty with 10-100 employees.

TARGETED COURSE OUTCOME: To increase and leverage employee engagement and work culture to significantly improve operational results and successfully define and execute on annual goals.

CONTACT HOURS: Provider approved by the California Board of Registered Nursing: Provider #16063. Approved for 18 Contact Hours.

APPLY:

Schedule phone interview: <https://bit.ly/2E6BXLn>

Total Enrollment Fees: \$5,000.00

Payment Options:

OPTION 1:

- Enrollment Deposit - \$1,000.00 Due Within 10 Days of Acceptance
- On or before January 31, 2019 - \$1,000.00
- On or before April 30, 2019 - \$1,000.00
- On or before July 31, 2019 - \$1,000.00
- On or before October 31, 2019 - \$1,000.00

OPTION 2: (10% Discount)

- Prompt Pay Discount - \$4,500.00 Due on or before start of Cohort on January 17, 2019.

The Greatness Course Overview

PHASE I – Initiation (January 17-March 31)

Phase I Goals:

1. Gain Clarity on:
 - The vision for the New Approach (the “Why”), Roles & Responsibilities, Guiding Principles
 - the Current/Baseline Status
2. Develop and populate the local level employee-driven team
3. Begin the “packaging” of the above for department-wide communication

Core Learning & Action Assignments:

1. Introduction
 - a. Vision - Why a New Approach?
 - i. Initiate a “Communication Package” starting with the why/vision
 - b. Roles & Responsibilities
 - i. Group/Remote Support - What we do
 - ii. Assignments - What you do
 1. TEAM
 2. LEADER
 3. JOINT EFFORTS
 - c. Overview of Guiding Principles
 - i. The Framework, Structure, Solutions
 1. Creating Strategies, Alignment & Ownership
 - ii. “Good to Great” – Selecting Goals/Improvement Priorities
 - iii. Parallel Approach (aka Two Operating Systems)
 - iv. Cycle (aligning actions within an annual goal cycle) - The continuous rhythm of improvement
 - v. The “Line of Leadership” and the Leadership Bundle
 - vi. Changing How We Change - Identifying and Overcoming 6 Common Barriers to Change

PHASE I – Initiation (January 14-March 31)

2. Becoming crystal clear on the current trends of operational results and strategies.
 - a. Organization’s Strategic Priorities
 - b. Baseline Assessment: Analyze current state and trends:
 - i. Complete Solutions Checklist Survey
 - ii. Compile and Analyze Data Trends: Finance (revenue, expenses, productivity), People (employee engagement, turnover, vacancy rate), Service (satisfaction), Quality/Safety (publicly reported data, culture of safety), Growth (volume change trends, revenue trends)
 - iii. Complete inventory of existing Department Improvement/Project Teams (employee-driven v non-employee driven) and Organizational Chart
 - c. Add to/Amend the “Communication Package” - amend/confirm the WHY and the compelling findings from the baseline assessment

3. Developing and populating the employee-driven team
 - a. Populate the Team Structure - Select, Invite, Commit
 - i. Team Leaders
 1. Nurse Manager as Executive Sponsor
 2. Creating individual clarity around team purpose and team leader/Executive Sponsor responsibilities
 3. Individual Commitment Statements
 - ii. Team Members for all teams
 1. Creating individual clarity around team purpose and member responsibilities
 2. Individual Commitment Statements
 - b. Initial Branding of the New Approach
 - i. New Approach Name (and Logo, optional)
 - ii. Add to the “Communication Package” the Structure and the New Approach Name/Logo

PHASE I – Initiation (January 14-March 31)

4. Initiate Team Meetings
 - a. Creating team clarity around team purpose, team member & leader responsibilities
 - b. Tactics for Optimal Team Functioning
 - c. Team Logistics: Meetings Days/times, agendas/minutes/communication tactics, action assignments, etc.
 - d. Goal Setting - 2-3 Department Goals (w/ Executive Sponsor)
 - e. Creating customized team action plan: order of priority/sequencing for Year 1
 - f. Review and Commitment to Team Action Plan

5. Add to the “Communication Package” a snapshot of the Team and their Purpose, and the Solutions to be championed by the team via their action plan for Year 1

PHASE II – Training/Coaching Support (April 1 – December 31)

Phase II Goals:

1. Leader evolves his/her mastery of the elements of the Leadership Bundle and Change Process/Theory
2. Sub-teams evolve as the champions engaged in high functioning employee-driven efforts that lead the workforce toward the mastery of the solutions in the Action Plans.

Core Learning & Action Assignments:

1. Executing on the Action Plans for the Department Goals

2. Initiating the Leadership Bundle
 - a. Strengthening Relationships - Employees, Peers, Physicians/Providers
 - b. Grateful Leadership
 - c. Transparency
 - d. Validation
 - e. Feedback
 - f. Hiring/Onboarding
 - g. Resiliency
 - h. Change Process/Theory

PHASE II – Quarterly Cycle Support (April 1 – December 31)

3. Developing & Executing the Team Action Plan
 - a. Goal Cycle
 - b. Standards
 - i. Behaviors
 - ii. Service
 1. Positive Communication Standards
 2. Service Recovery
 - iii. Performance
 1. Nursing Bundle
 - c. Hiring
 - d. Recognition/Celebration
 - e. Resiliency
 - f. Change Process/Theory

Course Delivery Methods

1. Webinar Trainings/Events (attend live; all will be recorded and made available):
 - a. Phase I Initiation Events
 - b. Solutions-Specific Trainings
 - i. Leadership Bundle
 - ii. Team Action Plan
 - c. Q&A Events
 - i. Leader
 - ii. Team
 - d. Optimizing Team Functioning Training
2. 1:1 and Remote Coaching (“Help Tickets” and Scheduled 1:1 Phone Check-Ins)
3. Collaboration with Cohort within the Closed Facebook Group
4. CapstoneEDU eLearning Courses: Work Relationships That Work and Direct Dialogue
5. On Demand Access to Partner-Only Resources



2019 Webinar Trainings/Events Schedule*

January 17, 24, 31

February 7, 14, 21, 28

March 14, 28

April 18

May 16

June 20

July 18

August 15

September 12

October 14

November 21

December 12

*Subject to change with advance notice

1:1 Coaching Schedule

Two 1:1 Coaching/Training Calls – Phase I

Three 1:1 Coaching/Training Calls – Phase II



Primary Course/Coaching Faculty

Jane McLeod is the co-founder of Capstone Leadership Solutions, a firm specializing in assessing organizations to facilitate planning and execution of operational improvements. She is the co-author of the book, *The Employee Experience*. Jane has been in the healthcare field for more than 30 years as a Registered Nurse. Her clinical experiences focused on inpatient Oncology Nursing at a large tertiary facility in Northwest Michigan, as well as Emergency Room and Critical Care nursing in northern rural Michigan. Jane has had the honor of serving in leadership positions in both of these hospitals, spanning most of her career. She has been a Clinical Director of Inpatient Oncology, Critical Care, Emergency Services; as well as the Nurse Executive and Senior Inpatient Director.

Working with staff to ignite the same energy and passion for their careers, as she has for her own, has been the cornerstone of Jane's work. She feels blessed to have been chosen to lead many new initiatives in both technological advances, as well as initiatives for cost saving measures and improving employee morale. Her work as a nursing leader has led to a tremendous increase in both the satisfaction of her employees, as well as the customers they serve. She lives under the model of Servant Leadership and walks by example every day. Jane is very proud of the fact that her career has come full circle and she has returned to the bedside to live out the nursing practice she advocates for every day.

Jane has teaching and speaking experience on a variety of topics, ranging from clinical specific topics in her areas of expertise to such broader topics as training others to practice safely. She is considered to be a very motivating and energetic speaker, often interjecting humor and everyday examples to enhance understanding and learning of topics. She has also been a speaker for industry conferences and workshops. She has been an adjunct instructor for Lake Superior State University (LSSU) in Sault Ste. Marie, Michigan.

Jane was elected by the nursing graduates of LSSU multiple times to be their keynote speaker at their graduation and pinning ceremony. This resulted from her interactions with the students as they worked in various positions for her organization. Her energy for life and a chosen career field is evident.

Jane's leadership experience also included the opportunity to develop a worksite wellness program for 875 employees. Her passion has always had a focus on choosing a healthy lifestyle and prevention of illness. She saw the results of making poor lifestyle choices while nursing in an oncology and emergency room setting and has worked to show those around her that they can make simple effective changes in their work and personal life to create dramatic changes in their health.

Primary Course/Coaching Faculty



Sue Tetzlaff is the co-founder of Capstone Leadership Solutions, a firm specializing in assessing organizations to facilitate planning and execution of operational improvements. She is the co-author of the book, *The Employee Experience*. Sue had served in healthcare leadership positions for more than twenty years, including Vice President of Quality, Chief Nursing Officer, Interim CEO and Chief Operating Officer.

The development of new programs and expansion of services, facilitation of strategic retreats, conducting community focus groups, training leaders and employees, and mentoring new leaders are amongst the favorite aspects of her work in healthcare leadership. Sue, by choice, lives and primarily works in rural communities.

She has organized and been a featured trainer for more than a hundred leadership and employee development events with the objective of training leaders and hundreds of associates on skills necessary to create extraordinary results. She has been a featured speaker at industry workshops and events.

Sue is Board Certified in Healthcare Administration and Fellow in the American College of Healthcare Executives. She is licensed as a Registered Nurse in the State of Michigan and is a Registered Health Information Administrator in the American Health Information Management Association. She received her Master's Degree in Hospital/Healthcare Administration from the University of Minnesota.

The Hospice of the EUP, of which she is a member of the Board of Trustees, has recently finished its fourth year of operations of its newly constructed residential Hospice House which is fully funded by donations and operated by volunteers. She enjoyed her many years of membership on the Michigan Health and Hospital Association Small or Rural Hospital Council and on her church's audit committee.

She is known for her high expectations and never feels the need to apologize for having them. She truly believes that "good" is the enemy of "great" and that mediocrity should be, and can be, replaced with excellence.

In her early years, her athletic endeavors contributed to three state championship volleyball titles and a team induction into the Michigan Athletic Association's "Legends of the Game" Hall of Fame.