

Creating a Committed Workforce

On Friday, November 4th, the Central and South Texas Chapters of the American College of Healthcare Executives (ACHE) hosted the continuing education event, “Creating a Committed Workforce”. A panel discussion featuring Michael Roussos, Hospital Administrator, University Health Services, Barry Burns, HR VP, Methodist Healthcare System, LTC David Parker, FACHE, COO, Brook Army Medical Center was moderated by Patrick Shay, PhD, Assistant Professor, Trinity University.

Prior to the panel discussion, a video, “Leading to an Unknowable Future”, was presented by Michael Fusina, PhD, of the Fusina Group. In the video, Dr. Fusina discussed the fundamental challenges and behavior changes necessary to create an adaptable, flexible workforce. Caring for employees and medical staff members is key in order to foster mental resilience, as strong behavioral skills provide the lever for adoption of solid technical skills. And when mental resilience has been established, organizations can bridge the gap between leadership behavior and sustained performance through creativity, innovation and engagement.

Kicking off the discussion, Patrick asked the panelists if individual leader behavior is the single most important factor in creating a committed workforce? According to Michael, the organization’s mission is the single most important factor. While Barry agreed that mission is important, he also felt that leadership alignment is crucial to creating a committed workforce. For Dave, establishing trust with employees and medical staff members represents the single most important factor.

In keeping with the theme, Patrick inquired about the panelist’s ability to deliver an adaptive, flexible workforce strategy. Per Michael, as a member of the Bexar County Hospital District, University Hospital must adhere to county regulations. Similar to Michael’s response, Barry mentioned that it is challenging, at times, to balance individual hospital and corporate partnership requirements for workforce development. Per Dave, Brook Army Medical Center is building the leaders of tomorrow, today.

For the final question, Patrick asked the group if the University Hospital, Methodist Health System and Brook Army Medical Center employees would agree with their responses. For Michael, University Hospital has worked diligently to foster a learning environment and extend ownership to employees. Per Barry, disengaged employees must be addressed in order to maintain an engaged workforce. According to Dave, unit practice councils and rounding serve to foster leadership and employee communication.

The Central and South Texas ACHE chapters would like to thank the presenters for sharing their insights and best practices regarding healthcare transformation. For more information on future events, please visit us at www.centraltexas.ache.org or send us an email at info@centraltexasache.org.