



# Building a Culture of Empowerment CD2 Learning's Leadership Training



## Who is Children's Healthcare of Atlanta?

Children's Healthcare of Atlanta in Atlanta, GA, is dedicated to making kids better today and healthier tomorrow. With 532 licensed beds, Children's employs more than 8,700 employees and manages more than 850,000 annual patient visits at three hospitals and 24 neighborhood locations.

## What Issues was Children's Facing?

Organizations across many industries doing more with fewer resources. The healthcare industry is no exception. Children's recognized the need to equip their staff with skills to meet the challenges of the changing environment.

Children's identified leadership training as essential for both staff development and patient satisfaction. They realized the nursing staff could be on the leading edge of transforming healthcare quality and advancing health if properly empowered. Training in four key areas would help achieve this: empowerment, communication, peer-to-peer feedback, taking initiative, and accepting accountability in all situations.

Once Children's identified their goals, they began looking for a leadership program they could deliver to their staff that was dynamic and trackable, using the latest in web-based technologies and the power of interactive game, simulation, and assessment modules.

## Why CD2 Learning's Leadership Training?

Children's was looking for a leadership program that offered a blended approach of online training that accommodated schedules of their 24/7 staff, and face-to-face debriefings that connected the nurses to their teams. They liked the CD2 Leadership program because it featured Ken Blanchard's Situational Leadership II (SLIITM) content and offered Children's a cloud-based solution scalable to their organization and easily deployed to any device--smartphone, tablet, desktop, laptop--at any location. The CD2 Leadership training program also included supporting materials and highly dedicated support services.



### Desired Leadership Behaviors:

Using SLII's strategic and effective method for managing and developing people, Children's was able to identify the desired leadership behaviors they wanted to develop throughout the course of the program.

**Communication** Children's wanted to instill a culture of open, productive, and confident communication among the nursing staff with physicians, care teams, patients and their families. Through improved communication, nursing staff would be empowered to advocate for patients and participate in the decision-making process. Nursing staff would also exhibit a high degree of emotional intelligence giving them the ability to identify, assess, and control the emotions of oneself, others and groups.

**Feedback** The second behavior outcome desired among nursing staff is the ability to give and receive productive feedback. They wanted their nurses to self-identify within the organization, not only for taking care of patients but impacting a system of care.

**Accountability** The third desired behavior Children's identified was increased ownership and accountability of care delivery in partnership with the physician and care team, keeping desired patient outcomes at the forefront. Also important was the ability to manage and lead under stressful conditions and be able to prioritize appropriately.

**Initiative** Children's believed it was important for nursing staff to ask "why" and demand evidence-based-practice of themselves and the organization. Children's wanted their staff to actively manage their careers and be prepared for advancement whether it was at the bedside or into management roles.



### The Launch:

Together with CD2 Leadership, Children's developed a program called "Finding the Leader in You" (FLY). The program was tested on one pilot group made up of multi-level nursing staff from bedside nurses to directors. After receiving feedback, the formal FLY program was adjusted to allow four cohorts to go through the program over a two-year period.

To supplement the program, seven clinical-specific videos were created that preceded the leadership content. The pre-lesson videos were created using

the CD2's powerful Innovator, a course authoring tool built into the system. The videos set the stage for the upcoming trainings and identified how leadership lessons applied in a healthcare environment. Children's selected actual staff members to appear in the videos which helped increase engagement.

At the conclusion of each online lesson, specially-trained staff members hosted live debriefing sessions to round out the comprehensive blended learning process and provided learners a forum for collaboration.

### Next Steps:

To date, the initial response has been positive. Staff has embraced the temperament content and is seen applying it in their work groups. Leaders and nurses both articulate the positive benefits of situational self-leadership as a common framework for collaborative communication. Children's is looking forward to the growth of this program.