

## How to Create a Culture of Engagement that is Sustainable

**Roberta L. Hines, MD**

Nicholas M. Green Professor and Chair  
Yale University School of Medicine  
Department of Anesthesiology  
New Haven, CT

## Culture of Engagement “Key Components”

- Know your audience
- Adaptive strategies
- Leadership team is essential
- Setting expectations
- Align reward systems
- Communication / Listening skills
- Personal involvement/visibility

## Audience



## Departmental

- Know your faculty : “They want to see you”
- Listen (actively)
- Communicate: stay on message
- Consistency / Transparency
- Articulate a shared vision
- Be inclusive
- Be approachable
- Know how and when to say No
- Say yes only when you mean it!

## Institutional

Dean ↔ Hospital ↔ Practice Plan

- Be visible (this is more than just “showing up”)
- Participate / be prepared
- Hospital Leadership will probably outlast Dean
- Extend your sphere of influence
- Understand the “currency” of Dean, Hospital, Practice Plan (they will be different)

## Institutional

- Develop and foster relationship with all Chairs – not just “surgically” based Chairs
- “Actively Seek Leadership Positions” Medical Board/ Practice Plan / Medical School/Hospital System/**Network**
- Be at the table for strategic planning/ discussions (resource allocation)
- Department needs to be seen as contributing/ advancing institution goals/mission

## National

Remember to promote the department and faculty **before** yourself

Stay engaged and active

Department needs to be seen as “contributing and advancing our specialty”

## Community

Outreach Activities – high school programs, community education

Identify/liason with patient groups with specific attachments and visibility with your institution

Advocate/sponsor/participate in activities which align with institutional priorities

Yes, PR is important !

### Educating Our High School Students: Future Members of the Health Care Team



## Adaptive Strategies

Acknowledge what is *not working* and change it (but don't change for the sake of changing)

Re-access your initial vision/mission – Does it need to be refined/revised? How is the landscape changing?

Remember you have multiple missions (often competing/conflicting missions)

Value Proposition : Proactive > Reactive

## Leadership Team

Take a strategic look at your leadership team  
“Do you have the right people on the bus?” (James Collins)

Surround yourself with people who are smarter than you and complement your leadership attributes/style

External Review : Opportunity to examine the department leadership, highlight success/ accomplishments and determine the need for additional resources

**Coaching** : Invest in your leadership team

Develop a Succession Plan: Share it with your institution and faculty

## “Engaged Leadership”

Recruit support from the top 29% - These employees already engaged – will influence others to “get on board”

Motivate employees by celebrating small success, encourage work life balance

Lead across generational divides

Identify and recruit appropriate talent according to their needs and yours

Prepare for change and provide open and honest communication about company's and employee performance

**Engaged Leadership** : Clint Swindall

## Aligning Rewards

Encourage Balance: Clinical / Academics  
Metrics need to be achievable (faculty input)  
Be creative : Not everything is measured in time or money  
Be mindful of generational differences

“1001 Rewards and Recognition Fieldbook”  
(Bob Nelson, PhD)

## Communication

Provide avenues/opportunity for discussion and dissent

Never underestimate the value of knowing the “outcome” of any meeting

Are you reaching all of your audiences, i.e. cultural / gender / generational differences

Seek expanded venues for communication

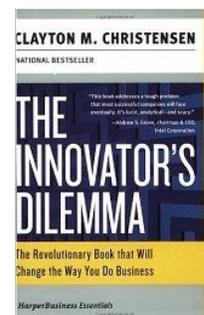
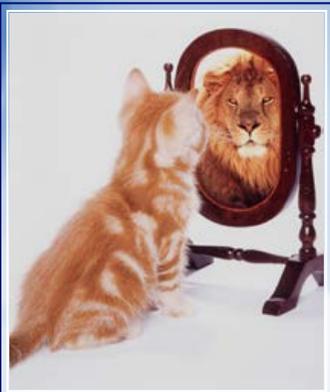
Remember the value of personal interaction

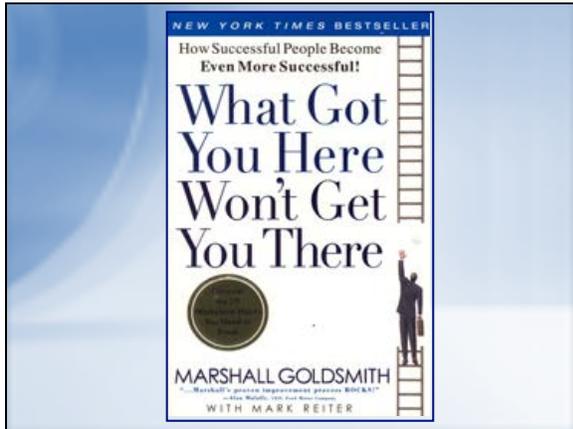
Keep your enemies “In the Tent”

“Not Every Communication Has to be the Gettysburg Address”

Eleanor Roosevelt

“There Are No Secrets”





Millennial Rising: The Next Great Generation  
Neil Howe

Pew Internet and American Life  
Website  
Susannah Fox  
[www.pewinternet.org](http://www.pewinternet.org)

