

LEADERSHIP
ONBOARDING
PLAN- ZOILA
ARAICA

Nursing Leadership Mentoring & Onboarding Plan

Participant Name:

Zoila Araica

Position:

Manager

Reports to:

Carolyn Domina, Administrative Director Surgical Services

Mentor:

Loubna Nouredin, Director

The purpose of this plan is to provide you with the support and guidance needed to be successful in your new role. It addresses basic milestones you need to meet within specific timeframes as well as formal and informal training needed to better acclimate to your role. It is important to note that the milestones provided below are guidelines and can be adjusted accordingly (as long as it kept within the six months). Meetings with your Mentor or OD Consultant will be scheduled on or around the conclusion each month to discuss your progress and assistance or support.

In preparation for your onboarding journey, it is important to understand how your onboarding works, your stakeholders, key take-aways, and why you should focus your energies on onboarding. The chart below offers you outline of your six month journey. Pay close attention to the objectives and ask yourself: ***“What is my take away from each experience?”***

Month 1: Meeting Your Onboarding Team

Objectives:

- Meet the team that will help you throughout your onboarding experience
- Work with your mentor to schedule consistent meetings with him/her
- Begin scheduling your meetings a month ahead thereby providing stakeholders enough time to work with you.
- Prepare for your one on one meetings. Work with your Mentor on this

Month 2: The Service Line Experience

Objectives:

- Discuss with stakeholders the current strategy and goals of the service lines
- Prepare for your meetings with SLT members and CEO
- Begin scheduling your meetings a month ahead thereby providing stakeholders enough time to work with you.

Month 3: Applications and Processes, part 1

Objectives:

- Spend a day with TM&E and Learning and Development to better understand key components and processes in retention, recruitment and employee engagement and development
- Begin scheduling your meetings a month ahead thereby providing stakeholders enough time to work with you.

Month 4: Applications and Processes, part 2

Objectives:

- Spend a day with the Finance team to better understand the budgeting and finance systems of the organization and department.
- Begin scheduling your meetings a month ahead thereby providing stakeholders enough time to work with you.

Month 5: Peer Networking

Objectives:

- Network with your peers and build a deeper working relationship with them by understanding more about their department, goals, and leadership style.
- Begin scheduling your meetings a month ahead thereby providing stakeholders enough time to work with you.

Month 6: 360 Onboarding Experience and Direct Report Feedback

Objectives:

- Design and execute a teambuilding activity that involves your leadership team and/or your direct reports
- Discuss with OD consultant strengths and opportunities of the program.

Preparing To Meet Your Stakeholders

During the next six months, you will be meeting with various leaders to ask important questions regarding the following:

- Leadership Competencies
- Leadership Styles
- Role Overview
- Cultural Awareness at the Director Level
- Assistance and Support

It is important that when you hold these meetings, you ask the right questions to gain the feedback needed to become even more successful in your role.

The following sections will provide you with scripts and questions that will help you begin discussions with those you will meet throughout your onboarding process.

INTRODUCTION EMAIL

In order to schedule yourself with your stakeholders, it is important to provide them with a reason as to why you want to meet with them. Below, please find a sample of email messages that can be used as an introduction:

Sample Email #1

Good day **{Leader Name}**,

Please allow me to introduce myself. My name is **{Your Name}** and I am currently the **{Your Position}** of the **{Your Department Name}** department. At the moment, I am in process of transitioning to become a **{Name the position which you will be transitioning}**.

During this transition phase, MCHS has given me the opportunity to participate in a six month onboarding program for the new position. One of the requirements in the onboarding process is to meet with specific stakeholders to discuss leadership culture, opportunities and support. I would really appreciate meeting with you this month to discuss these topics as well as other opportunities in which we can collaborate.

Could we schedule a time to meet? I am available these time on the week of **{State the week; provide them at least a week or two ahead}**.

Please let me know what time works for you.

In the meantime, should you have any questions or concerns, please do not hesitate to let me know.

Thank you for your time and attention.

Sample Email # 2

Good day **{Leader Name}**,

Please allow me to introduce myself. My name is **{Your Name}** and I am currently the **{Your Position}** of the **{Your Department Name}** department.

As I have just transitioned in this position, MCHS has given me the opportunity to participate in a six month onboarding program for the new position. One of the requirements in the onboarding process is to meet with specific stakeholders to discuss leadership culture, opportunities and support. I would really appreciate meeting with you this month to discuss these topics as well as other opportunities in which we can collaborate.

Could we schedule a time to meet? I am available these time on the week of **{State the week; provide them at least a week or two ahead}**.

Please let me know what time works for you.

In the meantime, should you have any questions or concerns, please do not hesitate to let me know.

Thank you for your time and attention

THANK YOU AND RECOGNITION

After meeting with your stakeholders, make a habit of thanking them for their time. Thank you notes and emails should be sent no longer than a day or two after the meeting. The **best** option would be a personalized thank you note. If email is your preference, below, please find a sample that you may want to use after your meeting.

Sample Email

Good day **{Leader Name}**,

I wanted to take the time to thank you for meeting with me. I truly appreciate your suggestions, thoughts and recommendations as I journey into these new leadership path.

It was a pleasure to gain your insight and I will definitely put your recommendations into practice. I wanted to share with you some of the take-aways from our conversation:

- XXXXXXX
- XXXXXX
- XXXXXX

Thank you once again for your time and attention.

These people will be your lifelines when questions arise. With your onboarding team, it will be important to:

- Establish best ways to communicate effectively and consistently
- Establish the best ways to achieve the objects and results together

Below, you will find suggestions and recommendations to make your meetings with your onboarding team even more effective.



Susan Fornaris
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360 Leadership Competencies

Strengths: Action Oriented; Integrity Trust; Standing Alone

Opportunities: Negotiating, Political Savvy; Peer Relationships

During this first meeting with Susan, it is important to establish three objectives:

- Consistent meeting times
- Discussion of goals and objectives for the duration of the onboarding program
- Review of Competency Model and areas of opportunities

Establishment of consistent meeting times

The key to your onboarding success is consistency. Make sure that you and Susan meet consistently during your onboarding process. The onboarding plan suggests that you meet at least once a month to gather updates, review initiatives taken and plan future actions. However, if you and your mentor want to meet more frequently, it is encouraged.

Keep a standing appointment on your calendars. Doing so creates consistency and accountability. We also suggest that these meetings take place in settings with *minimal* interruptions. These settings may be out of the office or at a coffee house (for example). The goal is that you conduct open and transparent conversations where challenges, recognitions, recommendations wins and losses are discussed.

For this **first** meeting, please invite the Organizational Development Consultant to provide support and recommendations for the trajectory of the program.

Discussions of goals and objectives for the duration of the program

During this time, it is important to communicate with your mentor your overall personal objectives during the onboarding process. What other goals (aside from the ones assigned) are you interested in pursuing and attaining.

Think about:

- What's your buy-in?
- What else do you want to learn from your mentor?
- How else can she help you?

Review of Competency Model and areas of opportunity

You may want to note that some of these competencies may have been identified by your mentor as areas of opportunity for herself. Discuss how she is overcoming or has overcome them. Gaining that perspective may help you evolve your own tools of action to overcome your own competencies.

In speaking with the CNO, there are certain Director level leadership competencies that should be part of your discussions with your mentor. Discussion points include:

Developing Direct Reports

- Effectively developing your supervisor to understand expectations
- How to manage the challenging one to one conversations with your supervisors and additional direct reports

Building Effective Teams

- How to build effective teams within your own personal teams (As the new team will consist of 2 direct reports and 10-15 educators which will report to the supervisor).

Composure

- Keeping composure with new peers in formal settings.
- Self-awareness of environment and people

Conflict Management

- Reading situations quickly
- Hammering through tough agreements and disputes on a one to one level
- Setting expectations and accountability

Organizing

- Learning to identify resources within the nursing environment
- Utilizing resources effectively

Negotiation

- Gaining buy in directly without over utilizing peer or higher level support (Having influence/negotiation skills)
- Persuading others

Delegation

- Clearly and comfortably delegating both routine and important tasks and decisions.
- Broadly sharing responsibility and accountability throughout the team
- Leveraging everyone in the team (spreading delegation equally amongst all)
- Learning to choose the appropriate people, "not just the ones that do well" (This ties in to developing direct reports).

Change Management

- Learning to anticipate and accept challenges of the in a new position and knowing that you may spend 20-40% of the time debugging, fixing mistakes and figuring out what went wrong.
- Learning to deviate from the past (if that is a requirement)
- Appeasing the anxiety and fear of the unknown from your new group

Presentation skills

- Techniques and recommendations for high level presentation skills to SLP and Peers

Notes:

Goals:

1. Crucial conversations
2. Work on poker face
3. Accountability expectations in others
4. Selective filtering of info
5. Learning objectives as they come up
6. Improve overall professional persona
7. Decrease prioritizing and time management
8. Self-awareness of environment and people

Five time wasters in work environment

1. Personal life interruptions (cell phone)
2. Emails requesting me to complete something
3. People interrupting me; visits to my office

Homework

1. Set up meetings with directors to explain the what my role will be as a fellow
2. Identify 5 time wasters



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360 Leadership Competencies

Strengths: Customer Focus; Creativity; Learning on the Fly

Opportunities: Patience; Sizing up People; Work/Life Balance

During this first meeting with Karla, it is important to establish three objectives:

- Learning the Leadership Talent Review process
- Learning the Leadership Process at MCHS
- Identifying and attending the leadership classes involved in your development plan

During this meeting you will gain insight as to what is expected of you in terms of leadership development, succession planning and the MCHS leadership operational calendar. Familiarizing yourself with the yearly events, terminology and leadership initiatives will help you assimilate with the leadership culture in the system.

You and the OD consultant will also work together on other development competencies to help you within the transition of your role.

We recommend to keep the lines of communication open with your OD consultant as she will oversee your onboarding process throughout the six months.

Notes:

Complete classes that are pending LTR

You will be meeting with a large number of peers and SLT members during your onboarding process. It is important that you take full advantage of these meetings and acquire every ounce of information that might benefit your new role.

During these meetings it is important that you communicate a spirit of collaboration. Let them know that you are there to support and assist them in this new role. Below, each stakeholder and peer you will meet a set of scripted questions is provided to help you initiate conversation topics. These are guidelines to help you initiate conversation. Feel free to add additional discussion points.



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360 Leadership Competencies

Strengths: Organizational Agility; Drive for Results; Integrity and Trust

Opportunities: Patience; Hiring and Staffing; Work/Life Balance

Mirtha has been with the organization for over twenty years. Being a seasoned leader within the organization, she can provide you with resources, information and experiences that may better help you develop in your role.

During your meeting with Mirtha, you may consider asking the following questions:

- What are the most important decisions you make as a leader of your organization?
- What are the most challenging decisions you have ever made for your department? What did you learn from those experiences?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the “core values”?
- Do you set aside specific times to cast vision to your employees and other leaders?
- What is one characteristic that you believe every leader should possess?
- How do you reward/recognize employees in your department?
- How do you utilize your time management effectively?
- What type of learning do you think I should focus on during my onboarding experience?
- How can my department support you?

Notes:

1. Characteristics I should possess: more visible on the unit level and engaged with magnet. Share my energy and knowledge like what I do at NOC however at a staff level
2. Clinical coordinator example; how she learned from her experience
3. Takes work home a lot and needs to improve it. Block time on calendar for PCIU rounds and office work
4. Budget knowledge, nursing compass understanding
5. Visibility and more collaboration with leaders
6. Personalize emails and show that I work around other others schedule.



Carol Weber, Director, PICU
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Carol is new to our organization, but she has a vast amount of leadership experience from other organizations and can provide you with best practices outside the scope of what you have learned internally. Discuss what she has seen that has worked in other organizations and how she may be implementing such practices at our organization. It is also important to discuss how she has engaged new direct reports that she may not have had previous relationships with. This will help you begin strategizing how to build relationships with your new direct reports (even if they do not directly report to you). During your meeting with Carol, you may consider asking the following questions:

- What is the one behavior or trait that you have seen derail more leaders' careers?
- What advice would you give someone transitioning into a higher leadership position?
- What are you doing to ensure you continue to grow and develop as a leader?
- How do you help a new employee understand the culture of your organization?
- What are the most important decisions you make as a leader of your organization?
- What are the most challenging decisions you've ever made for your department? What did you learn from those experiences?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- How can my department support you?

Notes:

- Good qualities: organized, energized, flexible to when assignments not go well
- Be consistent with your leadership and decision making
- Cant skip steps in leadership



Jackie Gonzalez, SVP, Chief Nursing Office
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As your leader, Jackie will be an integral part of your onboarding success. It is important for you to understand what her expectations are now that you are in this new role. Communicate effectively your wins as well as your challenges. In this first meeting, make sure to cover the following:

- Expectations during the onboarding period (onboarding vs job duties vs goal updates)
- Goals and your regular job role during the onboarding period
- Strategic organizational initiatives at the director level

Notes:

1. Get the honest feedback ask about their department, opportunity to share my vision of my department, build relationships, be a sponge
2. What do you need from me as a leader that I may not yet be providing you?
3. Your presentations should tell a story; know your audience; know your data

Currently, the system has four running service lines: Cardiac, Orthopedics, Neuroscience and Oncology. You will be meeting with department directors and Service Line Administrators that will help you better understand the functions of the service lines and how they are integral to the system and your role. Through this month, focus on the following:

- Learn about the overall strategy and goals of the service lines
- Establish objectives and goals that may be of interest to you and your department
- Establish ways in which you can also support the service lines (if applicable)

Below, you will find suggestions and recommendations to make your meetings with the service line team effective. It may be of benefit to have **group meetings** with the directors and service line directors of each service line. However, this is optional. After initial introductions and sharing your background, you may want to discuss the following:

Oncology Service Line



Peggy Townsend, Director, 3North
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(786) 338-3708 Mobile

360 Leadership Competencies

Strengths: Interpersonal Savvy, Motivating Others, Self-Development

Opportunities: Business Acumen, Time Management, Work/Life Balance



John Girard, Service Line Administrator, Oncology
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(786) 624-2583 Office

360 Leadership Competencies

Strengths: Decision Quality, Managerial Courage, Negotiating

Opportunities: Presentation Skills, Dealing with Ambiguity, Innovation Management

Recommended Questions for Discussion:

- Can you share some of your objectives and goals for the service line and 3 North?
- How do you engage physicians?
- What is the best method to gain buy in from higher leadership and physicians?
- What was your biggest win for your department?
- What was your biggest challenge? How did you overcome it?
- Tell me the challenges you've encountered as you've grown the service line and expanded into other markets.
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?

- How can I better support you?

****We recommend that you meet with both the director of the unit or area and the service line administrator together to experience an overall 360' view of the service line.*

Notes:

1. Safety care for pediatric hem-onc patients: BSI bundles, safe chemo administration and decrease med errors
2. Increase specialty certification
3. Successful tower move
4. Create a cancer center
5. Engage physicians: monthly meetings, dual feedback
6. Best approach to get buy in; data and evidence and supporting similar vest practices
7. Biggest challenge: staffing constantly training new people
8. How do you encourage creative thinking
 - a. Put your thinking caps on "if you have any ideas of improve patient family engagement share it

Cardiac Service Line (The Heart Program)



Mayi Ramirez, Director, CICU
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360 Leadership Competencies

Strengths:

Opportunities:



Erika Vila, Service Line Administrator, Cardiac
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360 Leadership Competencies

Strengths: Composure, Managing Diversity, Career Ambition

Opportunities: Command Skills, Motivating Others, Managing Vision & Purpose

Recommended Questions for Discussion:

- Can you share some of your objectives and goals for the service line and CICU?
- How do you engage physicians?
- What is the best method to gain buy in from higher leadership and physicians?
- What was your biggest win for your department?
- What was your biggest challenge? How did you overcome it?
- Tell me the challenges you've encountered as you've grown the service line and expanded into other markets.
- What have been the challenges in entering into a new leadership role?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- How can I better support you?

****We recommend that you meet with both the director of the unit or area and the service line administrator together to experience an overall 360' view of the service line.*

Notes:

1. When speaking approach conversations as we versus you or them
2. Biggest challenge: approach to acuity adjusted model
3. Best method to gain buy in: data that is accurate and pertinent

4. Goals: growth/outreach, quality and sustainment

Neuroscience Service Line (The Brain Institute)



Angeles (Angie) Barba, Director, the Brain Institute (786) 624-8448 Office
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360 Leadership Competencies

Strengths: Ethics and Values, Customer Focus, Integrity and Trust

Opportunities: Dealing with Paradox, Personal Learning, Innovation Management



Sara Widing, Service Line Administrator, Neuroscience (786) 624-8451 Office
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360 Leadership Competencies

Strengths: Interpersonal Savvy, Action Oriented, Compassion

Opportunities: Negotiating, Work/Life Balance, Innovation Management

Recommended Questions for Discussion:

- Can you share some of your objectives and goals for the Neuroscience Line and the Brain Institute?
- What challenges have you encountered working with Neuro Network Partners (since they are not part of the hospital)?
- What is the best methods have worked best for you when working collaborative with an outside entity?
- What was your biggest win for your department?
- What was your biggest challenge? How did you overcome it?
- Tell me the challenges you've encountered as you've grown the service line and expanded into other markets.
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- How can I better support you?

****We recommend that you meet with both the director of the unit or area and the service line administrator together to experience an overall 360' view of the service line.*

Notes:

1. Brain wellness and Neuro home
2. Development of brain wellness index for pediatrics
3. Neuro family advocacy: grow epilepsy program and spasticity rehab focus
4. Neuro Network Partner: private practice
 - a. Challenges: separate infrastructure, less control
5. Do: have an open door policy
 - a. Keeps you aware of the environment and culture
6. Don't avoid or penalize staff for bringing issues forward

Application and Processes

You will be meeting with the Talent Management and Effectiveness Department and the Learning and Development Department. Please plan on spending at least ½ day with each of these department to meet those stakeholders who will provide you with knowledge on needed applications and resources for the director level position. You will also have the opportunity to meet with Risk Management Team to also gain a better perspective of processes within the organization.

Talent Management and Effectiveness



Magaly Barroso, Director, Talent Management
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 (305) 498-8909 Mobile

360 Leadership Competencies

Strengths: Drive for Results, Strategic Agility, Dev. Direct Reports and Others

Opportunities: Humor, Work/Life Balance, Career Ambition

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- Tell me about our SLT team?
- How do you approach organizational goals and objectives? What's your advice?
- What was your biggest win for your department?
- What was your biggest challenge? How did you overcome it?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- How do you develop your people?
- How can I better support you?

Notes:

1. Trending to a better stronger team with new SLT
2. Juggling career and family life. Define what is the most important to you
3. I don't ask people to do anything, need to improve my delegation skills
4. Build a team with activities and lunches in order to further acclimate myself as part of the team



Ilene Fedyniak, Talent Manager
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(305) 496-5290 Mobile

360 Leadership Competencies

Strengths: Integrity and Trust, Customer Focus, Hiring/Staffing

Opportunities: Negotiating, Patience, Managing Vision and Purpose

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- Tell me about our SLT team?
- How do you approach organizational goals and objectives? What's your advice?
- What was your biggest win for your department?
- What was your biggest challenge? How did you overcome it?
- How do you develop your people?
- How can I better support you?

Notes:

1. Process versus people approach

2. What will make me a better leader: communication and ability to craft messages appropriately



Juanita Hernandez
Recruitment Specialist
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Recommended Questions for Discussion:

- Can you show me the best ways to work with my recruiter(s)?
- Can you show me how to fill out an appropriate requisition?
- When looking over the candidates you send me, what should I focus on?
- How do you sell the organization?

- What is the biggest challenge for a recruiter? If the challenge is internal, how can I help?
- How can I work better with recruitment?

Notes:

1. Personal style to be genuine and conversational
2. To provide feedback on what I don't select a specific candidate but crucial to share feedback
3. Biggest challenge identifying great talent in a market that is limited

Total Rewards/Wellness



Janet Lara-Vital, Director of Total Rewards/Wellness (786) 624-1860 Office
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360 Leadership Competencies

Strengths: Ethics and Values, Boss Relationships, Composure

Opportunities: Confronting Direct Reports, Perspective, Business Acumen

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- Can you tell me more about success sharing and how it would apply to my team?
- How do you approach organizational goals and objectives? What's your advice?
- What was your biggest win for your department?
- What was your biggest challenge? How did you overcome it?
- Tell me about how Magnet can support Wellness/Benefits? (if applicable)
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- How do you develop your people?
- How can I better support you?

Notes:

1. Challenge yourself and learning new programs in order to broaden your understanding as a leader



Jacqueline Vaquer, Manager Benefits

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360 Leadership Competencies

Strengths: Approachability, Compassion, Problem Solving

Opportunities: Work/Life Balance, Delegation, Presentation Skills

Recommended Questions for Discussion:

- Can you tell me about the Benefits Package that MCHS offer?
- What are some key points about Benefits that I can share with my team?
- How do you approach organizational goals and objectives? What's your advice?
- What is the biggest challenge you have when presenting the package to employees?
- Tell me about how Magnet can support Benefits? (if applicable)
- How can I better support you?

Notes:

2. Know your benefits and compliance

3. Dealing with the consequences when staff do not follow the compliance



Gozde Karacaoglu
Taleo Sys. Admin/Workforce Planning Eng.
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Recommended Questions for Discussion:

- Can you provide me with a tutorial to Taleo (Refer to specific areas you need i.e. (requisitions, workforce planning, etc.?)
- When it comes to Workforce Planning, what should I know?
- What are your recommendations when I need to ask for a FTE or other type of employee for the department?

Notes:

1. Work force planning: makes sure that you have the right amount of FTEs and skill set needed in order for you to complete your day to day operations
2. Lean is very important part of workforce planning
3. You will need to demonstrate justification for the need



Carla Leblanc, Manager, Clinical Development
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360 Leadership Competencies

Strengths:

Opportunities:

Recommended Questions for Discussion:

- Can you share with me your role and how it applies to nursing development?
- Can you share with me information about the Clinical Competency Assessment for MCHS?
- How do you see Magnet connecting into your initiatives (i.e. Competency Assessment)
- What is critical for my staff to know?
- Tell me about how Magnet can support you?

Notes:

1. Team that supports PEDS or new technology
2. Carla's role was developed to lead competencies across the organization
3. Competencies are important for all roles within the organization

Risk Management



Sharon Larson, Adm. Director Quality & Risk
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360 Leadership Competencies

Strengths: Compassion, Customer Focus, Managerial Courage

Opportunities: Personal Learning, Career Ambition, Work/Life Balance

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- Tell me about our SLT team?
- As a director, what are some things you suggest when it comes to educating my staff in Risk and Quality?
- How do you approach organizational goals and objectives? What's your advice?
- What was your biggest win for your department?
- What was your biggest challenge? How did you overcome it?
- How do you develop your people?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- How can I better support you?

Notes:

1. Biggest challenges and how did you overcome it:
 - a. Decreased employee engagement scores, Sharon was able to collaborate with TME and self reflect in order to team build
 - b. Most important leadership quality for me:
 - i. Always remember to listen, understand things from their perspective

SLT Meetings

Meetings with the Senior Leadership Team are important because you will develop a better perspective of where they want to take the organization and how you will directly or indirectly drive their vision.

Meeting a C-level executive can be intimidating, and it's easy to say the wrong thing. Below are some questions that will help you drive the conversation:

- What keeps you up at night?
- In your own words, what exactly is our strategy? (As MCHS, as Nicklaus, etc.) Are they all different? Or how do they connect? They all have different mission and vision statements.
- How do you see the company changing in two years, and how do you see yourself creating that change?
- What other CEOs do you look up to?
- How do you keep up with industry innovations? Ideas? Strategies? What journals do you read?
- How do you see my role in support of the strategy or strategies?
- How can my role or department support your role?
- What do you think would make me a successful leader here at MCHS? What qualities will a person in this role need to be successful in your company culture — as an individual and as a worker?

During this month, meet with:



Michael Kushner, Chief Talent Officer



Michael Davis, SVP Strategic Business and Innovation

You will be meeting with the Finance Department, key stakeholders in the Outpatient Centers and the Legal Department. Please plan on spending at least **½ day** with the Finance Department to familiarize yourself with the analysts and accounting personnel who will play a role in your department budget and decisions. Schedule time (either in person or remotely) with the outpatient center leaders to learn more about what they do and how (if applicable) can Magnet increase its involvement now that the systems is expanding. Also, prepare yourself with any legal questions you may have when meeting with Legal.

Finance and Accounting



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360 Leadership Competencies

Strengths: Developing Direct Reports and Others, Ethics and Values, Perseverance

Opportunities: Total Work Systems, Patience, Work/Life Balance

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- Tell me about our SLT team? How do you gain buy-in from them?
- How do you approach organizational goals and objectives? What's your advice?
- What was your biggest win for your department?
- Tell me how PeopleSoft will change the organizational culture or practice at MCHS
- What was your biggest challenge? How did you overcome it?
- How do you develop your people?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- Can you introduce me to certain stakeholders who may be key to my area?

Notes:

2. Biggest challenges → influence others
3. How to develop direct reports: provide people with live and direct feedback
4. Know your budget, know and present your data appropriately, can your cost center balance itself out by the end of the year with the changes you make through out the year

Supply Chain Administration



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360 Leadership Competencies

Strengths: Integrity and Trust, Customer Focus, Listening

Opportunities: Presentation Skills, Career Ambition, Total Work Systems

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- What recommendations would you give when working with Supply Chain?
- How do you approach organizational goals and objectives? What's your advice?
- Who are the stakeholders that I should form relationships with in your department?
- Tell me, how PeopleSoft will change the organizational culture or practice at MCHS?
- What has been your biggest challenge as a leader? How did you overcome it?
- Can you introduce me to certain stakeholders who may be responsible for my area?
- How do you develop your people?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- How can I better support you?

Notes:

1. Supply chain responsible for all contract for service and supplies

2. Governed by board policies

3. Continuously works on value analysis tool

4.

Outpatient Centers



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360 Leadership Competencies

Strengths: Compassion, Delegation, Managing Through Systems

Opportunities: Priority Setting, Written Communications, Command Skills

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- Can you tell me about the strategy for the outpatient centers in the North?
- How do you approach organizational goals and objectives? What's your advice?
- What has been your biggest challenge as a leader? How did you overcome it?
- How do you develop your people?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- Tell me how Magnet can play a larger role in the initiatives and strategy of the Outpatient Centers.
- How can I better support you?

Notes:

1. Develop trust and respect FIRST!!! Build the relationship and let them know that you value their opinions.
2. Time management is very important. Delegate the non-critical things so that you can concentrate on the big strategic items



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360 Leadership Competencies

Strengths: Interpersonal Savvy, Process Management, Motivating Others

Opportunities: Delegation, Work/Life Balance, Presentation Skills

Recommended Questions for Discussion:

- Can you share with me your perception of the leadership culture at MCHS?
- Can you tell me about the strategy for the outpatient centers in the South?
- How do you approach organizational goals and objectives? What's your advice?
- What has been your biggest challenge as a leader? How did you overcome it?
- How do you develop your people?
- How do you encourage creative thinking within your department?
- How do you or other leaders in your organization communicate the "core values"?
- Tell me how Magnet can play a larger role in the initiatives and strategy of the Outpatient Centers.
- How can I better support you?

Notes:

1. Starting as a leader in the ambulatory world is tough because of all the site locations. I was able to overcome it and transition appropriately
2. Staff already very aware of magnet and are able to join and participate in the journey
3. All directors meet with the staff in order to continue developing relationship

Legal Affairs



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360 Leadership Competencies

Strengths: Ethics and Values, Written Communications, Integrity and Trust

Opportunities: Confronting Direct Reports, Time Management, Developing Direct Reports

Recommended Questions for Discussion:

- As a director, what are some of the legal aspects of the organization I should pay attention to?
- In your opinion, what advice would you give me when reviewing contracts or any document?
- How do you approach organizational goals and objectives? What's your advice?
- What has been your biggest challenge as a leader? How did you overcome it?
- As a new director, what do you think is essential for me to learn regarding legal aspects of healthcare?
- How can I better support you?

SLT Meetings

Meetings with the Senior Leadership Team are important because you will develop a better perspective of where they want to take the organization and how you will directly or indirectly drive their vision.

Meeting a C-level executive can be intimidating, and it's easy to say the wrong thing. Below, find some questions that will help you drive the conversation:

- What keeps you up at night?
- In your own words, what exactly is our strategy? (As MCHS, as Nicklaus, etc.) Are they all different? Or how do they connect? They all have different mission and vision statements.
- How do you see the company changing in two years, and how do you see yourself creating that change?
- What other CEOs do you look up to?
- How do you keep up with industry innovations? Ideas? Strategies? What journals do you read?
- How do you see my role in support of the strategy or strategies?
- How can my role or department support your role?
- What do you think would make me a successful leader here at MCHS? What qualities will a person in this role need to be successful in your company culture — as an individual and as a worker?

During this month, meet with:



April Andrews-Singh, Senior Vice President, General Counsel



Jose Perdomo, VP Ethics and Compliance



Nancy Humbert, Senior Vice President, Ambulatory Services

Notes:

- Know your values & leadership skills so you can continue to grow while providing your best to those you lead
- Succession planning is important to all leadership; leadership of all levels is always available and willing to provide guidance to those emerging leaders
- Leaders need to be able to prioritize all aspects of their day; never underestimate the importance of professionalism

Final Steps:

Team building activity:

Team building is a process by which trust and relationships are developed among members of a group. It is also a way to enhance interpersonal relationships, communication and a sense of belong to the group. Another reason that teambuilding is important is that it helps to enhance communication, motivation, creativity, and problem solving among team members. During the last month of your onboarding program, you will need hold a teambuilding activity with your entire team. This activity should include show you the following:

- Engagement of your leaders, their direct reports, the department, organization and you as a leader
- Trust with leadership and each other
- Communication amongst each other
- Identification of strength and opportunities and action plan

In order to achieve a lasting impact, team-building activities need to be strategic, in both design and execution. To lead a truly effective team-building activity, connect with your mentor and OD consultant for recommendations. Both the OD Consultant and Mentor are advised to be there for observational purposes only. You will control the activities and will make the decision as to how to conduct them.

Below are guides to help you when the time comes:

- 1) Determine what challenges your team faces and create activities that address those development areas, such as communication, trust, collaboration, etc.
- 2) Avoid making these activities too competitive; think unity, not division.
- 3) Practice, practice, practice. Think specific, methodical, and consistent—team-building activities are most successful when done consistently and not just once a year. We encourage one each quarter after your onboarding is complete.

Mentor:

Connect with your mentor one last time to close your experience with her. Develop any action plan should you need one after the onboarding program is over. Thank her for her time.

Remember! The relationship is not completely over. Remember to go to her when challenges arise.

OD Consultant:

Close out your onboarding program with the OD Consultant. Offer suggestions and recommendations for the program. Think of what went well, what didn't. How we can improve it for the next person.



THANK YOU FOR BEING PART OF THE ONBOARDING EXPERIENCE

WISHING YOU THE BEST IN YOUR JOURNEY WITH US!

