

COOK CHILDREN'S LEADER'S GUIDE FOR FOCUS GROUPS



Addressing and Preventing Burnout

April/May 2023

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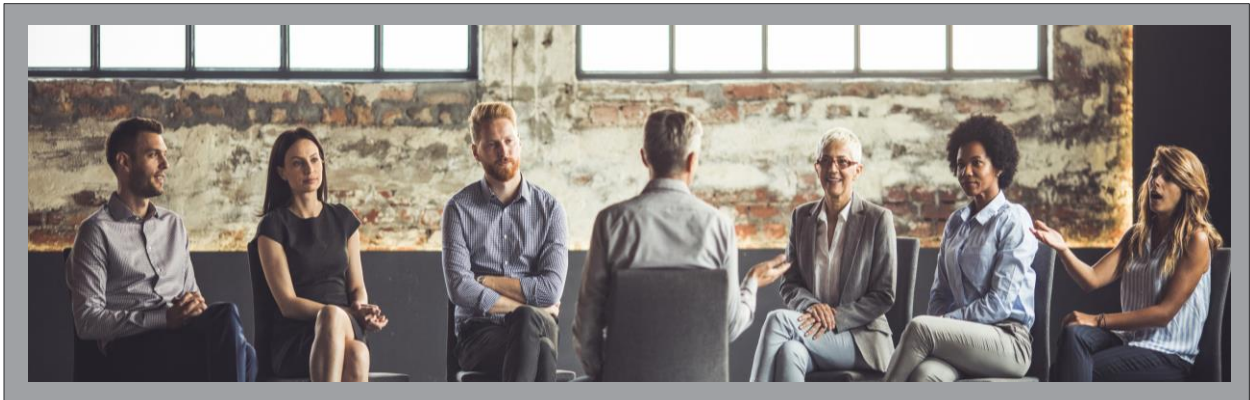
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THE INTENTION OF OUR WORK TOGETHER



We are looking forward to working with you to strengthen your team and build a better workplace experience. The feedback report that you have received has been generated by the data we anonymously collected from your team during the System Burnout Survey.

Since survey data is a diagnostic of how the team is at a specific point in time, frequently more information is needed to fully understand the situation and decide where to focus change efforts. A solution-oriented focus-group approach, that encourages open discussions and generates actionable items that the team members will own, is needed.

We will assist you throughout the initiative and work closely with you and your team to ensure that significant change happens and is adopted in a sustainable way. Cook Children's leadership is fully committed to this work and determined to ensure a preeminent team experience for all employees, a culture where everyone feels seen, heard, respected, and valued.

To ensure that leaders receive all the support they need for this pioneering work, the Leadership Coaches from Cook Children's have partnered up with the Steople Group consulting firm. Steople Group provides value in their partnerships by building long-term relationships and providing practical, pragmatic solutions for business challenges. More information about both internal and external coaches is included in "Additional Resources for Leaders".

FOCUS GROUPS OVERVIEW



Focus Group Essentials

- System-wide, we have identified 68 priority departments that will benefit from focus groups. The criteria for determining the priority groups can be found in “Additional Resources for Leaders”.
- We will conduct focus groups starting May and continue through the summer of 2023.
- Each group will be assigned either an internal or external coach who will facilitate the work with you and your team. Additionally, internal coaches will work with you and your leader to ensure the successful implementation of the agreed-upon plans, advise and monitor progress.

Participants & Their Roles

- **Coach** - Each group will be facilitated by an assigned coach (internal or external). The coach will hold a safe space for the team, facilitate an in-depth conversation around the survey results, and note themes, trends, “leadership asks” and actionable, agreed upon, items.

- **Leader** - Preparing themselves and their people for involvement in the focus group process is a critical success factor. To encourage open communication, the leader will not be present in the focus group. Before the session(s) they will encourage participation from the team and share information about group dynamics and context with the coach to create the most productive environment for the team. Afterward, the leader will receive the feedback, support action planning and implementation, and reinforce changes so they are sustainable.
- **Team Members** - Will actively participate in the focus group for a successful outcome: learn about our measures of worklife and burnout, compare Burnout Survey results with current state, offer feedback, generate ideas and commit to actions that will lead to significant change. Team members' participation will remain anonymous.

PROCESS OVERVIEW



Coach Initiates Pre-Meeting (30 min.)



- Create alignment for focus group and gather context.
- Confirm focus group logistics.
Leader will send focus group invitation & encourage participation.

Coach Leads Focus Group



- Psychologically safe space for team members only.
- Solution and action-focused.
- Discuss leadership "asks."

Coach Leads Follow-Up (30 min.)



- Share asks and team's commitments.
- Assists leader in creating action plan.
- Provide follow up support and monitor progress.

FOCUS GROUP OBJECTIVES & BENEFITS



The focus group discussion and activities have been designed with the following in mind.

OBJECTIVES:

- Discover and discuss the aspects of work life most affecting you and the team.
- Gain agreement on what matters most to improve, making your wellbeing at work a priority.
- Create commitment to an action plan that the team members can implement.
- Provide leadership feedback “asks” from the team and the opportunity to provide communication back to the team that they were heard. Create the opportunity for the coach, leader and teams to get together and work on solutions.

BENEFITS:

- Build team trust by talking about issues affecting the team and actively participating in positive change.
- Help gain an understanding of how everyone on the team views issues and increase understanding of others’ perspectives.

Please know that the tone of the meeting is one of proactive collaboration, teamwork, and embracing a growth mindset.

BURNOUT INITIATIVE FOCUS GROUP AGENDA (IN PERSON)

Objective: Discover and discuss the aspects of work life most affecting you and your team. Gain agreement on what matters most to improve, making your wellbeing at work a priority.

CONTENT
<ul style="list-style-type: none">• Introduction and Welcome• Agenda• Review Anonymity
<ul style="list-style-type: none">• Measure of Worklife and Team Results
<ul style="list-style-type: none">• Breakout group conversations on team actions and asks of leadership.
<ul style="list-style-type: none">• Report out and prioritization.
<ul style="list-style-type: none">• Closing Remarks

POST-MEETING FOLLOW-UP



Once the focus group is complete, the coach will follow up with you to discuss documented themes and trends along with the overall tone of the discussion. Additionally, the coach will share the team's top priorities, commitments and their asks from leadership.

The asks from the team will be actionable items that they are not able to control but are within the realm of possibilities for senior leadership to address. The coach will work with the team to ensure that the asks are not broad statements (e.g., we all want 50% raises), but collaborative efforts that result in win-win outcomes.

Using this information, leaders will work with the coach and the team on creating action plans, describing the changes, the plan for ensuring accountability, and the measures of success. The coach will also discuss the specifics of communicating the plan back to the team, as appropriate.

Finally, together with your coach, you will agree on a cadence of regular check-ins for continued support.

TIMELINE



As a leader, you will work with your coach to determine the exact date and time for your team's focus group. Within a week of your team's focus group wrapping up, you will meet with your coach again for 30-minutes to discuss the outcomes, action planning and next steps. Then, based on the agreed-upon plan, you will spend the next several months working with your team to implement the plan and measure your success. Your coach will assist you throughout the process.

ADDITIONAL RESOURCES FOR LEADERS

We hope you have found this guide helpful as you begin working through addressing burnout-related opportunities with your team and your assigned coach. If you would like additional resources on burnout, providing and giving feedback, or action planning, please refer to the “Additional Resources for Leaders” and burnout materials that you received with this guide.