

# The Art of Managing Up



TRACY LEE, MSHCA

CHRISTINE FOORE, MS

WELLSPAN HEALTH OFFICE OF PATIENT EXPERIENCE

AF4Q NURSING SUMMIT

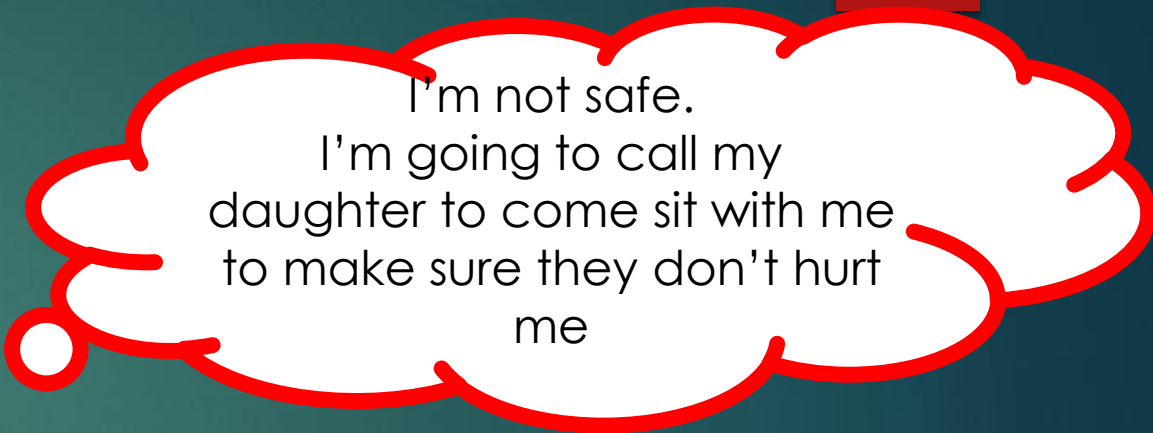
APRIL 26, 2015

# Imagine this...

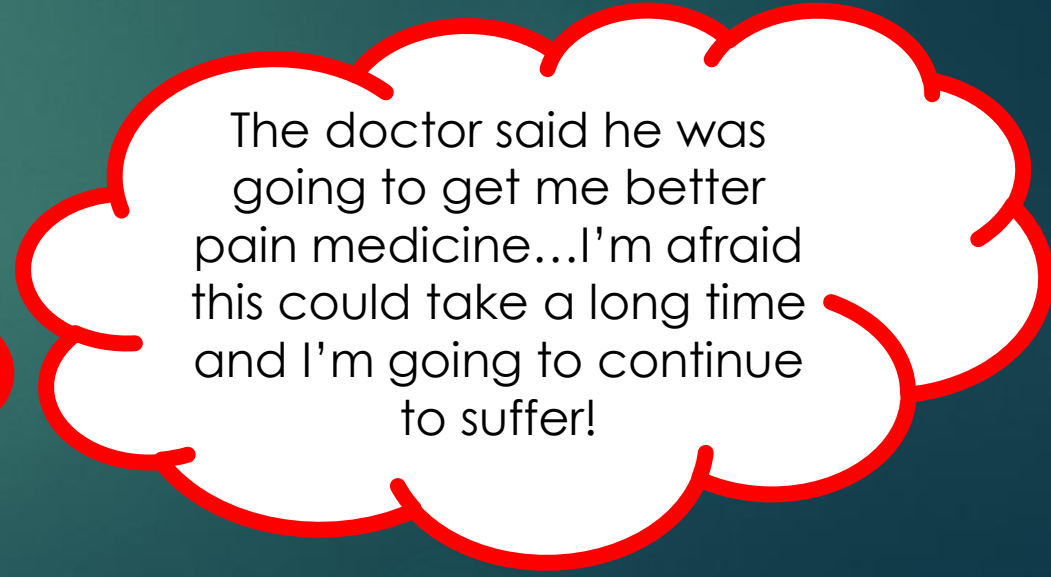
- ▶ You are a patient or family member of a patient and you overhear the following conversations...
  - ▶ “Ugh, I can’t believe that Sue is on my team today. Every time she works, I have to go back and double check what she did so she doesn’t kill somebody.”
  - ▶ “Man, can you believe how sloowww the computers are today??!! At this rate, the doctor’s orders will never come over and we won’t be able to get the meds we need for our patients. Geez, I’m so tired of this!”
  - ▶ “Here we go again...another day, another dollar with even less staff than we had yesterday! How do they expect us to keep up at this pace?”
  - ▶ “Did you hear Dr. Stein yell at Jan yesterday in front of her patient? You can bet none of us will speak up to him again when we see something is wrong!”

# What the patient hears...

- ▶ “Ugh, I can’t believe that Sue is on my team today. Every time she works, I have to go back and double check what she did so she doesn’t kill somebody.”
- ▶ “Man, can you believe how slowww the computers are today??!! At this rate, the doctor’s orders will never come over and we won’t be able to get the meds we need for our patients. Geez, I’m so tired of this!”

A large, white, cloud-shaped thought bubble with a thick red outline. It is connected to the text on the left by three smaller red circles of increasing size. The text inside the bubble is centered and reads: "I'm not safe. I'm going to call my daughter to come sit with me to make sure they don't hurt me".

I'm not safe.  
I'm going to call my  
daughter to come sit with me  
to make sure they don't hurt  
me

A large, white, cloud-shaped thought bubble with a thick red outline. It is connected to the text on the left by three smaller red circles of increasing size. The text inside the bubble is centered and reads: "The doctor said he was going to get me better pain medicine...I'm afraid this could take a long time and I'm going to continue to suffer!".

The doctor said he was  
going to get me better  
pain medicine...I'm afraid  
this could take a long time  
and I'm going to continue  
to suffer!

# What the patient hears...

▶ “Here we go again...another day, another dollar with even less staff than we had yesterday! How do they expect us to keep up at this pace?”

Oh, these poor girls are working so hard. I'm not going to press my call bell because I can take care of myself. There are sicker people here who need them.

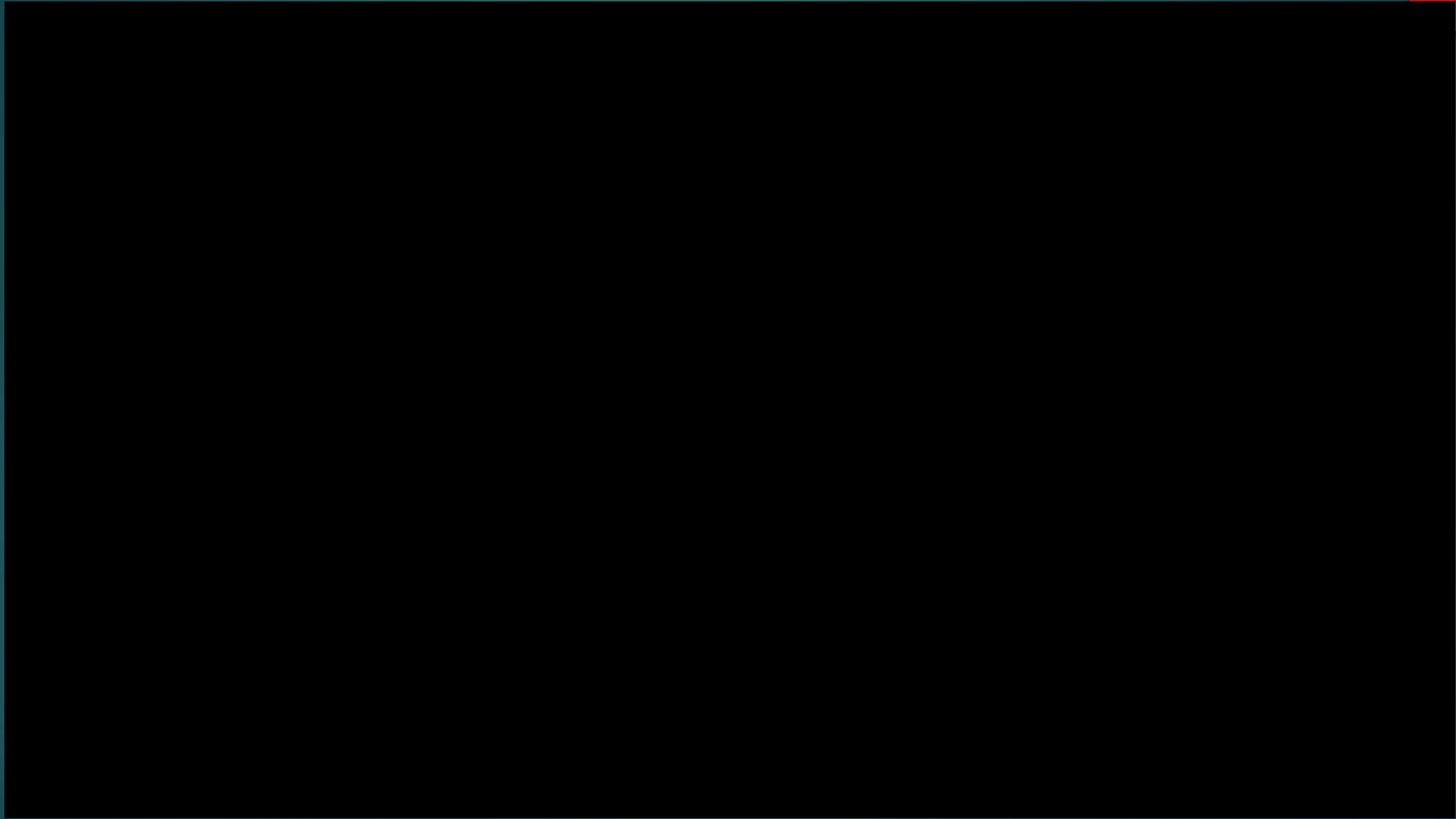
▶ “Did you hear Dr. Stein yell at Jan yesterday in front of her patient? You can bet none of us will speak up to him again when we see something is wrong!”

Who is going to speak up for me?  
That's my doctor!

# What will we cover today?

- ▶ What is managing up?
- ▶ Why is it important?
- ▶ Who should I manage up?
- ▶ When do I do this?
- ▶ What does it look like?





# What is Managing Up?

- ▶ Portraying others in a positive light
- ▶ Aligns staff by eliminating a “we/they” culture
- ▶ The opposite of “venting”
  - Highlights the positive contributions of individuals and teams
  - Recognizes the best in people
  - Focuses on intention vs. action
  - Affirms the positive



# Why is it important?

- ▶ Instills patient's confidence in the team member
- ▶ Reduces patient anxiety
- ▶ Creates the habit of focusing on the positive
- ▶ Creates teamwork







WHO

should I manage up?

# Who should I manage up?


- ▶ Other members of my team
- ▶ Staff in other departments
- ▶ Other departments or services
- ▶ Organization processes, technology, new initiatives
- ▶ Yourself!



# When do I manage up?

- ▶ First introductions
- ▶ Hand-offs
  - ▶ *bedside shift report*
  - ▶ *to other departments/facilities*
  - ▶ *to care team members*
  - ▶ *even phone call transfers!*
- ▶ Escorting patients/visitors to their destinations
- ▶ Staff meetings
- ▶ To your boss





*What does it look  
like?*

# Managing up a Coworker to Your Boss

- ▶ What it's not:

- ▶ *"Angie is such a great team player and always does a good job!"*

- ▶ Be more specific so it is meaningful and reproducible

- ▶ *"I really appreciated Angie's help the other day. I had two patients who were being discharged at the same time and she volunteered to review the instructions one more time with one of them."*

# Managing up another healthcare team member to the patient

- ▶ What it's not:
  - ▶ *“Dr. Smith is a great doctor and really funny”*
- ▶ Be more specific so it is meaningful and reproducible
  - ▶ *“You are in really good hands with Dr. Smith. He's been doing this procedure for 3 years now and has trained others across the country because he is recognized as such an expert.”*

# Managing up yourself

- ▶ What it's not:

- ▶ *“Hi ma’am. I’m Robin and will be taking care of you today. Let’s get started so you can get better and get outta here.”*

- ▶ Be more specific so it is meaningful and reproducible

- ▶ *“Hi, Mrs. Jeffers. I’m Robin, and I will be with you until it’s time to go to the cath lab. I have been a nurse for 10 years and worked in the open heart ICU for 5 years before working in this area. I’m going to take great care of you.”*

# Attributes you could include when managing up

- ▶ Years of service
- ▶ # procedures performed
- ▶ Training
- ▶ Patient feedback
- ▶ Personal attributes (ie caring, expert in his/her field, etc)





# Managing up a coworker to a patient

▶ *Your turn!*

# Managing up another department/discipline to a patient

▶ *Your turn!*

# Next Steps

- ▶ What can you start doing differently TODAY?

