Stronger Together

February 2023 Leadership Assembly Leader Toolkit

Discover, Learn & Share Sessions

What are these Discover, Learn & Share sessions?

A purposeful way to interact with employees through transparent and open communication to hear ideas for saving money and how to do our work smarter. This is an opportunity for those closest to the work to demonstrate ownership and identify solutions, which increases employee engagement. When we work together, we are stronger.

Why do we need to do this?

Several forces have strained our finances at Vanderbilt Health (e.g., high cost of travel nurses, industry exits, maxed-out hospital capacity). Our labor costs have grown by 30%, while our revenues from health insurers only increase by a few percent each year.

Further, we need resources to maintain and update our facilities, replace outdated equipment, and add new beds to manage the growing demand in our region. We also must sustain our missions of training and research that impact millions of people worldwide.

To continue to deliver our missions, we need to reduce our spending by 6% without layoffs or furloughs. We need your help to identify solutions to help us reduce costs and operate more efficiently.

How will we all benefit from it?

This simple exercise will help:

- build relationships with team members
- gain knowledge about what is working well
- address concerns about getting work done
- listen to and get suggestions from employees
- leaders show their accessibility and model leadership behaviors

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What do I need to do? Use the Leader Toolkit handout to complete the following steps.

Step 1:

1. Show your team(s) **this short video** from Leadership Assembly explaining where we are and the challenges we face
2. Read the 3 paragraphs from the "Why do we need to do this?" section.

Step 2:

1. Facilitate a conversation with your team members using the questions below.
2. You can do this via a team meeting, 1:1 meeting (including mid-year conversations), or agenda item in your regular huddles—choose the option that works best for you and your team
3. Be sure and take good notes—you will be providing this feedback for consideration!
4. Thank your team!
5. If possible, implement ideas and suggestions that are within your control.

Step 3:

1. Provide your team's feedback here in **this feedback form**.
2. Let us know in the same **feedback form** what ideas you plan to implement immediately.

When do I need to do this?

Please hold your listening sessions by **April 5.**

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Meeting Toolkit

1. Show your team(s) **this short video** from Leadership Assembly explaining where we are and the challenges we face
2. Read the following: Why do we need to do this?
   - Several forces have strained our finances at Vanderbilt Health (e.g., high cost of travel nurses, industry exits, maxed-out hospital capacity). Our labor costs have grown by 30%, while our revenues from health insurers only increase by a few percent each year.
   - Further, we need resources to maintain and update our facilities, replace outdated equipment, and add new beds to manage the growing demand in our region. We also must sustain our missions of training and research that impact millions of people worldwide.
   - To continue to deliver our missions, we need to reduce our spending by 6% without layoffs or furloughs. We need your help to identify solutions to help us reduce costs and operate more efficiently. The best ideas come from all of us!
3. Facilitate a conversation with your team members using the questions to the right. Take good notes.
4. Thank your team!

Questions:

1. What opportunities do you see in your daily work for Vanderbilt Health to save money and be more innovative/smarter in how we operate?
2. Other than what we've already discussed, do you have any ideas for reducing costs or operating more efficiently at Vanderbilt Health?

After the Meeting:

- Provide your team's feedback here in **this feedback form** by **April 5.**

  Help by sorting ideas into the categories below:
  - Clinical
  - Facilities
  - Technology
  - Research
  - Education & Training
  - Administration
  - Other

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