



## Getting Staff on Board

### Description:

This tool provides a list of proven approaches to help get staff on board to understand and support moving forward with accreditation for the organization.

### How it can be used:

There are essentially three ways to get people to do things:

- You can force them by threatening negative consequences if they do not comply;
- You can give them something in exchange for their compliance;
- They do it because they believe in what is being proposed and they support the new direction.

Out of the three options above, the third one, willing participation, is the only real way to get staff engaged and on board. It recognizes that you need to engage people's heart as well as their minds. There is no secret recipe, just a commitment to understand and help staff through trust, respect and openness. Use the following practical steps to help you help your staff.

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- **Lay out the vision.**
    - Clearly state what is changing and why as a result of beginning accreditation.
    - Show employees where things are now and where they will be as a result of new quality improvement practices.
    - Be clear how it matters to the effectiveness of your organization and how it will positively impact your clients and patients.
  - **Ensure leadership visibly supports accreditation.**
    - Share positive stories and experiences.
    - Be approachable and understanding about potential changes for staff.
    - Be enthusiastic.
  - **Build a compelling case.**
    - Be clear about the benefits of accreditation.
    - Describe the scenario of what will happen if you don't engage in accreditation – not fulfilling national standards of excellence, loss of credibility, missed opportunities, etc.
    - Work with staff to demonstrate how accreditation helps them achieve their goals.
  - **Bring in other organizations who have had successful experiences with accreditation.**
    - Have leaders explain how it helped their organizations achieve their goals.
    - Have staff describe how it positively affected their work.
    - Have community members or clients share their experiences of improved outcomes.
  - **Communicate effectively.**
    - Be clear about the reason for considering accreditation.
    - Be passionate and inspirational.



- Consider having ‘communication champions’ to disseminate key messages throughout the organization.
- **Communicate regularly and often.**
  - Use a variety of communication “channels” to reach your staff – consider your intranet, organization newsletter, bulletin board, emails, meetings, workshops, etc.
  - Provide access to information in the way that staff want and need it.
  - Be careful not to over-promise – be honest and open.
- **Involve your staff in the discussions.**
  - Ask for their input and feedback.
  - Actively listen to them and see how you can incorporate their ideas.
  - Remember WIIFM – “What’s in it for me”. Show staff what is ‘in it for them’.
- **Prepare for some resistance.**
  - Recognize that a lack of clarity, few details, and misinformation help resistance thrive. Commit to providing as much information as possible to remove uncertainty.
  - Realize that if you don’t provide details, people will fill in the gaps with their own information, and this is where the loudest ‘resistors’ can derail your process.
  - Validate concerns where you can, but don’t let detractors poison the whole process.
- **Provide training for your staff.**
  - Understand that they may feel ill-prepared for the potential new directions. How can you encourage and reassure them?
  - Identify key areas where staff would benefit from training or professional development. Consider both skills and behaviours.
  - Give staff opportunities to succeed.
- **Personalize the tasks and roles.**
  - Based on staff strengths and training, assign roles that allow them to showcase their strengths.
  - Another approach is to give staff roles that will challenge them and allow them to grow – make sure that you don’t overwhelm them.
  - Be clear with each staff member how their work is vital to the outcome of the accreditation process.
  - Set measurable goals and reinforce accountability.
- **Follow up on the changes as a result of accreditation activities.**
  - Keep reminding people of the goals you are working toward.
  - Keep an open-door policy where possible.
  - Continue to work together with employees to find solutions.
  - Acknowledge that changes take time.
- **Celebrate successes.**
  - Celebrate large and small successes.
  - Point to positive changes in the organization as a result of accreditation.
  - Thank staff for their role in moving this forward.