

Our clinicians want:	Example phrases for leaders:
<b>HEAR</b> my full story	<ul style="list-style-type: none"> <li>• What have I missed in my efforts to strengthen our team culture?</li> <li>• It's important to me to hear your thoughts. What's your perspective on this patient complaint?</li> </ul>
<b>HEED</b> my worries/opinions	<ul style="list-style-type: none"> <li>• What concerns you most about our team culture?</li> <li>• What's one thing we can do to improve team culture?</li> <li>• You always bring up excellent ideas to help us improve. What suggestions do you have?</li> </ul>
<b>HELP</b> me navigate	<ul style="list-style-type: none"> <li>• Here are three things we plan to do in order to improve our team's wellness. How does that sound to you?</li> <li>• I want to focus on the concern you shared.</li> <li>• Here is what I'll do about this and how I will follow up with you.</li> <li>• Here are some resources I encourage you to consider. (Such as employee assistance program, resiliency course, communication skills workshops.)</li> </ul>
<b>Be HONEST</b> with me	<ul style="list-style-type: none"> <li>• I doubt we can get more workstation space, but I'll reach out and advocate for extra computers. How does that sound?</li> <li>• I don't think we can change the schedule this month. But I'll ask the team if anyone can take your shifts.</li> <li>• The multiple patient complaints do need to be addressed. You're one of our best clinicians in terms of productivity and quality. Let's work together to see how we can improve your patients' experiences.</li> </ul>
<b>HEAL</b> my understanding	<ul style="list-style-type: none"> <li>• I'm really sorry you had a poor experience with the consultant. I will definitely look into this. Thank you for bringing it to my attention.</li> <li>• I apologize for having you work so many shifts this month. It wasn't my intention and was an honest oversight. Here's what I'll do to fix the schedule.</li> <li>• (Clinician with multiple patient complaints needed one-to-one coaching) I realize it may seem unfair to put another thing on your plate. I do believe the patient complaints can be reduced with some communications coaching. It helped me connect much better to my patients. I hope you're open to exploring it for next quarter.</li> </ul>
<b>Leave me with HOPE</b>	<ul style="list-style-type: none"> <li>• You're an essential part of our team, and we will get through this together.</li> <li>• Your opinions on how to improve this program/department are very important to me. I look forward to discussing all the ideas you bring to us!</li> <li>• You are a core part of this team. Thank you for all that you do!</li> </ul>