Caregiver Satisfaction: The Essential Element for Person Centered Care

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Mary Tellis-Nayak
VP Quality Initiatives

mary@myinnerview.com
773-942-7525
Leadership
Best Practices

What can I do to make my home successful?

BECAUSE KNOWING MORE MATTERS MOST™
Qualities of Effective Leaders

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Think of someone in your life who has been an effective leader.

What qualities did he/she have?
How people become leaders

» Trait Theory

» Great Events Theory

» Transformational Leadership Theory
Trait Theory

» Some personality traits may lead people naturally into leadership roles

» We have all met a few people like this, such as high school coach, scout leader, teacher or a good boss

» There are very few people who have natural talent for leading others
Great Events Theory

- A crisis or important event may cause a person to rise to the occasion
- This can bring out extraordinary leadership qualities in an ordinary person
Transformational Leadership Theory

- People can choose to become leaders
- People can learn leadership skills

This is most widely accepted theory today
Good leaders are made, not born

» Must have the desire and willpower

» Good leaders develop through never-ending process of:
  – Self-study
  – Education
  – Training
  – Experience

» Best leaders are continually working and studying to improve their leadership skills
Employees speak out about leadership
Listen to your employees

The truths of leadership you need to know:

1. We are watching everything you do
   - If you show up late for a meeting, you are telling us you don’t value OUR time
   - If you lose your cool over small issues, we wonder how you will react with big ones
   - You are ALWAYS leading, you can’t NOT lead

2. Everything you do counts
   - Sharing juicy gossip and remove yourself from your leadership role? NO TIME OUTS
   - What you say to us outside the office COUNTS
Listen to your employees

3. We have expectations of you

- Hire great people – this is one of the most important things you do
  - Don’t just hire any “warm body” just to fill a position
  - You can be the best manager in the world but if we have people on the team who are not talented, we will not be successful

- “De-hire” those on the team who are NOT contributing to the mission
  - They are more detrimental than any of our competitors
  - If we get lucky, our competitor will hire them

- Treat us with respect
  - You need us just as much as we need you … sometimes even more
Let’s discuss examples of rules that are contradictory:

1. We communicate that we respect employees and their time but we regularly start our meetings 15 minutes late

2. We say employees are our most valuable asset but we hire the first “warm body” that applies

3. We tell employees that we value excellence yet we ask more and more from our top performers while tolerating mediocrity and poor performance from others
A study on turnover

» Paired facilities
» Same geographical location
» Several different states
» High and low turnover facilities
General Observations in low turnover facilities

- Less odor or urine
- Residents wearing fresh unstained clothing
- Clean and well groomed
- Few behavioral problems
- Few people wandering aimlessly or sitting lined up in wheelchairs by nurses stations
- Residents were attuned to particular staff members
- Residents were likely to speak to visitors showing they felt safe and not frightened
General Observations in high turnover facilities

» Desperate and chaotic air
» Staff were rushing around or hard to find
» Residents were calling out, crying and screaming
» Call lights were typically buzzing, flashing or ringing with no one appearing to pay attention
» Few smiles in evidence
» Entire parts of the home seemed to be abandoned by staff
» Break rooms were gloomy, dark and dingy
In general, if a visitor walked blindfolded into the selected pair of facilities in each community and sat in the lobby or dining room for less than one hour, he or she could have accurately predicted which was the high turnover workplace.
Five areas stand out as distinguishing facilities with low nursing staff turnover.
Five Positive Management Practices correlated with Low Turnover

» High quality leadership and management
» Respect for the nursing caregivers
» Positive Human Resource policies
» Effective work organization
» Adequate staffing ratios
High quality leadership and management

» Tenure of administration

» The best leaders have a clear sense of mission and philosophy that connected residents and workers.

» “I spend as much time as I can on the floors. I am a soldier, not a general…We should spend our money on staff, not agency or corporate offices or furnishings”
Who is a good leader or manager?

» Someone with a strong vision or mission and sense of goal

» Someone who sets standards and keeps other accountable

» Someone who listens to others and spends time on the floors

» Someone who values the contributions and work of others while demanding commitment and high performance

» Someone who tries to create a chain of positive supervision all the way to the front line while being open to new and non-traditional ideas
Respect for the nursing caregivers

Demonstrated in many ways:

- Bulletin boards recognizing long service
- Photos of new staff with information containing things he or she wanted others to know about him or her
- New residents also had a bulletin board

Attending to the needs of the job:

- Supplies and education
- Assistance both on and off the job
  - Flexible scheduling
  - Emergency loans

Hardly anyone had left the staff in the last year because they were unhappy in the homes where they felt respected!
Valuing relationships

- Between workers themselves
- Between residents
- Between workers and residents
- With families

- This quality was noticeably absent in the high-turnover facilities
Positive Human Resource policies

» Compensations was NOT the key factor distinguishing facilities from one another.

» Wages were often comparable between high and low turnover facilities.

» “People who do this work want to care for people. It’s their calling. They still have to be able to enjoy their coworkers”
Policies which matter!

» Recruitment process – greater selection in hiring is imperative

» Orientation times ranged from one shift or less at high turnover facilities to 10 days or more at low turnover facilities.

» “I didn’t get orientation because the lady that does it was on sick leave”.

» Mentoring

» Evaluations, feedback, rewards

» Managerial training for supervisory personnel
Effective work organization

» Consistent assignments between residents/CNAs

» Sufficient staffing

» Careful attention to emotional and religious passages in life

» Organizing eating and bathing in ways that rarely caused conflict and distress for residents or caregivers alike

» Involvement of aides in care planning meetings

» Seeking their input into the decisions about care for residents they know well

» Celebrations
In general, positive care giving practices were more likely linked to decentralized decision making and an absence of arbitrary changes without involvement or explanation of nursing staff.
Let’s Talk About Communication

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A paradox

» Employees are frustrated by perceived lack of communication with their managers

» Most managers feel they are outstanding communicators

A recent study discovered that 90% of the managers rated their communication skills in the top 10% of all managers
“Sixty percent of all management problems are the result of poor or faulty communication.”

PETER DRUCKER
Another paradox

» Communication may not be the problem
» Communicating more may not be the solution
» Most of the information employees receive:
  – Doesn’t get read
  – That which is read is often not understood
  – That which is understood is usually not remembered
» Communication being delivered is not the same as the message being received
Communication as an outcome – not an activity

» We pay more attention to the HOW we’re going to communicate than to the WHAT

» Proliferation of communication methods

✓ E-mail
✓ Voice mail
✓ Meetings
✓ Conference calls
✓ Cell phones
✓ Pagers
✓ Memos
✓ Video
✓ Intranets
✓ Newsletters
✓ Text messages
Understanding communication

» Understanding does not mean agreement

» Goals
  – To build support and acceptance
  – To have receivers internalize the message
  – To move them to action

» Understanding is intellectual

» Support and acceptance are emotional
Manager’s role

Communicate in a way…

1. the team understands what is being said
2. the team makes a decision to accept and support the message

1. This is the simple part
2. This is the tough part

You don’t need to do MORE of it
You need to do it BETTER
Workforce

Research and experience has shown that a higher level of satisfaction among nursing home staff directly correlates with higher levels of satisfaction among residents and their family members.
How do you show you care about your employees?
The biggest investment is TIME

1. Schedule time to focus on employee development
2. Ask about interests outside of work
3. Treat everyone with respect and dignity
4. Say “thank you”
5. Get employees involved and ask for their opinion
6. Remember birthdays and service anniversaries
7. Support employees in times of crisis
8. Be available when people need you
9. Help co-workers become more effective
10. Surround good people with other good people
Why do you work in Long-Term Care?
Survey Results

» 600 people who work in the nursing department in LTC

» They rated 12 possible reasons that have been found to be important to people selecting jobs
The Top Three Reasons

» 96% said
  – It gives me an opportunity to help others

» 93% said
  – It makes me feel meaningful

» 84%
  – It is useful to society
To love what you do and know that it matters – how could anything be better?
If you suddenly lost your job

And no other nursing home work were available, what kind of work would you do?
– Home health care
– Child care

Very few said they would work in hospitality, restaurant or related industries.

They are committed to helping people.
“A resident’s satisfaction with his/her relationship to nursing staff was found to be significantly related to the proportion of CNAs on the resident’s unit who said they intended to stay in the job, and to the proportion of CNAs who had positive relationships with their supervisors.”

- Bishop, October 2006
Why do you feel that in your facility management is not perceived as caring or concerned?
Leadership practices

» To demonstrate that management cares about the staff:
  – Implement evidence-based clinical “best practices”
  – Share clinical outcome data with staff
  – Staff participate in identifying the “root-cause”
  – Charts are audited to collect data – QI
  – Commitment to individualize care
Leadership practices

» To demonstrate that management cares about the staff:
  – Staff schedules are honored
  – Investments in staff satisfaction and safety
  – Celebrate joyful events
  – Staff are allowed to grieve
  – Positive relationships are a priority
    • Facilitate relationship-building
People paradigm

Focus on relationships

DEMING:

» Quality, the result, is a function of quality, the process

» Essential ingredients of the process:
  – Leadership and people

» Cannot improve interdependent systems and processes until you progressively improve interdependent, interpersonal relationships
Leadership practices

To demonstrate management listens to employees:

» Consistently measure and act on satisfaction survey results

» Seek out individuals to “weigh-in” on decisions

» Conduct consistent, frequent rounds
  – Ask questions and be 100% interested in answers

» Create opportunities for individuals to lead

» Learning circles

» Community meetings, neighborhood meetings
Leadership practices

To demonstrate management is minimizing job stress:

» Establish sanctuary
» Decrease random alarms and overhead paging
» Ample supplies at hand – linen, barrier ointment
» Report between shifts – CNAs and licensed staff
» Staffing configurations – Spa aides, RNAs
» Expand activity program
» Reduce shifts worked understaffed
Great leaders create other leaders, not followers
A Vicious Cycle

Vacant Shifts
- Financial burden
- Instability
- Poor outcomes
- Lack of trust
- Vacant Shifts

Stress
- Working short staffed
- Resentment
- Waiting
- Anxiety
- Errors
- Poor judgment
- Injuries

Turnover

Eaton, Phase II Final Report, 2001  FP-05b
“Most people resign because they lose trust in their immediate manager.”
Employees need to know exactly what is required of them

- Ambiguity about job requirements and expectations is a major source of stress for most employees.
- While managers often feel that they over communicate, the messages employees receive may be inconsistent or even contradictory.
- Good managers focus on a few vital things and this ensures their success.

*Call center dilemma – to answer or resolve!*
Employees need to know “How am I doing?”

» Formal performance evaluations are not enough
  – In general, performance-review improvements don’t last until the next performance review

» Long-term behavioral change occurs only if the manager, like any effective COACH, consistently reinforces the behaviors required to be successful
Survey results

» “I let my team members know when they are doing a good job”
  – Mangers rated themselves 4.3 when 5 = always

» “My supervisor lets me know what I am doing a good job”
  – Team members rated their managers a 2.3

» Why the disparity?
Guidelines for giving positive feedback

» Be sincere
  – Or wait until you can be

» Be quick
  – The sooner you give feedback after the behavior you’re trying to reinforce, the better your results will be

» Give feedback often
  – Do it 2x as often as you think you should and you’ll have a good chance of meeting your employees’ needs
Eaton’s findings on scheduling

Most common reason for termination

» Flexible in low-turnover facilities
  – Allow for different start times
  – Consider personal lives

» Rigid in high-turnover facilities
  – In response to problems
  – “Personal life is not my problem”

Eaton, Phase II Final Report, 2001
The “stop doing” list

» Incentives to waive benefits
» Turning away FT applicants
» Sending staff home early
» Scheduling mistakes
» Discipline before intervention
» Focusing on attendance policies
The “stop doing” list
continued

» Sick pay – “use it or lose it”
» No sick pay until second day of absence
» Requiring notes from physicians to receive sick pay
» No incentives or disincentives
» Rotating staff assignment
Staffing models

Consistent assignment =
Consistently assigning the same caregivers to the same nursing home residents every day

Rotating assignment =
Rotating caregivers from one group of residents to the next after a period of time
Support for consistent assignment

» Results from 13 research studies:
  – Enhanced relationships
  – Improved staff attendance
  – Improved staff, resident, family satisfaction
  – Lower staff turnover
  – Improved accuracy, timeliness:
    • screening and assessments
  – Improved clinical outcomes
  – Improved quality of life

*Allow for individualized care*
Why do you feel that your facility is not offering help with job stress?
How can you improve the process of “assistance with job stress”?  

» What, today, are the areas in our home where staff feel they have job stress?  

» What are things which you can do today to provide them with assistance with job stress?
Look at the possibilities:

» Changing assignments on any given workday
» Working short
» Being unable to feel as if I did a good job and my residents were well cared for
» Dealing with the death of one of my long-term residents
» Having insufficient supplies to do my work
» Not understanding how to work the equipment I need to use each day
» Not receiving the information I need about a resident before I go in to care for them
How do I get answers to the “why” questions?

- Hold focus groups with employees.
- Create a follow up questionnaire and distribute it to employees.
- Hold discussions about “job stress” at staff meetings.
- LISTEN to the interactions between staff and between staff and families and residents.
- Let your employees know you listened to what they said on the surveys and you want to take action to improve.
We did the best we could,
with what we knew,
And when we knew better,
we did better

*Maya Angelou*
Now you know better so ...

... what do you do?
Walking the Talk

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Survey results

» Only 14% of employees said they had a positive role model at work

» 86% couldn’t identify even one person at work they wanted to emulate!
The responsibilities of leaders to “walk the talk”

- The principal method of communication in most organizations is the observation of other people’s behavior.
- People follow people and as the leader, they are following YOU.
- Everything you do and say is being watched and evaluated.
- You are always leading.
- Everything you do counts.
The responsibilities of leaders to “walk the talk”

» Your influence is constant
» You lead by what you do
» You work in a “fish bowl”
» You don’t get to pick and choose what attitudes or behaviors you want to count – everything counts
» You can NEVER not LEAD
Performance groupings

» Super Stars
  – 10% of staff or if REALLY lucky, up to 30%

» Middle Stars
  – About 50% of the team are inconsistent performers
  – They may be new or just not have the motivation to be super stars

» Falling Stars
  – The rest
  – They consistently fail to carry their share of the load
  – They probably are preventing the top performers from doing their jobs as well
EXERCISE

» Write down the names of people on your team whom you would place in the:
  – Super Star category
  – Middle Star category
  – Falling Star category

» Are there significant differences in the behavioral traits of the 3 groups?
When you get back to work…

» Pull out their performance reviews – do they reflect your current thinking?

» Is there a noticeable difference among the 3 categories?

» If there are few differences, it will be difficult for you to effectively coach your Super, Middle and Falling Stars
Raising the bottom, not lowering the top

» Don’t abuse them by giving them more work

» Coaching the Super Stars:
  – Get them involved
  – Delegate extensively
  – Encourage them to teach
  – Provide training
  – Have them to fill in for you
  – Stretch them
  – Celebrate their successes
  – Tell them how proud you are to have them on the team
  – Spend time with them
  – Promote them
Effective delegation involves:

» Identifying appropriate person for the task

» Preparing person by clearly stating desired outcomes while encouraging risk-taking and innovation

» Ensuring that the person has necessary authority to do the job properly

» Holding person accountable for agreed-upon outcomes

» Maintaining enough contact for support and monitoring of progress without “hovering”

» Acknowledging success and giving credit when due
Coaching the Middle Stars

» Build their confidence by increasing their responsibilities
» Give frequent and accurate performance feedback
» Create a resource library
» Teach them how to set goals
» Catch them doing good things
» Hook them up with a super star
» Create rewards that appeal to THEIR personal values
Coaching Falling Stars

» Help them improve

» Replace them with more productive people

This represents the area with the greatest opportunity for enhancing the overall performance of your work group

They can have a very detrimental impact on your team — the top performers will pick up more work
What will “I” do differently?
Using Results of Resident, Family and Employee Satisfaction Surveys to Improve Performance
Stay Tuned –
More this Afternoon
Thank you!

mary@myinnerview.com

773-942-7525