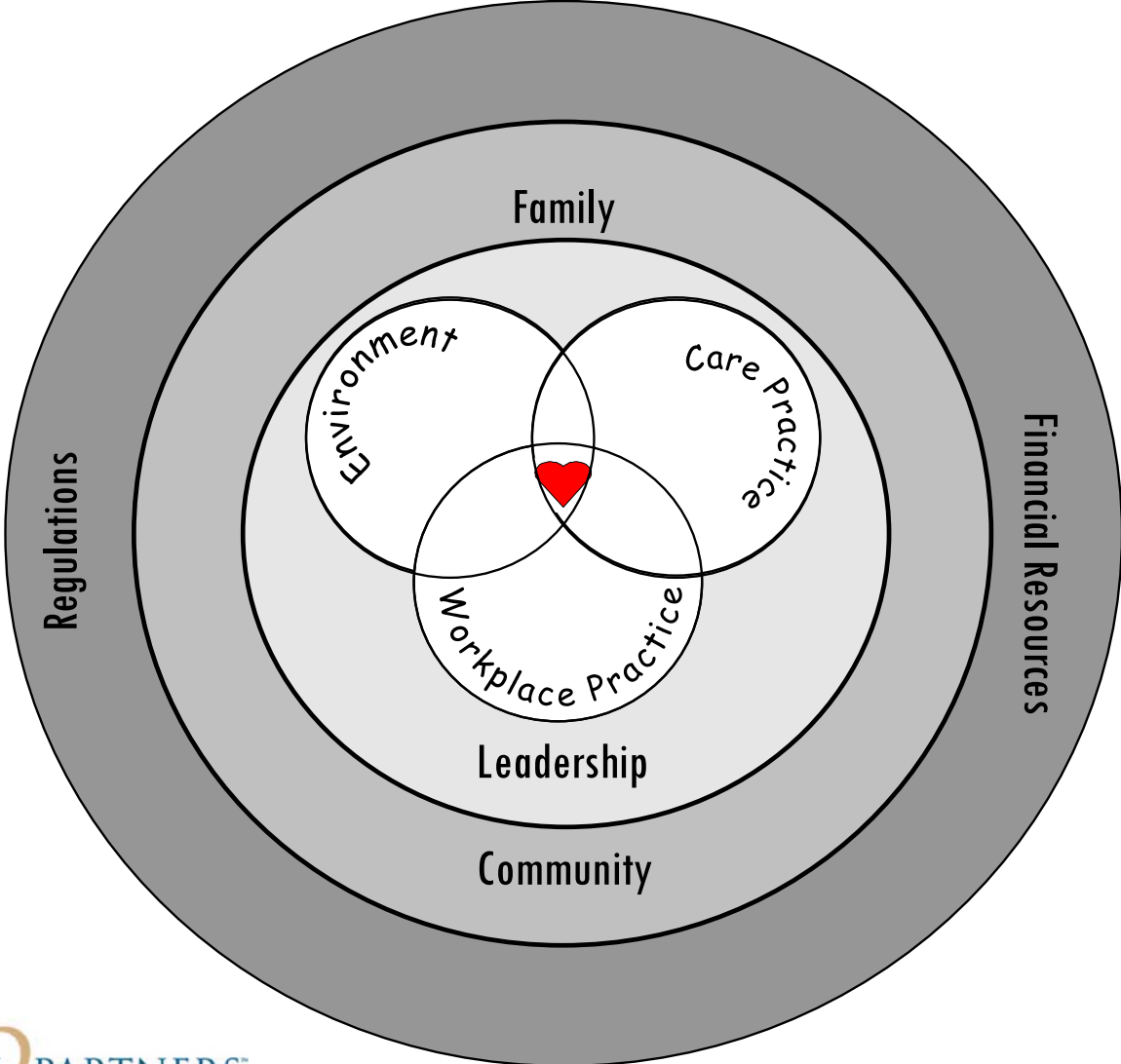


# 2-2 Employee Centered Workplace Practices

David Farrell, MSW, NHA  
Project Manager  
Quality Partners of Rhode Island

# Person-Directed Care Model



# Turnover and Vacancies

## Nationwide

- **Turnover**
  - **RNs = 50%**
  - **LPNs = 50%**
  - **CNAs = 70%**
- **96,000 Vacant FTEs**
  - **52,000 CNAs**
  - **25,100 LPNs**
  - **13,900 RNs**

AHCA, 2002

# Average Hours PPD

- Total hours per patient per day = 3.32
  - Only 3 states under 3.00 HPPD
  - Only 1 state above 4.00 HPPD
- Increase of .21 HPPD since 1999
  - RN hours have decreased by .05 HPPD
  - LPN hours have increased by .05 HPPD
  - C.N.A. hours up by .21 HPPD

AHCA, 2004

# Who are the C.N.A.'s

- Deliver 80% of hands-on care
- 90% are women
- 50% are non-white
- Single mothers aged 25-54
- 50% are near or below the poverty line

GAO, 2001

# Institute of Medicine

- Quality of care depends on the performance of the workforce
- Staffing levels are necessary
- Other key factors:
  - Education
  - Supervision
  - Job satisfaction
  - Turnover
  - Leadership
  - Organizational culture

Wunderlich G. S., “Improving the Quality of Long Term Care,” IOM, 2000

# Why Culture Change?

## Connecting the Dots

- **Intrinsic motivation**
- **Satisfaction**
- **Stability**
- **Quality of Life**
- **Quality of Care**
- **Financial**

# “What a Difference Management Makes”

- Paired 4 high vs. 4 low turnover facilities
- Similarities
- 159 on-site interviews
- Areas that distinguished low vs. high
  - Leadership visibility
  - Cared for caregivers
  - Orientation, career ladders, scheduling
  - Primary assignments
  - Rarely worked short

Eaton, Phase II Final Report, 2001

# The Impact of Leaders

- Nursing homes – a short history
- Research-based evidence
- Administrator and DON influence
- Leader's actions
  - Culture
  - Retention
  - Quality outcomes

# Quality of Life/Care

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COMMITMENT

VALUES

# Pillar #1 Recruitment

- Community Outreach
- Employee Referral
  - Be proactive
  - Pay bonus ASAP
- Recruitment brochures

# Looking in the Right Places

- Effective job postings
- ESL classes
- Department of Labor WIB career centers
- C.N.A. training classes
- Human service agencies
- Health clinics
- Community colleges
- GED classes
- Laundromats
- Unemployment offices

# Recruitment Process Problems

- Applicant is not greeted
- Receptionist is not aware of their role
- No one knows open positions
- Interviews are not conducted for walk-ins

# Interview Tips

- High standards
- Involve front-line
- Ask the right questions
  - Open ended
  - Behavior based
- Facility tour observations

# Careful Selection

Screen for personal characteristics:

- Maturity
- Compassionate
- Sensitivity
- Critical thinking
- Ability to communicate, learn
- Friendliness, smiles

# Red Flags

- Does not interact with residents during tour
- Is not courteous to staff
- Does not smile
- Long commute
- “Bad mouths” former employer
- Reveals confidential information
- You are their “second” job

# Pillar #2 Leadership Development

- Self
- Department Heads, Charge Nurses, C.N.A.s
- Coaching and counseling
- Performance appraisals
- Conflict management

# Pillar #2 Leadership Development

*(Continued)*

- Effective praise
- Retention strategies
- Interpreting data
- Critical thinking

# Pillar #3 Communication

The big picture – Mission, vision, values

- Provide staff with direction, purpose
- Express high expectations
- Key values:
  - Excellence
  - Service
  - Respect
  - Teamwork
  - Caring and compassion

# Visibility

- Demonstrate your commitment to excellence
- Engage the Heart of staff
- Rounds – nothing is more important
  - Meet and Greet
  - Inspect
  - Praise
  - Build self-esteem
  - Build stability and trust

# Becoming Visible

- Smile
- Make eye contact
- Use the other person's name
- Be calm and positive
- Listen
- Offer condolences
- Inquire about employees personally
- Hand them a granola bar

# Engage the Heart of Staff

- Use every opportunity and every avenue –
  - Frame your mission and value statements
  - Start meetings with - “why are we here?”
  - Hand out reminders and refreshers
  - Post reminders on bulletin boards
  - Tell heartwarming stories
  - Build pride in the organization

# Communication Strategies

- Monthly dept. meetings
- All staff meetings
- Quarterly town hall meetings
- Mini-in-services
- Learning circles
- Communication boards
- Lunch with Admin.
- Lunch in break room
- Newsletters
- Quality updates
- Post quality data

# Pillar #4 Recognition

- Caregivers thirst for recognition
- Catch them in the act of compassion
- Recognize teams for quality improvement
- Recognize new employees
- Create positive feedback loops
- The power of “thank you” cards

# Thank You Cards

- Cards are powerful
  - Send them to staff members' homes
  - Birthday cards
  - Anniversary cards
  - Excellent attendance
  - “I appreciate you”
  - “I am glad you work for us. On behalf of the residents, their families and your co-workers – Thank you.”

# How to Praise Effectively

- Praise should be:
  - Timely
  - Specific
  - Sincere
  - Proportional
  - Positive

Blanchard, “One Minute Manager.”

# Pillar #5 Empowerment

- Empower employees by giving them:
  - Knowledge of what is expected
  - Skills and resources
  - Feedback on how they are doing
  - Feedback on how the facility is performing
  - Opportunity to improve work processes
  - Opportunity to provide feedback (surveys)
  - Primary Assignments

# Career Ladders

## Competency Based Model

- C.N.A. Level 1
- C.N.A. Level 2 – Advanced
- C.N.A. Level 3 – Geriatric
- C.N.A. Level 3 – Restorative
- C.N.A. Level 3 – Dementia
- C.N.A. Level 4 - Mentor

# Primary assignments

- Improve teamwork
- Enhance relationships
- Improve attendance
- Improve screening and assessments
- Allows for resident-centered care
- Improves quality of life
- Improve outcomes

# Primary Assignments – The Evidence

- Residents – more control and choice, less agitation
  - Staff – ability to provide high quality care
- Cox, C.L. 1991
- Residents – better clinical outcomes
  - Staff – able to provide better care and more aware of resident needs
  - Lower turnover and lower absenteeism
- Patchner, M.A. 1993
- Residents – reduction in pressure ulcers, increases in functional ability
  - Staff – felt more accountable
  - Turnover dropped by 29%
- Campbell, S. 1985
- Preference of staff, residents and families
  - Families – greater sense of comfort
  - Staff – higher satisfaction
- Goldman, B. D. 1998

# Pillar #6 Train or Hope

- Key Elements – What Works:
  - Interactive/hands-on
  - A safe environment
  - Multi-faceted approaches
  - Individualized, small and large group
  - English and Spanish versions
  - Reminders and refreshers
  - Resource binders
  - Videos, pocket cards, posters, pay check stuffers

# Important Topics

- Orientation
- Assessment
- Dementia care
- Hospice
- Customer service
  - Internal and external

# Building Skills

- Critical thinking
- Extending sympathy
- Conflict resolution
- Handling complaints
- Easing the stress of long waits
- Easing anxiety through conversation
- Empathic listening

# Pillar #7 Measurement

- Staff satisfaction
- Attendance
- Shifts worked short
- Turnover rates
  - By shift
  - By unit
- Resident and family satisfaction
- Quality Measures
- Quality Indicators

# Process to Collect Satisfaction Data

- Survey design – questions to ask
- Timing
- Cover letter
- Encourage all to respond
- Explain what you will do with the results
- Anonymous
- Return to a front-line staff member

# Results of Satisfaction Surveys

- Personally respond to a signed survey
- Promptly post the results
- Recruit a multi-disciplinary team
- Analyze the results
- Focus on “hot” issues
- Root Cause Analysis
- PDSA
- Post the action plan
- Re-survey

# Pillar #8 Quality Improvement

## A Paradigm Shift

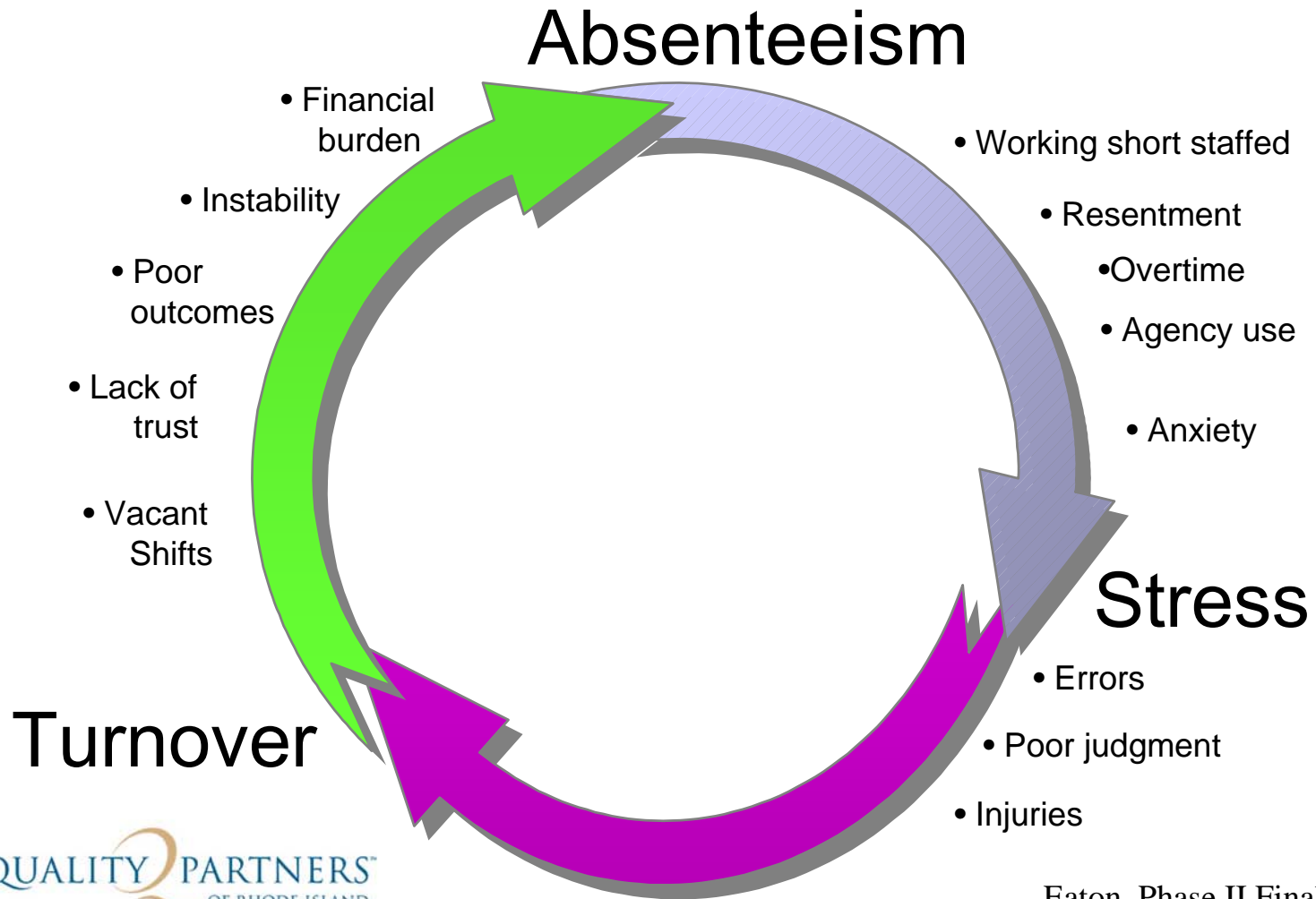
- Deming's 85% Rule
- Poor quality comes from poor work processes
- Workers want to do a good job

# Addressing Absenteeism

# Absenteeism

- Complex
- Morale
- Quality
- Service
- Safety
- Retention

# A Vicious Cycle



# Findings from WFR Collaborative

- 40% of all shifts understaffed
- No difference between weekends and weekdays
- Average number of call-offs per month = 45
- Licensed staff called off as often as C.N.A.'s
- Most common reason for termination

# WFR Findings

*Continued*

What does it feel like when understaffed?

- “Stressful; no lunch break, your back hurts.”
- “Unsafe for patients and self.”
- “Hectic – finger nails do not get clipped, men don’t get shaved, people are left with empty cups.”
- “Hell.”

# WFR Findings

*Continued*

What happens that leads your co-workers to call-off?

- “Just tired mentally. Overwhelmed and can’t overcome it.”
- “Burn out if you worked 7 am to 11 pm.”
- “Stress – someone is always asking you to stay late.”

Top reasons for call-offs:

- Sickness of self
- Sick family member
- Baby sitter problem
- Car problem
- Domestic crises

# WFR Findings

*Continued*

What does it feel like when you have enough staff?

- “Relief – feel you accomplished something.”
- “Can do little things for the residents like give them a hug.”
- “Can give them a back rub, talk to them, you can take the time to be more human.”

# The “Stop Doing” List

- Incentives to waive benefits
- Bonuses for working short
- Scheduling overtime and double-time
- Rotating staff
- Sick pay – use it or lose it
- No sick pay until second day of absence
- No incentives or disincentives
- Filling vacant shifts with new staff

# The “To Do” List

- No-fault attendance policy
- Measure and track
- Educate leaders
  - Reward reliability
  - Reward improvement
- Proactive replacement plan
- Wellness
- Scheduling

# No-Fault Attendance Policy

- No more qualifying absences
- Removes inequity
- No need for physician notes
- Absences are simply measured
- Promotes trust

# Collect Data

- Single point person
- Review individual records monthly
- Individual's and facility trends
  - By day of the week
  - By unit, shift
- Average number of call-offs per employee per quarter
- “Sick pay” dollars
- Leaders attendance records
- Number of call-offs per month
- Alert supervisors to alert individuals

# Educate Leaders

- Accountability
- Set the example
- Discuss absenteeism during meetings
  - Rewards and recognition
    - Individuals and groups
  - Show data
- Meet with staff as problems arise
- Help staff solve the problem
- Fair and firm

# The Foundation is Trust

- Trust is essential
- Leaders reveal priorities daily
- Respect vs. contempt
- Micro-inequities
- Covering shifts
- Elders are the priority

# Involvement = Commitment

- Multi-disciplinary committee
- Sets attendance standards
- Input on recognition
- Guidance on scheduling
- Employee Assistance Programs

# Proactive Replacement Plan

Short term:

- Clear policy regarding who and when
- Allow for last minute coverage for each other
- Call employee who called off
  - Show concern
  - Replace for next shift?
- Replacement priority list
  - No overtime
  - Voluntary overtime no double time
  - Voluntary OT/DT
  - Agency staff

# Staff Vacancy

Long term:

- Agency
  - Only selected agencies
  - Repeat hire agency staff
  - Orientation, extended written and verbal report
- Drop everything to interview
- Sign-up for extra shifts
- Meet with staff regularly
  - Update on progress

# If Working Short Staffed

- Pre-shift meeting
- Relieve licensed staff or C.N.A.'s of certain duties
  - Housekeepers pass trays and make beds
  - Dietary staff pass trays, pick up trays, pass water pitchers
  - D.O.N. complete some treatments
- Managers assist on the floor
- Feed the staff
- Pats on the back

# Wellness

- Health and dental insurance
- Flu shots for staff and families
- Free vitamins
- Healthy snacks and food
- Discounts to health clubs
- Smoking cessation classes
- Stress and work/life management

# Eaton's Findings on Scheduling

- Most common reason for termination
- Different practices in low vs. high
- Communication
- Flexible
  - Allow for different start times
  - Consider personal lives
- Rigid
  - In response to problems
  - “Personal life is not my problem.”
  - Used as discipline

Eaton, Phase II Final Report, 2001

# Staffing Coordinators

- Complex task
- Requires education
- Recognition and rewards
- Character traits:
  - integrity, fairness

# Scheduling Success

- Master posted well in advance
- Allow staff to trade days
- Honor requests for time off
- Increase FT and decrease PRN and PT
- Avoid every other weekend off
- Primary assignments and primary days
- Indicate assignment on the master schedule

# QE Foundation - Scheduling

- Impacts turnover, attendance, quality
- Effective practices
  - Consistency
  - Continuity
  - Cohesiveness
  - Flexible
  - Communication

QE Foundation

# Emile Durkheim

“When mores are sufficient,  
laws are unnecessary.

When mores are insufficient,  
laws are unenforceable.”

# Contact Information

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