

# Getting the Right People on the Bus – Engaging Your Employees in Culture Change

Presented by:  
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Central Haven Special Care Home  
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## Objectives

- \* Reasons why you need to have the right people on your team
- \* Practical tips for respectfully coaching people out
- \* Barriers to implementing Eden and how to overcome them

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## Central Haven Special Care Home



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### Getting the right people on the bus!

The old adage "People are your most important asset" turns out to be wrong. People are not your most important asset. The right people are." Jim Collins "Good To Great"

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### Why do we need the right people on the bus?

The right people on the journey are needed -

- \* to change the culture
- \* to implement Eden

Not all turnover is bad

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### What is Culture?

"An invisible, intense force , whose purpose is to perpetuate itself forever"

- Lou Tice

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## Leadership is vital to culture change

### Eden Principle Ten

“Wise leadership is the lifeblood of any struggle against the three plagues. For it, there can be no substitute”.

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## Our Eden Journey

- \* March 2007 – Central Haven joined the Sherbrooke family
- \* 2007 – 2009 – initial Eden education for staff and elders. Work on warming the soil.
- \* 2013 – 2014 - a number of changes to our management team
- \* Fall 2013 - Resident Family council forms
- \* March 2014 – Registration as an Eden Alternative Home!

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## Learning Circle Question

What are some challenges or barriers that you are facing on your Eden Journey?

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## Challenges on our journey

Challenges and barriers we experienced:

- \* Getting the right people “on the bus”
- \* Power of informal leaders
- \* A lot of frost - perception of a “takeover” by Sherbrooke
- \* Institutional mindset
- \* Lack of trust

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## Challenges on our journey

Challenges and barriers we experienced:

- \* Cynicism
- \* Communication issues
- \* Complaints and concerns
- \* Lack of support for our Eden Journey

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## How we met the challenge: Getting the right people **on** the bus

- \* Set and communicate clear expectations
- \* Recruit staff who are a good fit with our Mission, Vision and Values
- \* Focus on our mission, vision and values
- \* Hold staff accountable
- \* Role model for staff
- \* Catch people doing the right things

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### How we met the challenge: Getting the wrong people off the bus

- \* Follow up on anything that doesn't fit with our mission, vision and values
- \* Identify reality
- \* Hold staff accountable
- \* Coach people out

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### How we met the challenge: The power of informal leaders

- \* Identify who your leaders are
- \* Both positive and negative informal leaders
- \* Follow up on all concerns
- \* Accountability for actions

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### How we met the challenge: Dealing with frost

- \* Build and nurture relationships
- \* Leadership models the way
- \* Transparency
- \* Love and Kindness
- \* Learning circles
- \* Education on Eden

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### How we met the challenge: Dealing with frost

- \* Abundance mindset
- \* Gratitude boards or discussions
- \* Celebrations and recognition
- \* Supporting staff through tough times
- \* Listening

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### How we met the challenge: Institutional mindset

- \* Reminder that we work in the elders home
- \* Respecting resident direction
- \* Avoid institutional language
- \* Meeting the needs of the moment
- \* Create beautiful spaces for elders and families

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### How we met the challenge: Lack of trust and cynicism

- \* Build relationships
- \* Ensure transparency
- \* Communicate frequently
- \* "Walk the talk"
- \* Education
- \* Processes to share information about elders

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### How we met the challenge: Complaints and concerns

- \* Address issues related to poor communication
- \* Respect resident direction
- \* Build relationships
- \* “Walk the talk”

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### How we met the challenge: Lack of support for our Eden Journey

- \* Education on the Eden Alternative
- \* Forming the Resident Family Council
- \* Building and nurturing relationships

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### Successful outcomes of our journey

- \* Strong sense of community
- \* Highly engaged staff
- \* Involved and supportive families
- \* Energy/ Commitment to continue on the journey
- \* Happy Elders!

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### Strong sense of community

“At this home everyone works together. It’s not like this everywhere.”  
Family member

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### Highly engaged care partners



- \* High scores on engagement surveys
- \* Staff bring passions and talents to work
- \* Staff meet the needs of the moment for elders

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### Involved and supportive families



- \* “You can be as involved as you want to be here”.
- \* “This is not what we expected, the greatest gift we can give our mom is to move in here”.

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## Energy and commitment to continue on the journey

Comment from a visitor-  
"it looks like we are all having fun – it must be a nice place to live and work!"



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## Happy Elders!



"What a place of joy and caring this has become!"

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## A proud moment for us!



March 12, 2015 - Elders, family and staff gathered at Central Haven for our Milestone 1 – Eden Registration call.

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Questions?

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