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Driving Employee Engagement and Organizational Effectiveness Through Self-directed Teams

Chris Perna, The Eden Alternative, Curtis Ferry and Jessica Luh Kim, Schlegel Villages

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GOAL AND OBJECTIVES OF THE SESSION

- Inspire hope = courage and action
- 1. **Reflect** on our experiences with the traditional long-term care organizational design
- 2. **Learn** about 3 elements that lead to creation of self directed teams and meaningful change
- 3. **Hear** personal stories of learning and discovery
- 4. **Identify** key takeaways – to inspire excitement and change in your organization or advice for Schlegel Villages

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HOW ARE WE NOW?

- How is the traditional organizational design in LTC serving our highest purpose of creating a caring community?
- How is it hindering culture change?



Traditional Organizational Design

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CURRENT INSTITUTIONAL REALITIES

I didn't do it!

It's not my job

Night shift left it

That's not my resident

You'll have to ask the nurse

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CREATION OF CONSTITUENCIES

US

Them

- Management vs. staff
- Department vs. departme
- Shift vs. shift
- Facility staff vs. corporate staff

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CONSTITUENCIES VS COMMUNITY

ME VS. WE


Constituency = people who work to promote their own agenda and fulfill their own needs

Community = a group of unrelated people living and working together in share fellowship toward a common noble aim

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IT BEGINS WITH LEADERSHIP...

“Leaders must go beyond behaviors and address the contextual issues at the heart of departmental separation and politics...There is perhaps no greater cause of professional anxiety and exasperation- not to mention turnover – than employees having to fight with people in their own organization.”



– Patrick Lencioni
(Silos, Politics and Turf Wars, Patrick Lencioni)


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THE OUTDATED MANAGEMENT MODEL DOES NOT WORK – WHY?

- Separates workers from results
- Strips them of the opportunity to understand the whole process, do various tasks, do planning, improve work
- Prevents them from knowing and understanding the residents and families – our customers.
- Strips the meaning out of their work & suppresses their creativity, passion and energy.

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“Roads to Nowhere, are Hard to Build.”



- J. Wallace Hamilton

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OWNERSHIP & EMPOWERMENT

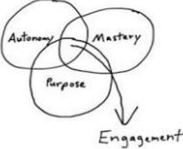
Old Culture → New Culture

- "I need to get buy-in of my staff."
- "I need my staff to take ownership."
- Ownership only comes from having part in shaping the plan.
- Empowerment = Authority, ResourInformation, Accountability

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DANIEL PINK – DRIVE: The Surprising Truth About What Motivates Us

- "The course of human freedom has always moved in the direction of more freedom. And there is a reason for that – because it is in our nature to push for it."
- "The secret to high performance and satisfaction – is the deeply human need to direct our own lives."



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IS THIS WHAT WE HAVE DONE?

"There is nothing more dangerous than to build a society with a large segment of people in that society who feel that they have no stake in it, who feel that they have nothing to lose. People who have a stake in their society protect that society, but when they don't have it, they unconsciously want to destroy it."

— Martin Luther King, Jr.

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THE CORE OF SCHLEGEL VILLAGES



Our mission is to provide holistic health care in a home environment located within an intentional neighbourhood design that promotes a caring community with an emphasis on maintaining and promoting optimum quality of life for all residents.

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OUR LOCATIONS IN ONTARIO, CANADA



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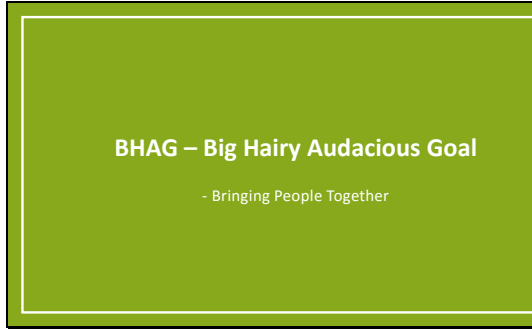
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TRANSFORMING CARE AND SUPPORT

| Institutional Model | → | Social Model |
|---|---|---|
| Focus on care treatments and interventions | | Focus on "living" and providing excellent care and support |
| Residents follow facility and staff routine | | Team members follow residents' routines |
| One size fits all approach to care | | Honour unique and individual life history, needs, desires, concerns |
| Staff rotate work assignments | | Team members consistently assist same residents |
| Staff make decisions for residents | | Residents are supported to make decisions |
| Environment is the staff's workplace | | Environment is the residents' home |
| Activities are structured | | Activities are flexible and spontaneous |
| Hierarchical department focus | | Collaborative team focus |
| Unidirectional relationships; "us and them" | | Mutual relationships; community feel |

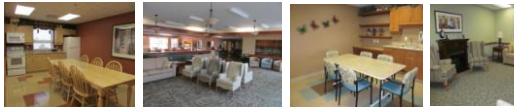
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Creating Enabling Processes and Structures
- Building A Strong Operational System Support

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NEIGHBOURHOOD DESIGN

- Smaller home areas within the larger Village
- Intentionally designed to support LIVING and create sense of home



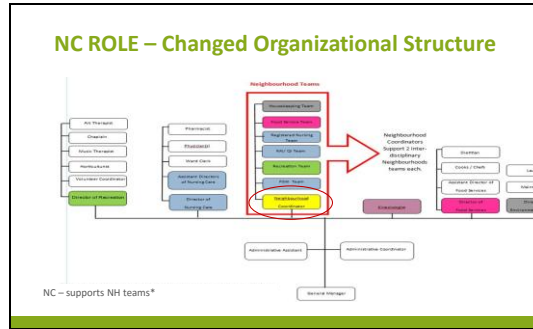
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NH DESIGN CON'TD – Neighbourhood Teams

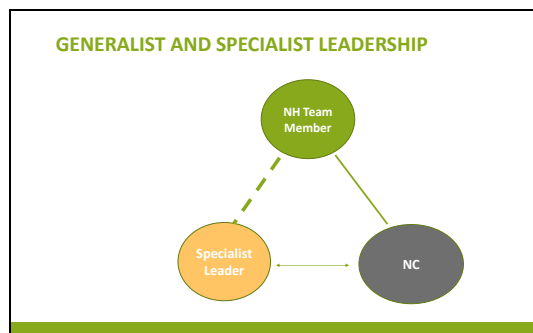
- Consistently assigned *
- Multi-disciplinary
- Cross functionally trained



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- ### Right Tools - Neighborhood Guide Program
- Modules 1-3 – Setting the Stage
 - Modules 4-6 – Creating a Team Identity
 - Modules 7-9 – Building Team Skills
 - Modules 10-12 – Acting Like a Team
 - Modules 13-16 – Performance Improvement
 - Modules 17-19 - Becoming Customer-Focused
 - Modules 20-22 – Growing as Leaders
 - Modules 23-25 – Growing as a Team
 - Modules 26-30 – Team Self-Management
- 

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SV - NEIGHBOURHOOD TEAM DEVELOPMENT PROCESS

- Using Neighborhood Guide Program – “Schlegelized”
- 24/7 team meets, 3-4x /year, 4 hour sessions
- Facilitated by NC along with Departmental Leader or NTD champions



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EXPERT COACHING

- Continued Support For Organizational Effectiveness

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NEIGHBOURHOOD GUIDES

- Neighbourhood Coordinator (main guide)
- Departmental Leaders
- Neighbourhood Team Development Champions

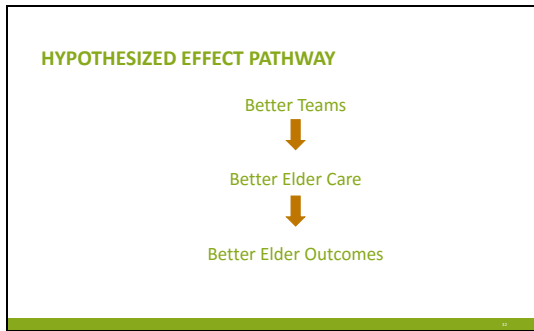


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NEIGHBOURHOOD TEAM DEVELOPMENT (NTD)

- Successes and Challenges Experienced Along The Way

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EVALUATING THE NTD PROGRAM

| Residents | Family | Team | Organization |
|---|---|---|---|
| Quality of Life, Quality of Life for people with ADRD Care experiences Resident-centredness Choice Control Satisfaction MDS functional and cognitive indicators | Proxy Quality of Life indicators Care experiences Involvement in care and decision making Satisfaction | Beliefs and actions Role enactment Team functioning Continuity Care experiences Staff-resident relationships Job satisfaction | Job descriptions Work distribution Skill mix Supportive organizational systems Staff turnover and retention |

5 Villages = 21 Neighbourhoods

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EARLY IN OUR JOURNEY WITH NTD

| Early Successes | Early Challenges |
|--|--|
| <ul style="list-style-type: none"> 1. Increasing participation with each session 2. Opportunity to get to know their 24/7 NH teams | <ul style="list-style-type: none"> 1. Scheduling 2. Resistance to change 3. Fearful of sharing or contributing ideas (rooted in old model) 4. Clarity of NC role |

(NC Meeting - April 10, 2015)

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MIDWAY THROUGH OUR JOURNEY WITH NTD

| Mid-way Successes | Mid-way Challenges |
|--|---|
| <ul style="list-style-type: none"> 1. Role sustainability of the Neighbourhood Coordinator 2. Neighbourhood Coordinator support 3. Organizational support 4. NTD as a framework for excellence | <ul style="list-style-type: none"> 1. Need for follow-up on progress at all levels 2. Team member turnover 3. Scheduling |

(October 25, 2015)

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WHERE WE ARE NOW

| Successes Today | Challenges Today |
|--|--|
| <ul style="list-style-type: none"> 1. Consistent assignment of team members improves QoL for Elders 2. Each Elder feels more in charge of his or her daily life 3. Empowered, cross-functional teams increase flexibility and cohesiveness 4. Greater sense of belonging and reaching one's full potential | <ul style="list-style-type: none"> 1. NC turnover leads to sustainability challenges 2. Bringing on new team members into NTD 3. Scheduling |

(April 1, 2016)

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Your Next Steps...

- Takeaways...

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WHAT DID YOU TAKEAWAY?

- What did you takeaway from Schlegel Village’s journey that might be helpful for you?
- What advice or feedback might you give to Schlegel Villages or other organizations as they continue on with NTD and their culture change journey?

“When we are part of a culture change journey, we need to become like a master gardener, discovering, nurturing, and growing ourselves and the people in the garden around us.”
— Denise Hyde, *The Pathway of Growth*

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FOOD FOR THOUGHT...

“More than anything else, real people in real companies want to be part of a winning team. They want to contribute to producing real results. They want to feel the excitement and the satisfaction of being part of something that just flat-out works. When people begin to feel the magic of momentum – when they begin to see tangible results and can feel the flywheel start to build up speed – that’s when they line up, throw their shoulders to the wheel and push...And that’s how change really happens”


- Jim Collins – *Good to Great* – October 2011

THANK YOU FOR YOUR ATTENTION!

For more information about
Schlegel Villages:

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Driving Employee Engagement and Organizational Effectiveness through Self-Directed Neighborhood Teams

Session Details:

Skilled care homes are experiencing unprecedented challenges. Future success will require change and imagining a new way of working that is efficient, effective, and engaging. Through a specially designed and proven curriculum, leaders have the tools/resources to build cohesive, self-directed cross-functional teams empowered to improve well-being for all. This session features the implementation story of Schlegel Villages, a senior living provider in Ontario, Canada. Village leaders and a panel of care partners will share their personal stories and explore with participants why the curriculum along with organizational support, provides a solid platform for team development and meaningful culture change.

Presenters:

- Chris Perna, CEO, The Eden Alternative
- Curtis Ferry, Assistant General Manager, The Village of Tansley Woods, Burlington, Ontario, Canada
- Jessica Luh Kim, Director of Education and Program Development, Schlegel Villages

| Content | The objectives of our time together |
|--|--|
| Negative impacts the current organizational design has on the delivery of quality services in long-term care communities | Explore participant's personal experiences with the traditional long-term care organizational design and the current experiences that supports the need to shift towards a new way of operating that builds organizations to last. |
| Three elements to building a strong team | Learn about the 3 elements needed to build a strong team as experienced by Schlegel Villages. They include: <ul style="list-style-type: none">• Compelling direction• Enabling structures and processes including the importance of the right tools• Expert coaching |
| Successes and challenges of growing self-directed Neighborhood Teams | Uncover real successes and challenges experienced along the path of developing self-directed teams and culture change. |

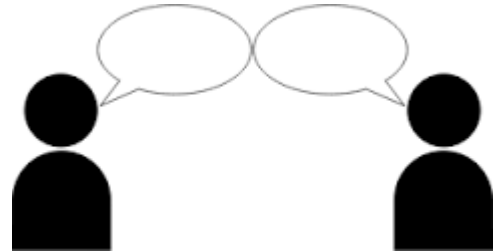
| | |
|-----------|---|
| Takeaways | Identify some of the key takeaways that you can apply to your organization or share some advice for those on the path to mastery. |
|-----------|---|

Welcome!

Where Are We Now – soil warmer (5 minutes)

Share your thoughts on these questions:

- *How is the current organizational design in LTC serving our highest purpose of creating a caring community?*
- *How is the current organizational design in LTC hindering culture change?*



A Brief Look at the Current Reality of Long-Term Care (10 minutes)

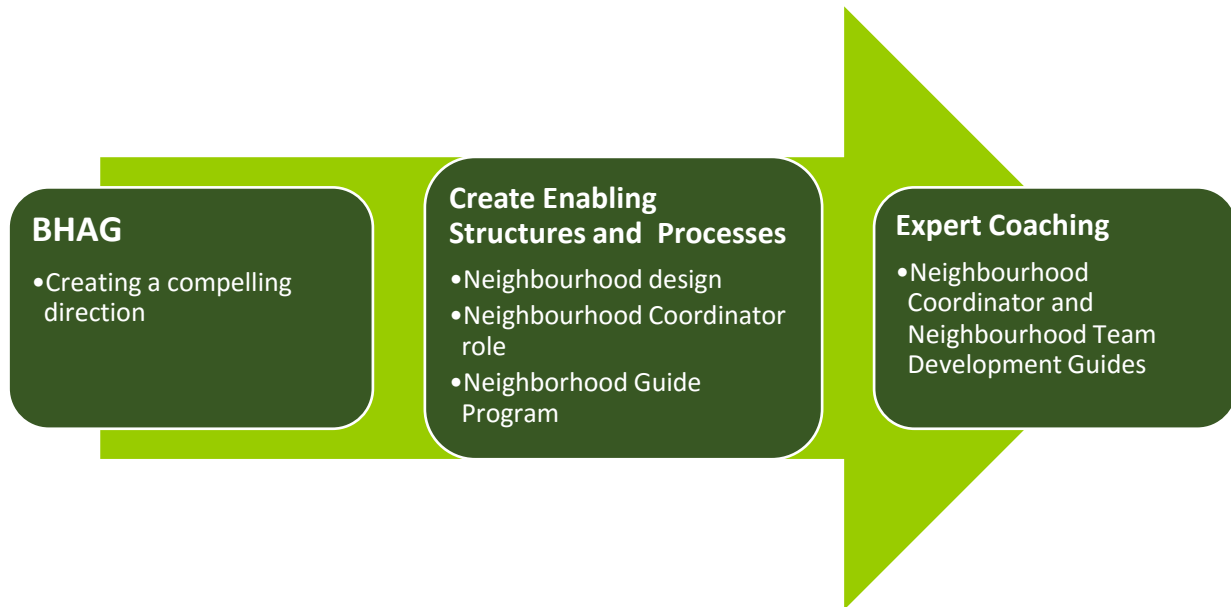
Listen to some of the realities experienced in long-term care. Please feel free to use the space below to capture these points.

Food for thought:

- *What rings true to what you have experienced or seen?*
- *Was there anything surprising that you heard?*



Driving Employee Engagement and Organizational Effectiveness – a model for success (20 minutes)



Listen to how these 3 elements helped to create meaningful change. To get a better sense of how this really works, a group of panelists will share their real life experiences with the above model. Please feel free to use the space below to capture any relevant points or to jot down any questions you may have.

Food for Thought:



- *What do you especially like about the model?*
- *How might this model address some of the concerns you voiced or thought in the opening soil warmer today?*

May 4, 2016

Let's Get Real - sharing successes and challenges (20 minutes)

Of course this model comes with many successes and some challenges. Let's learn and discuss with the panelists some key successes and challenges they have experienced along the journey towards meaningful change. Feel free to use the space below to jot down some key learnings or questions.

Takeaways (3 minutes)

So let's try it out for your own situation. Take 5 minutes to identify some takeaways you gained after hearing Schlegel Village's culture change journey. What advice or feedback might you give to Schlegel Villages or other organizations as they continue on their culture change journey?

May 4, 2016

Closing and Q&A (2 minutes)



Call out the first thing you plan to do!

To drive employee engagement and organization effectiveness through self-directed neighbourhood teams, continue your research about it, start the dialogue about it, and start planning the process towards making meaningful change. We did it, so can you!

Let me leave you with this quote:

“More than anything else, real people in real companies want to be part of a winning team. They want to contribute to producing real results. They want to feel the excitement and the satisfaction of being part of something that just flat-out works. When people begin to feel the magic of momentum – when they begin to see tangible results and can feel the flywheel start to build up speed – that’s when they line up, throw their shoulders to the wheel and push...And that’s how change really happens” Jim Collins – Good to Great – October 2011

Thank you for joining us today.

Resources

- The Eden Alternative <http://www.edenalt.org/>; <http://www.edenalt.org/events-and-offerings/educational-offerings/eden-alternative-neighborhood-guide-training/>
- Schlegel Villages <http://schlegelvillages.com/>
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