

**Turning Staff into CARE-Givers:
The Leadership Challenge**

Eden International Conference
Little Rock, AR – May, 2016

NATIONAL RESEARCH Corporation www.nationalresearch.com

Mary Tellis-Nayak
RN, MSN, MPH

Vice President of Quality Initiatives

mary@myinnerview.com

773-942-7525

NATIONAL RESEARCH Corporation www.nationalresearch.com

Objectives

- List the 5 issues most important to caregivers in recommending their nursing home or their assisted living as a good place to work;
- List 3 ways in which the work environment impacts other important outcomes; and
- State 3 techniques you will now use in hiring caregivers.

NATIONAL RESEARCH Corporation www.nationalresearch.com

“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

NATIONAL RESEARCH Corporation www.nationalresearch.com

What do residents and family members desire in a caregiver?

NATIONAL RESEARCH Corporation www.nationalresearch.com

NATIONWIDE

Voice of Residents

NATIONAL RESEARCH Corporation www.nationalresearch.com

Top Drivers for Recommendation to Others

Independent Living Resident		Assisted Living Resident	
Home-Like Atmosphere	.61	Responsiveness of Management	.61
Responsiveness of Management	.59	Choices/Preferences	.60
Commitment to Independence	.58	Comparison of Charges	.59
Care (Concern) of Staff	.57	Competency of Staff	.59
Responsiveness of Staff	.56	Care (Concern) of Staff	.58
Nursing Home Resident		Short Stay Residents	
Care (concern) of Staff	.63	Care (Concern) of Staff	.77
Competency of Staff	.63	Competency of Staff	.77
Responsiveness of Management	.61	Choices/Preferences	.74
Choices/Preferences	.59	Responsiveness of Management	.72
RV/LVN/LPN Care	.58	Quality of Medical Care	.72

NATIONAL RESEARCH Corporation nationalresearch.com

Resident Satisfaction

Studies have repeatedly confirmed that residents and their family members value the quality of the relationships they have with the frontline caregivers higher than the quality of the medical care and the quality of the food.



NCCNHR, Public Health Institute
www.nationalresearch.com



A wonderful sweet elderly resident passed away at the community where I work tonight. A woman who never complained, always had a smile, and said thank you to all us for helping her out. She spoke with a very soft voice. She had no visitors ever , which breaks my heart ♥ The other staff I worked with tonight all sat on her bed..holding her hand, praying and letting her know she wasn't alone. 9:45pm This wonderful sweet lady is now at peace.

Loyalty comes from compassion


What words on comment cards made the residents love the staff?


www.nationalresearch.com

COMPASSION


2/3rds of adjectives used ...

<p>Compassion synonyms:</p> <ul style="list-style-type: none"> • Caring, cares, cared +32 • Kind, kindness +24 • Compassionate +15 • Help, helpfulness +15 • Concerned +6 • Listens +4 • Loving +3 • Empathy +3 	<p>Courtesy synonyms:</p> <ul style="list-style-type: none"> • Friendly +8 • Professional +9 • Attention, attentive +7 • Sweet +3 • Respect +3 • Polite +3 • Patient +3 • Smiling +2
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------


www.nationalresearch.com

Compassion

- Questions from survey companies that have questions with “care,” “compassion” or “concern” in them have the highest correlation with overall satisfaction and loyalty
- Compassion dramatically influences overall satisfaction and one’s willingness to recommend the community as a place for care.


www.nationalresearch.com

Compassion, caring, comforting and kindness — these make up the bulk of the adjectives linked to loyalty ... they are all rooted in *empathy*

The capacity for empathy is “the ability to share in another’s emotions or feelings”

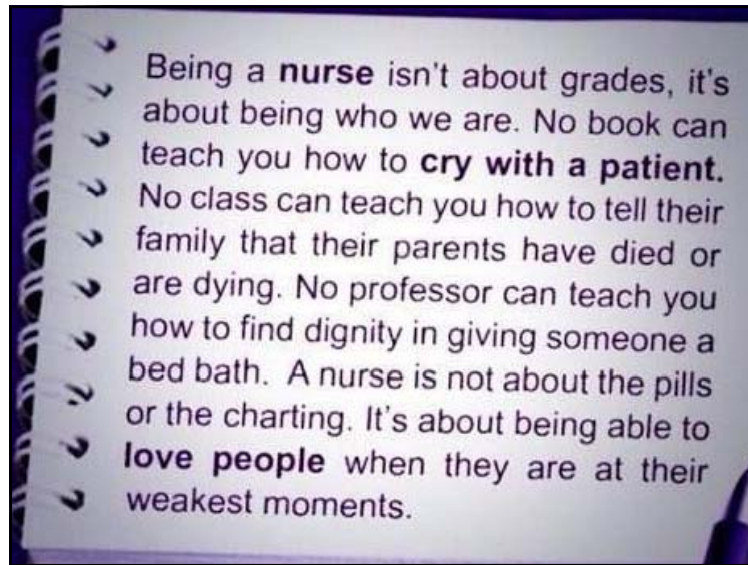
When people receive empathy, they feel loved and cared about

NATIONAL RESEARCH Corporation
www.nationalresearch.com

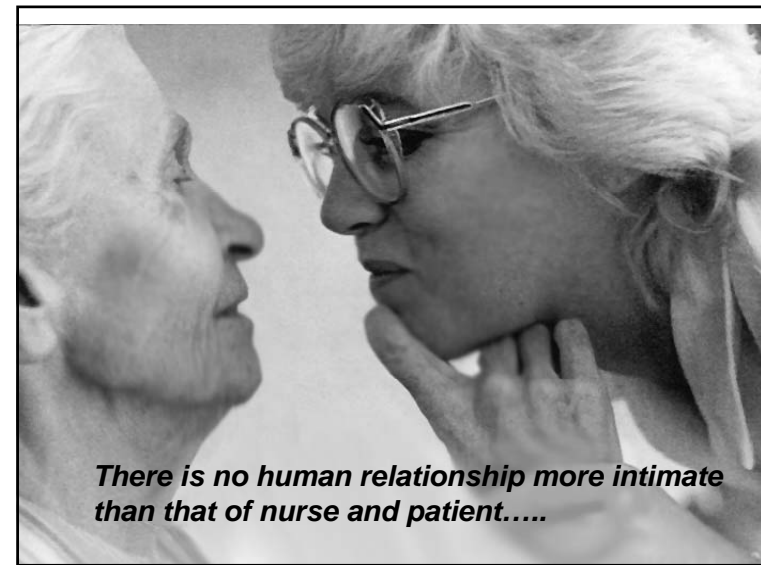


EMPATHY AND HEALING

For long-term care not to teach the role of empathy, or inspire compassion, is a colossal omission, because empathy has the capacity to heal by its effect on stress, and compassion is the primary influence behind patient loyalty.



Being a **nurse** isn't about grades, it's about being who we are. No book can teach you how to **cry with a patient**. No class can teach you how to tell their family that their parents have died or are dying. No professor can teach you how to find dignity in giving someone a bed bath. A nurse is not about the pills or the charting. It's about being able to **love people** when they are at their weakest moments.



There is no human relationship more intimate than that of nurse and patient.....

NATIONWIDE

Voice of Families


NATIONAL RESEARCH Corporation www.nationalresearch.com

Top Drivers for Recommendation to Others

Assisted Living Family		Skilled Nursing Family	
Competency of Staff	.72	Care (Concern) of Staff	.76
Care (Concern) of Staff	.72	Competency of Staff	.75
Responsiveness of Management	.70	Choices/Preferences	.72
Choices/Preferences	.69	Responsiveness of Management	.71
Responsiveness of Staff	.68	RV/LVN/LPN Care	.71

18

NATIONAL RESEARCH Corporation nationalresearch.com

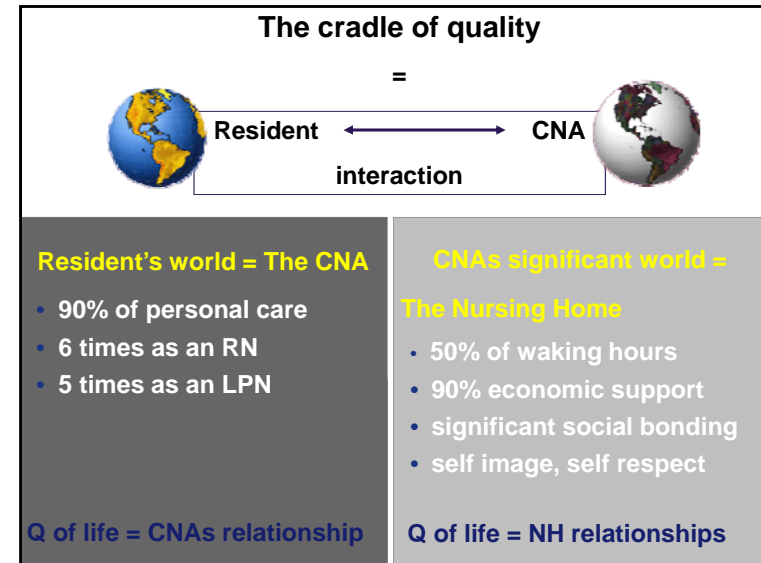
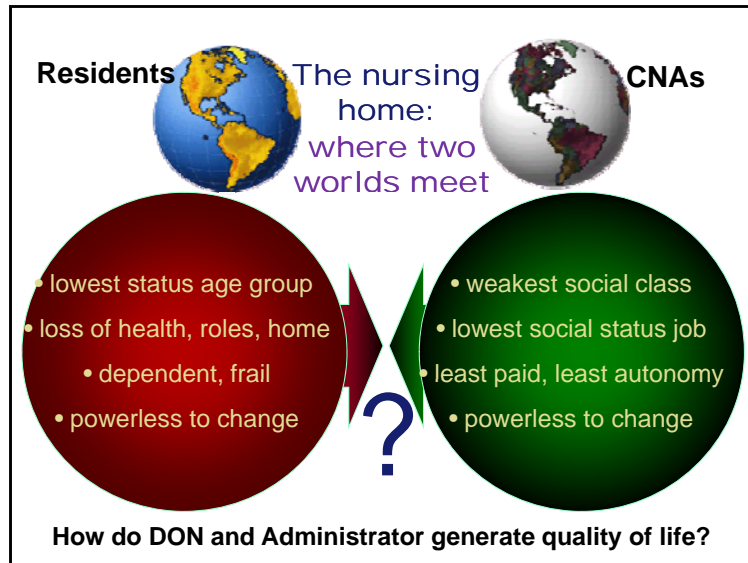


It is the compassionate connection between a caregiver and a resident that elevates common courtesy into something more tender and unforgettable than good, routine care

If compassion is what residents and families desire

We MUST turn then to our CARE-givers

NATIONAL RESEARCH Corporation www.nationalresearch.com




"I hope for the day when everyone who lives in any long-term care situation knows there is someone waiting for him or her each morning after the journey of sleep one takes each night.

"And I yearn for the day when each staff person — most especially CNAs — know that there are people who are waiting for a morning greeting, interested in learning how the CNA fared in the hours they were apart."

CARTER WILLIAMS

NATIONWIDE

Voice of Employees

 NATIONAL RESEARCH Corporation
www.nationalresearch.com

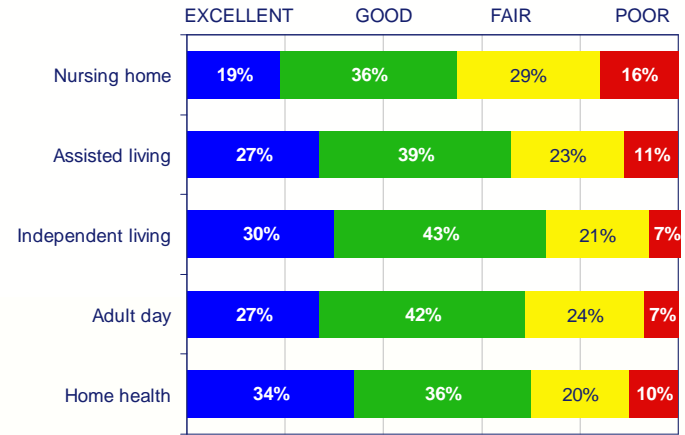
Top Drivers for Recommendation to Others

Independent Living Employee		Assisted Living Employee	
Care (Concern) of Management	.61	Care (Concern) of Management	.69
Assistance with Job Stress	.59	Assistance with Job Stress	.67
Attentiveness of Management	.58	Attentiveness of Management	.66
Clear Expectations by Management	.57	Clear Expectations by Management	.64
Support of Career	.56	Fairness of Evaluations	.62

Skilled Nursing Employee	
Care (Concern) of Management	.73
Attentiveness of Management	.71
Assistance with Job Stress	.69
Safety of Workplace	.63
Fairness of Evaluations	.61

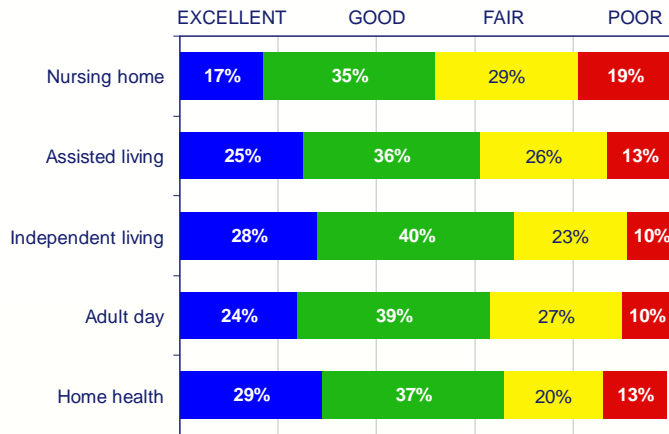
25

EMPLOYEE: CARE (CONCERN) OF MANAGEMENT



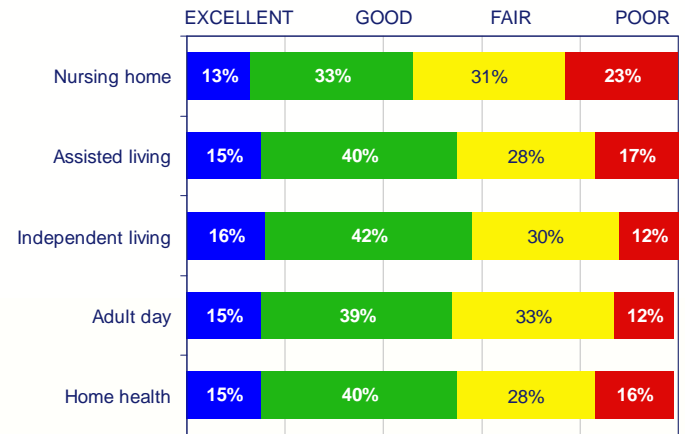
Based on 2010 satisfaction surveys conducted nationwide by My InnerView

EMPLOYEE: ATTENTIVENESS OF MANAGEMENT

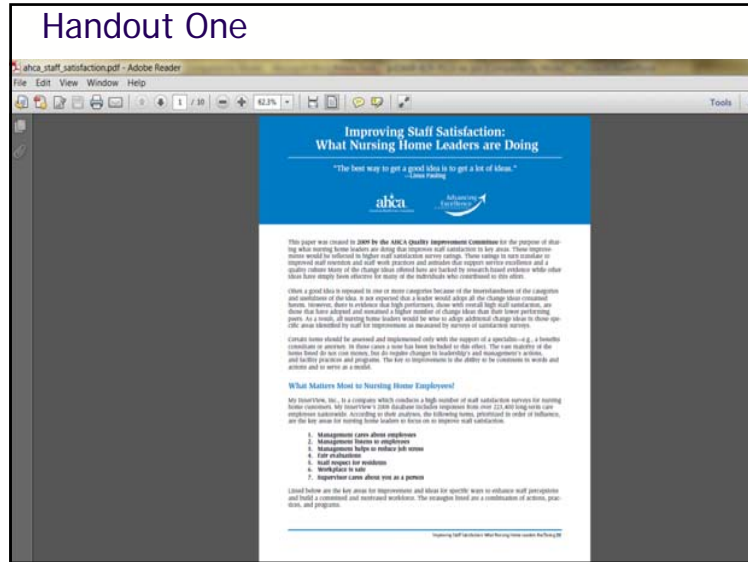


Based on 2010 satisfaction surveys conducted nationwide by My InnerView


EMPLOYEE: ASSISTANCE WITH JOB STRESS



Based on 2010 satisfaction surveys conducted nationwide by My InnerView




What does research have to tell us about the workplace?


www.nationalresearch.com

Quality of leadership and quality of the workplace

The voice of CNAs

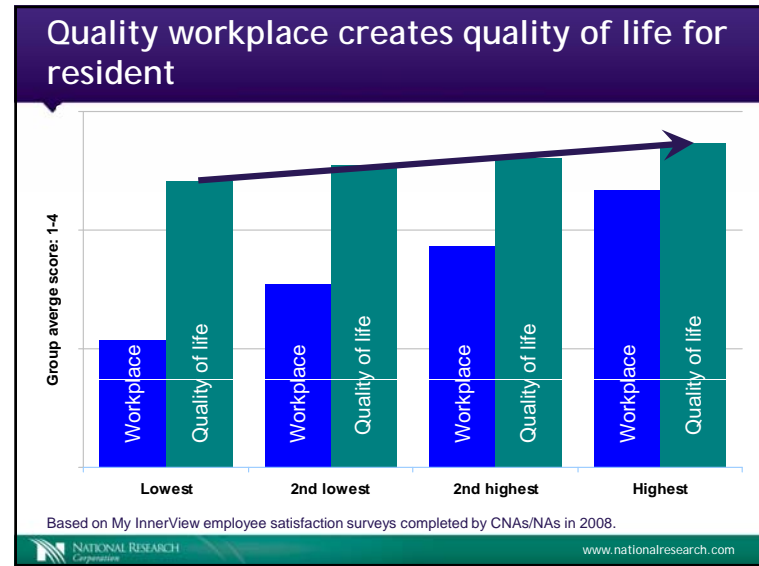
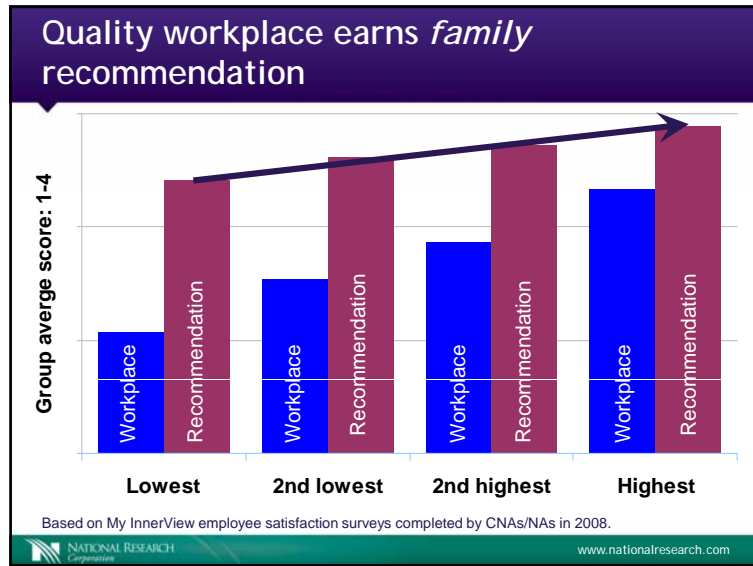
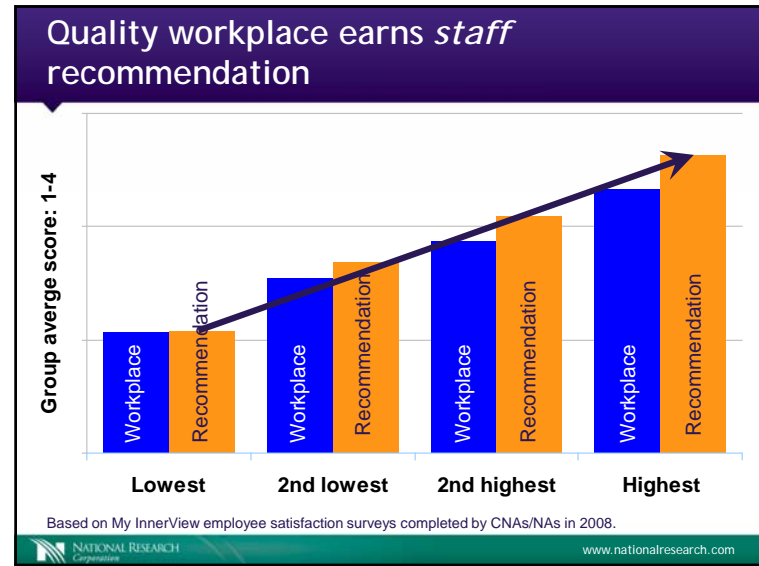
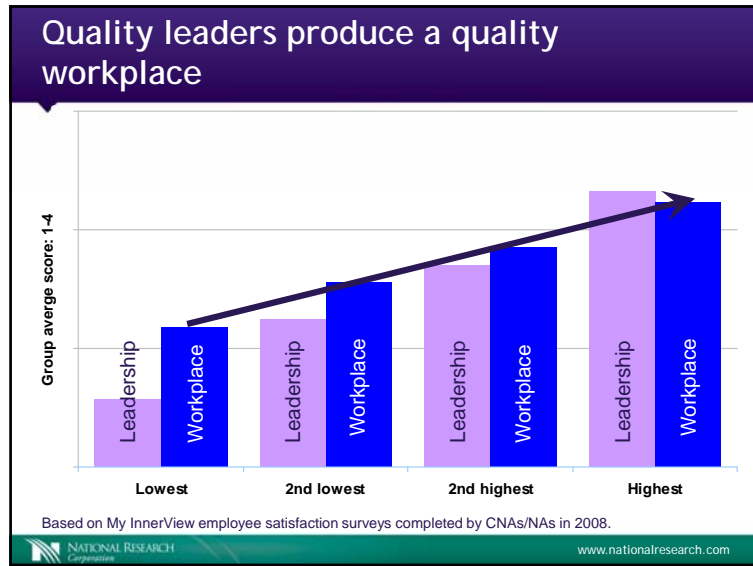
- Based on 2008 satisfaction surveys conducted by My InnerView:
 - 78,547 CNAs/NAs
 - 144,098 family members
- 3,216 skilled nursing facilities ranked in four groups based on percentiles (lowest, 2nd lowest, 2nd highest and highest)


www.nationalresearch.com

Indicators of quality workplace

1. Pay compared to other nursing homes
2. Safety of workplace
3. Adequate equipment and supplies to do your job
4. Work allows you to make a difference in people's lives
5. Co-workers work together as a team
6. Fair performance evaluations
7. Respect shown for resident by staff
8. Help you get to deal with job stress and burnout
9. Staff communication between shifts

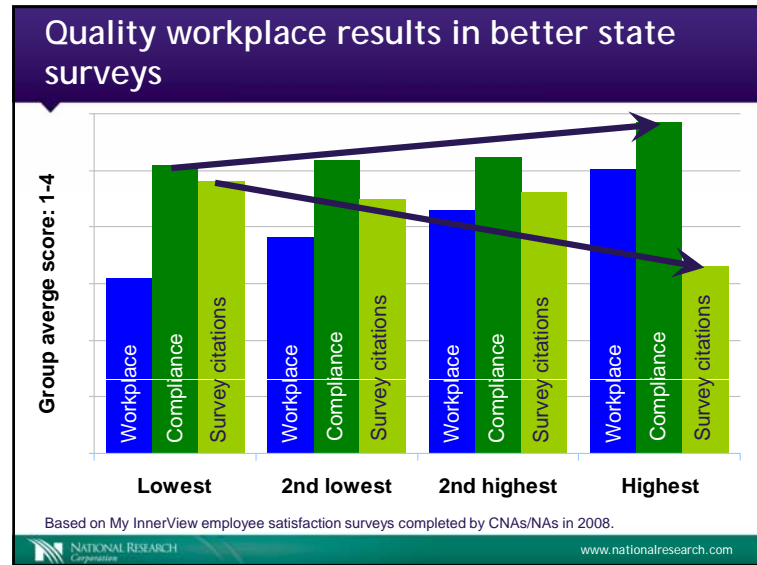
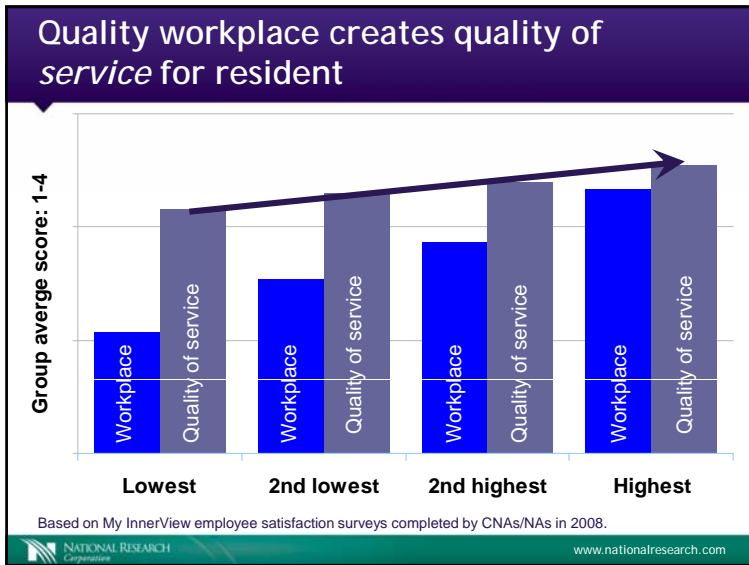
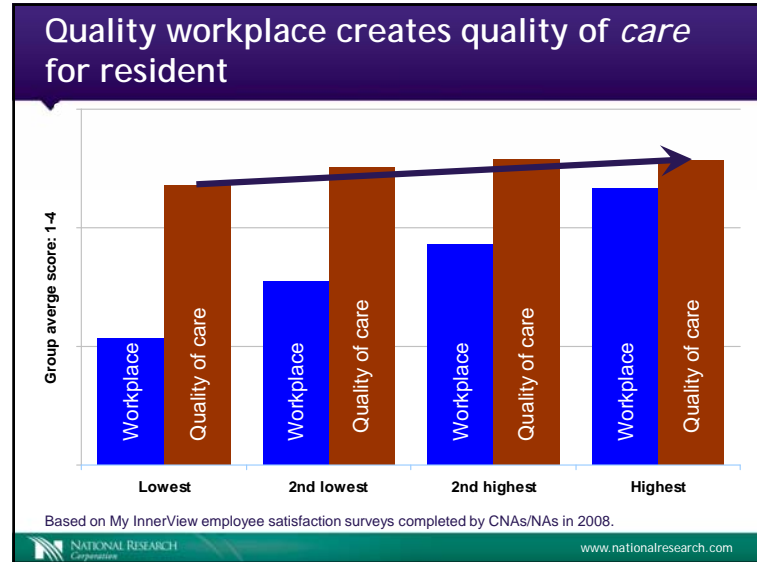

www.nationalresearch.com





As staff are treated,

so will the elders be treated.



Can we expect an employee to be caring if they are not experiencing being cared about?



Whether individuals feel respect in the workplace is largely a function of how they are treated by their supervisors, their clients and family members or advocates and, many times, their peers, particularly for new workers.

Is this your idea of employee retention?



Employee Retention

Indicators of motivation



Engagement



Satisfaction



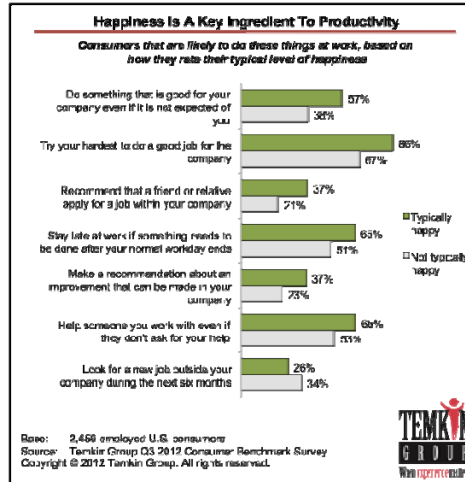
Commitment



Intention to Quit

Employee Satisfaction

- An employees feelings about the job
- How content an individual is with his or her job
- Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, it is different from...
- Cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.




Employee Engagement

- Employee engagement is a characteristic of the relationship between an organization and its employees.
- An "engaged employee" is one who is fully absorbed by and enthusiastic about their work
- An "engaged employee" takes positive action to further the organization's reputation and interests.
- An organization with 'high' employee engagement will be expected to outperform those with 'low' employee engagement, all else being equal.

WHAT MAKES AN EMPLOYEE HIGHLY ENGAGED?



What is motivation?



- Motivation is what makes a person behave in a particular way
- Motivation is the underlying energy that compels action in a particular direction

NATIONAL RESEARCH Corporation www.nationalresearch.com

INTRINSIC /EXTRINSIC MOTIVATION

WHAT IS IT?

NATIONAL RESEARCH Corporation www.nationalresearch.com

Extrinsic Motivators

- Money
- Benefits

These are no longer enough to compel workers to act.

MyInnerView data demonstrates this very clearly

NATIONAL RESEARCH Corporation www.nationalresearch.com

SNF Employee Quadrant Analysis

Quadrant A shows items of lower importance to "Recommendation" with a higher average score
Quadrant B shows items of higher importance to "Recommendation" with a higher average score

Quadrant C shows items of lower importance to "Recommendation" with a lower average score
Quadrant D shows items of higher importance to "Recommendation" with a lower average score

NATIONAL RESEARCH Corporation www.nationalresearch.com

Intrinsic Motivation

Those forces within an individual that cause the person to act (i.e. religion, experiences, altruism)



Intrinsic Motivation

Leaders need to understand the intrinsic motivators that drive employee performance

- They need to reinforce these by their leadership actions



The manager's most important job is

- Getting the right people in the right places
- Doing the right things
- For the right reasons
- Recruiting and keeping the best talent is arguably the single most important skill for a manager.

"Good to Great" - Jim Collins

"The executives who ignited the transformations from good to great did not first figure out where to drive the bus and then get people to take it there. No, they first got the right people on the bus (and the wrong people off the bus) and then figured out where to drive".



Determining who the right people are



- Emphasize character attributes rather than specific experience or education
- Exceptional leaders know that skills and knowledge are teachable whereas
 - Character traits are ingrained

Hiring Right for Staff Stability

- **Not just a large pool of candidates– but the right pool of candidates**
 - Target advertising
 - Targeted Refer a friend
- Word of mouth is best advertisement
- Actively promote refer-a-friend bonus
 - ~Personally approach your best employees

Recruitment: Getting the Right Pool of Candidates

- What are your selling points as a place to work?
- Refer a friend bonus – who are your best staff, who are their friends?
- What are good sources of candidates – where do you recruit?
- What's your reputation in the community as an employer?

You get 1 chance to make a 1st impression!

- Applicant is not greeted
- Receptionist is not aware of her role
- No one knows open positions
- Interviews are not conducted for walk-ins
 - “Come back Tuesday at 11:00”
- Overall first impression to the applicant is disorganization

Welcoming Applicants

- Make a good first impression
- Receptionist/person at front door is key –
Make sure she has postings, applications, info on benefits, and she's tuned in to welcoming
- Make it a priority to meet new applicants
- Screen, tour, interview right when they come in

Screen before you hire, not after

- Take the time to hire someone who will be value added to your team
- Make hiring process a good screen – have a multi-layer process
 - Required processes
 - Meeting with co-workers
 - Resident selection committee

“Measure twice - Cut once”

Focus on Character Traits

- Maturity – self reflection
- Compassionate
- Sensitivity to others needs
- Self esteem
- Ability to communicate, learn
- Friendliness - Five smile rule



Give them a tour

- Facility tour observations
 - Walk quickly and see how they keep up
 - Go up and down stairs if you have them
 - Place them next to residents who will engage them – see how they respond
 - Monitor interactions with people – afterwards, ask staff what they know about person

Interview Tips

- High standards
- Ask to see their last performance evaluation
- Where have they been trained? (Does it make a difference?)
- Do they have experience?
- Do they have realistic expectations about the job?
- Ask the right questions
 - Open ended
 - Behavior based; scenario based
 - Character based

Interview Questions

- Who is the nicest person you know, and why?
- What are you most proud of?
- Tell me about your prior experiences in caregiving?
- Tell me about a time that you've had a conflict with a co-worker. What did you do?
- Tell me the names of three elders you had a close relationship with in your past job?

“What do you like to do in your free time?”

*“Well...I'm not much of a people person.
I tend to stay at home and keep to myself.”*

Possible Resident Questions

- What do you do when you are stressed?
- What made you decide to become a CNA?
- If a 96 year old resident was going toward the door to leave and told you that she was waiting for her mother to pick her up, how would you respond?
- If you were going in to care for a resident who was agitated, how would you handle it?

Providing a Good Welcome

**Will Increase the Percentage of
Newly Hired Staff Who Stay**

What's it like to be new?

- They are new to:
 - Type of job/skills and responsibilities
 - Workplace
 - Co-workers
 - Residents
 - Management style
 - Layout of the community
 - The way things are done
 - The way things work
 - Where things are kept/stored

A Warm Welcome from Management and Co-workers Helps New Staff Stay

- Leadership
 - Administrator personally tune in to new person
 - Check in at morning stand-up
 - Follow-up with them:
 - every day the first week,
 - regularly over first month (It takes 3 months to feel comfortable, 6 months to feel competent)

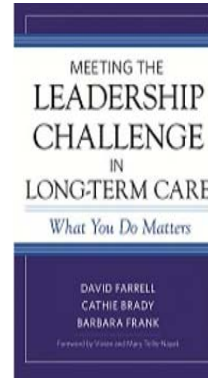
How to ensure people stay

- Supervisor responsibility for welcome
 - Use shift huddle to intro, support and orient (to residents, co-workers, routines)
 - Frequent check-ins
- Co-workers Warm Welcome
 - Pictures of staff, bio, balloons, pizza party
 - Invite to lunch and on breaks

Friendships at Work

People stay in places
where they have friends

An Excellent Reference



- Amazon Link to purchase this book
- <http://www.amazon.com/Meeting-Leadership-Challenge-Long-term-care/dp/1932529705>
- Authors:
 - David Farrell
 - Cathie Brady
 - Barbara Frank
- Publisher - Health Professional Press

Indicators of motivation



Engagement



Satisfaction



Commitment



Intention to
Quit

EMPLOYEE COMMITMENT

Employee Commitment

- Whatever it is that makes a person engage or continue when difficulties or positive alternatives influence the person to leave.
- It predicts
 - turnover,
 - organizational behavior,
 - job performance.

Types of Organizational Commitment

- Continuance
- Affective
- Normative

Understanding these different types of commitment enables leaders to have greater influence on the level of commitment experienced by employees.

Continuance Commitment



It costs too much to leave

The balance between sacrifices and rewards must tip in the directions of rewards for an employee to stay

401k, Sick days accrued, established respect

The threat of loss binds the employee

Employees committed for financial reasons are less likely to feel committed to the organizational values

Affective Commitment

- The emotional bond
- Lower rates of turnover when there are strong emotional ties
- A sense of community within the workplace
- Turnover costs more than money-it ruptures relationships



Affective Commitment

- Studies have shown that a person's experiences during the initial months of employment are the most crucial in developing affective commitment

The First 90 Days
New Hire Onboarding



www.nationalresearch.com

Affective Commitment

Peer relationships are important but so is the relationship between the individual and the organization's leader.



www.nationalresearch.com

Experiences found to impact affective commitment are:

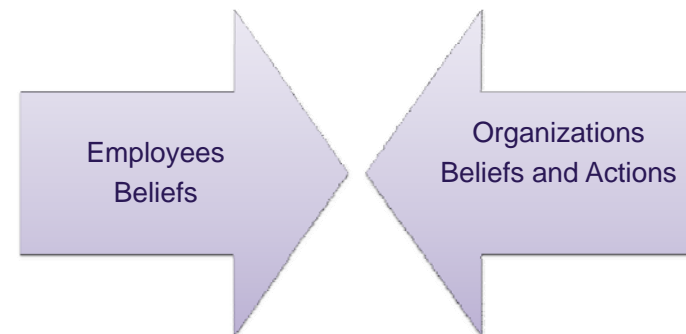
- The **group's** attitude toward the organization
- The **organization's** dependability and trust
- The **individual's** perception of his or her importance



www.nationalresearch.com

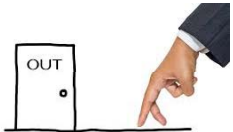
Normative Commitment

Normative Commitment




www.nationalresearch.com

TERMINATION OCCURS



Employees
Walk with their feet
Physically leave job



Employees
Walk with their hearts
Emotionally leave job

NATIONAL RESEARCH Corporation www.nationalresearch.com

STEPS FOR BUILDING NORMATIVE COMMITMENT

Building Normative Commitment

Shared Values
Deep-seated standards that influence various aspects of our lives

↗

Common Mission
Our reason for existence (what we do and for whom)

↗

Shared Vision
Our preferred future state
(what we believe we can attain
That is better than our current reality)


↗

Commitment

NATIONAL RESEARCH Corporation www.nationalresearch.com

Shared Values

- What are VALUES?
 - Deep-seated standards
 - Impact every aspect of life
 - They represent beliefs
 - They determine what a person deems to be worthwhile
- Leader's values are
 - Clear
 - Communicated
 - Spoken from the heart



Organization and Personal Values
Linked to Engagement

NATIONAL RESEARCH Corporation www.nationalresearch.com

Common Mission - What is it?

Defines:

- Purpose
- Direction
- Focus



**Those without clear purpose
Do not make good leaders**

NATIONAL RESEARCH Corporation www.nationalresearch.com



WHAT IS YOUR MISSION?

Sharing your personal mission statement is a powerful way of making connection with those you lead



Organizational ← Mission → Personal

SUCCESS

- to laugh often and much;
- to win the respect of intelligent people and affection of children;
- to earn the appreciation of honest critics and endure the betrayal of false friends;
- to appreciate beauty, to find the best in others;
- to leave the world a bit better, whether by a healthy child, a garden patch or a redeemed social condition;

to know even one life has breathed easier because you have lived.
This is to have succeeded.

Ralph Waldo Emerson

NATIONAL RESEARCH Corporation www.nationalresearch.com

People stay with an organization because



- They want to (affective commitment)
- They need to (continuance commitment)
- They feel they ought to (normative commitment)

THE HEN IS ENGAGED BUT THE PIG IS COMMITTED

NATIONAL RESEARCH Corporation www.nationalresearch.com

There are those who look at things the way they are, and ask why...



Shared Vision

I dream of things that never were, and ask why not?

Developing a vision

1. Define and describe the vision
2. Engage in dialogue about the vision
3. Create a structure for the vision






Having a dream without a structure will not ensure that a new reality will be achieved


www.nationalresearch.com


MLK had a "dream"

"I have a dream that one day this nation will rise up and live out the true meaning of this creed-we hold these truths to be self-evident that all men are created equal."




Leaders are doers, not just dreamers.


This was a tremendous stretch in 1963 segregated America!



www.nationalresearch.com

Common Pitfalls in Establishing Commitment

- Compliance is not commitment
- Commitment cannot be forced
- Decision made on information
- Small commitments beget ever-increasing commitments.






www.nationalresearch.com

STEPS FOR BUILDING NORMATIVE COMMITMENT


Building Normative

Commitment

Shared Vision
Our preferred future state (what we believe we can attain That is better than our current reality)

Common Mission
Our reason for existence (what we do and for whom)

Shared Values
Deep-seated standards that influence various aspects of our lives


www.nationalresearch.com

*We did the best we could,
with what we knew,
And when we knew better,
we did better.*

MAYA ANGELOU



Thank you!

Questions? 703-868-0503
mary@myinnerview.com

Improving Staff Satisfaction: What Nursing Home Leaders are Doing

“The best way to get a good idea is to get a lot of ideas.”
—Linus Pauling



This paper was created in **2009 by the AHCA Quality Improvement Committee** for the purpose of sharing what nursing home leaders are doing that improves staff satisfaction in key areas. These improvements would be reflected in higher staff satisfaction survey ratings. These ratings in turn translate to improved staff retention and staff work practices and attitudes that support service excellence and a quality culture. Many of the change ideas offered here are backed by research-based evidence while other ideas have simply been effective for many of the individuals who contributed to this effort.

Often a good idea is repeated in one or more categories because of the interrelatedness of the categories and usefulness of the idea. It is not expected that a leader would adopt all the change ideas contained herein. However, there is evidence that high performers, those with overall high staff satisfaction, are those that have adopted and sustained a higher number of change ideas than their lower performing peers. As a result, all nursing home leaders would be wise to adopt additional change ideas in those specific areas identified by staff for improvement as measured by surveys of satisfaction surveys.

Certain items should be assessed and implemented only with the support of a specialist—e.g., a benefits consultant or attorney. In these cases a note has been included to this effect. The vast majority of the items listed do not cost money, but do require changes in leadership's and management's actions, and facility practices and programs. The key to improvement is the ability to be consistent in words and actions and to serve as a model.

What Matters Most to Nursing Home Employees?

My InnerView, Inc., is a company which conducts a high number of staff satisfaction surveys for nursing home customers. My InnerView's 2008 database includes responses from over 223,400 long-term care employees nationwide. According to their analyses, the following items, prioritized in order of influence, are the key areas for nursing home leaders to focus on to improve staff satisfaction.

1. **Management cares about employees**
2. **Management listens to employees**
3. **Management helps to reduce job stress**
4. **Fair evaluations**
5. **Staff respect for residents**
6. **Workplace is safe**
7. **Supervisor cares about you as a person**

Listed below are the key areas for improvement and ideas for specific ways to enhance staff perceptions and build a committed and motivated workforce. The strategies listed are a combination of actions, practices, and programs.

1. Demonstrating that Management Cares About Employees

- Regularly share evidence-based clinical “best practices” and assist staff with the implementation of changes in order to incorporate those practices into daily care.
- Be transparent and share all data with staff—clinical outcomes, satisfaction survey results, occupancy trends and financial results.
- When a measurable outcome is not up to par, allow and encourage staff to participate in process of finding a solution—identifying the root-cause, analyzing all the possible causes, and in identifying solutions that have the best potential to improve the outcome.
- Move towards audited patient records to collect data and measure results instead of simply to identifying those who missed documentation.
- Ensure that individual employee’s schedules are honored. Employees should be informed ahead of time if their schedules and assignments need to be changed to meet organizational needs. Work schedules and assignments are clear, well organized and posted well in advance. Employees can clearly see the efforts made to fill vacant shifts and prevent understaffing.
Tip: Make sure your staffing coordinator is smart, fair and extremely organized.
- Employee evaluations are conducted on, or before, their anniversary date. Employees are never surprised by the information shared during the evaluation meeting regarding their areas for improvement. For the most part, they feel the evaluation was fair and in many cases they feel great after the meeting. **Tip: Bring your employee master listing to every stand-up meeting and announce upcoming employee anniversary dates.**
- Examine ways in which you can make health and dental insurance more affordable for employees. One might consider richer benefits based on seniority. It is advisable to consult with a lawyer or benefits expert before considering implementation.
- Offer staff a no-interest emergency loan program. Designate a committee of their peers to review each emergency loan application. It is advisable to consult with a lawyer or an accountant before considering implementation.
- Allow staff to cash out their vacation and/or a portion of their sick pay at any time. It is advisable to consult with a lawyer or an accountant before considering implementation.
- Have an Employee Assistance Program in place as an additional employee benefit. Offer staff access to the EAP when you learn of struggles in their lives.
- Make clear investments in employee safety. Ensure that there are enough patient lifts available, that are in proper working condition, and that staff are trained in their use. Remember to have this done for new staff.
- Discuss employee safety at every opportunity and consistently let staff know that you care about their wellbeing and do not want them to get hurt.
- Recognize joyful events that occur in the employees’ lives and celebrate the event at the facility.
- When tragedy occurs in the employees’ life—acknowledge it. Allow staff the opportunity to determine how they can help ease their coworker’s pain.

- When residents pass away, inform the staff that were closest to the person if they were off work. This will provide them the chance to come to the facility if they choose. Don't let them come to work after being off to new resident in the room without preparing them.
- When residents pass away, offer condolences to the staff that were in close relationship with the resident. Allow them time to grieve and attend the funeral or memorial service.
- Recognize that positive relationships are a priority and therefore facilitate relationship-building among all stakeholders in order to create a sense of community. Bring people together regularly and engage them in relationship-building exercises.
- Provide quality education and in-services that incorporate the principles of adult education. Offer educational topics beyond the mandatory in-services required by state regulation. Use data to drive your education agenda and use employees with subject matter expertise to participate in the training.
- Pilot test all changes and work out the kinks before spreading the change facility-wide. Never burden the staff with a new policy or procedure that has not been thoroughly pilot tested.
- During the rollout of any change, stand alongside the staff during the rollout of the new process and provide responses and additional information that reflect your support.
- Offer flu shots to the staff for free. Go one step further and offer the free flu shots to those in the staff members' household.
- Praise and recognize staff in public. Counsel and coach the staff in private.
- Recognize and reward both individuals and teams for achieving and sustaining quality goals.
- Management staff should know and address employees by name. They should assist with daily tasks if there is a need, and be present in the facility on nights and weekends so that staff on these shifts have access to them.

2. Demonstrating that Management Listens to Employees:

- Regularly measure and take action on staff satisfaction survey results. Share results with staff, celebrate successes and improvements. For areas that need further improvement develop (with staff) and share the plan of action and report back to staff on progress and completion. Consider sending a letter to each employee summarizing the actions being taken to enhance the areas of improvement gained from their feedback.
- Consider the use of an employee newsletter and/or webpage to assist in promoting management and staff communication.
- Facilitate a process to have CNAs attend and participate in resident care conference meetings. Formally invite the CNAs and help them prepare for the meetings by showing them important information for them to share. **Tip: Work with CNAs who are part of the interdisciplinary team, to schedule care conferences times that will work for everyone including families.**
- Seek out individuals to “weigh-in” on any decision that involves them—e.g., process changes, supplies and equipment. Invite vendors to show focus groups of staff and residents certain products and their prices and let them choose which works best for them.

- Be honest with the staff. Don't raise expectations and say "maybe" to suggestions that they make that you know are unlikely to come to fruition. Professionally say, "No" and then explain why. Under promise and over deliver.
- Share the facility goals and strategic plans with the staff. Make a sincere effort to keep people informed of the big picture and how they fit into it.
- Be transparent and share all data with staff—e.g., clinical outcomes, satisfaction survey results, occupancy trends, and financial results.
- Have facility leaders adopt an open door policy but recognize that most staff will not walk into a manager's office unless invited. Leaders need to get out among the staff in order to maximize their efforts to listen to the staff.
- Conduct regular and frequent rounds to visit with and talk with the staff. Ask questions and be 100% interested in the answers. **Tip: Slow down during rounds, linger, and be present.**
- Ask relationship building questions to show you see your staff as more than just workers and that you want their input.

Focus on them: "How are your beautiful kids doing?" or "How is your husband doing, I heard he was ill?" or "Do you have any kids? How old are they? What are their interests?" **Tip: Write the information down in order to remember.**

Focus on the positive: "What is working well today?" **Tip: Make sure to pass on the positive response.**

Positive feedback loop: "Is there anybody you are working with who has gone above and beyond the call of duty today?" **Tip: Make sure to pass on the positive response.**

Quality Improvement—systems focus: "Is there anything we can do better?" or "What is frustrating you today?" **Tip: Consider the information they share is probably affecting more than one person so bring this information to the next QI committee meeting.**

Equipment and supply needs: "Do you have the tools and equipment to do your job?" **Tip: act on the information they share and always get back to them and let them know what you did/will do to make sure they have the right equipment and supplies to do their job well.**

- Create consistent, formal, structured systems to receive employee insights and feedback such as learning circles, community meetings and/or neighborhood meetings, regular employee satisfaction surveys, and suggestion boxes. Be sure to check daily and post the suggestions and your responses on a bulletin board next to the suggestion box.
- Know one thing about each staff person that you can talk about when you meet—perhaps something you share in common with them.

3. Demonstrating that Management Works to Reduce Stress

- Decrease institutional noise pollution. Pay attention to the excessive use of the overhead paging system and take steps to minimize its' use. **Tip: Turn the overhead paging system off for one day and work with the staff to find a quieter way to communicate with one another.**

- Make sure that there are ample supplies at hand. Nothing frustrates CNAs more than a lack of clean linen available. During management rounds, open every linen closet door and see what's there. **Tip: Remove barriers to access supplies such as CNAs having to ask charge nurses for keys to open doors to supply rooms.**
- When a resident passes away—acknowledge it. Personally offer condolences to employees who had a relationship with the resident. Allow the staff time to grieve and remind them of how proud you are of the positive contribution they made to the resident's life. Hold memorial services and moments of silence at general staff meetings to honor those who have passed. **Tip: Develop systems to communicate with staff when a resident has passed away. Consider calling certain staff members who were in close relationship with the resident at their home (if it's their day off) and letting them know when a resident has passed.**
- Address and take appropriate action with negative staff members that are contributing to their co-workers' job stress. Pay close attention to who is on-duty during unusually stressful times. Notice the dynamics between the staff.
- In order to minimize the stress caused by surprises, allow time for a report between shifts so that CNAs and the licensed staff give updates to pave the way. Create a formal, structured, consistent process for giving and receiving report that everyone can rely on.
- Experiment with creative staffing configurations—e.g., spa aides, additional activity staff, and ward clerks—to take stress off of nursing staff. Consider adding a concierge position at peak times in order to serve new admissions and their families, answer call lights, make beds, deliver nourishments, and so forth.
- Expand the activity program in order to individualize programs for residents and reduce their loneliness and boredom. Investing in activities staff allows the nursing staff to be more effective and efficient.
- Reduce shifts worked understaffed. Measure the number of shifts worked understaffed and regularly report the percentage of shifts worked understaffed to the staff. Explain to the staff that efforts are being made behind the scenes to prevent understaffed shifts and how they can assist.
- Decrease the institutional environment. Create a home-like environment that is relaxing and pleasant to live and work in.
- Offer more dementia care training for the entire staff. Be sure to include regular and consistent education regarding how to deal with combative and verbally abusive residents and families.
- Offer wellness programs for the staff—e.g., smoking cessation classes, discount memberships to the local health club, bring in a massage therapist to provide the staff with 15 minute massages, change some of the vending machine items to healthy food choices.
- Keep the facility sparkling clean and free of clutter.
- Upgrade the employee lounge and create an area of peace, sanctuary and quiet.
- Intentionally create spontaneity and laughter on the job. Surprise the staff by creating “fun” and laughter at every opportunity. Organize a facility choir made up of staff and residents.
- Create a culture where everyone responds to call lights to first determine what the resident needs. 68% of the time anyone can handle the situation.

- Minimize transferring an employee from one unit to another at the beginning of a shift—staff find it really stressful to start to work on one unit and be told in 10 minutes they are working on an other unit.
- Create clear lines of communication so that employees know who to turn to when stress is a problem.
- When stressors are brought to management attention, be sure to not only listen to them but also to do something to improve the situation.
- Provide training to deal with difficult residents and families.
- Provide adequate training to deal with resident behaviors.
- Provide a safe way for employees to remove themselves from problem situations when stress becomes overwhelming. Employees should be able to call for help or otherwise remove themselves before an adverse incident occurs between staff and resident, and they should be empowered to do so.

4. Demonstrating Management’s Commitment to Consistently Fair Performance Evaluations:

- Ensure that all job descriptions are up to date and in alignment with a valid, credible performance evaluation tool.
- Educate staff regarding how they are being evaluated and what the different performance categories and ratings address within the performance review tool.
- Complete evaluations on time. An effective strategy to stay on top of getting the evaluations done timely is to announce upcoming employee anniversaries at every management meeting with a gentle reminder that their evaluation is due. The goal should be to complete employee appraisals before or on their date of hire. Most employees remember their date of hire (anniversary date) and expecting their evaluation. The importance of the evaluation is diminished when they are late.
- Consider implementing quarterly mini evaluations to provide more timely, constructive, and positive feedback to employees. No employee should have to wait for their anniversary to learn that their work falls short.
- Allow every employee the opportunity to complete a self-evaluation before the performance review meeting. Compare their evaluation with your own and discuss it with the employee.
- In order to increase the perception of “fairness” do your homework. Organize quantitative data, qualitative thoughts and documents to support both. For licensed nurses, collect copies of audits, make a copy of a few of their weekly summaries or change of condition notes, and notes of praise from co-workers, physicians and family members.
- Make an effort to collect more information and make sure you let the employee know of your diligent effort. Obtain other supervisory staff members’ opinions regarding line staff. For example, if a CNA has reported to a few charge nurses over the course of the review period, ask each of them to provide feedback.
- Choose the right time and location to ensure that the employee is in the right mind-set before you begin the performance review.

- The reviewer’s approach going into the review should be to coach, build the employee’s self-esteem, and move the employee closer to their potential. Therefore, conduct the review as an exchange of information, not as a report card. The evaluation form is only a tool—a means to an end (honest discussion). The goal should be no negative surprises for the employee receiving the review.
- Some subjects the review should cover include job proficiency, working relationships with other employees and supervisors, relationships with the residents and their families, and how they fit with the culture of the facility.
- Performance review model—review the past (20% of discussion), analyze the present (30% of discussion), plan the future (50% of discussion).
- When beginning the performance review, be sure to obtain the employee’s comments first. Look at their self-evaluation and highlight the areas where your ratings match. Ask probing questions and promote self-discovery. Ask—“What do you like the most about your job?” and “What frustrates you here?” Disagreements should be addressed through discussion and concessions on both parties. Therefore, complete your evaluation form in pencil—and be willing to make adjustments based on the discussion during the review.
- At the end of the review—ask if the employee being reviewed felt the review was “fair.” If the answer is “no” spending some time to work out the differences in opinion and come to a resolution is warranted.
- Wait a few days and invite the employee back to see how they feel about the review after a period of time as gone by.

5. Demonstrating Management’s Commitment to Treating Residents With Respect.

- Implement consistent assignment of the same caregivers to the same residents and abandon the practice of rotating staff assignments. Consistent assignment allows the staff to form close relationships with the residents.
- Encourage all staff to get to know the residents beyond their current diagnosis. Allow all staff to read the extensive information collected about each resident by the Activities and Social Service staff.
- Inform family members of your consistent assignment approach and encourage family members to get to know their loved ones caregivers and to provide those caregivers with insights regarding the loved ones life and lifelong habits and daily pleasures.
- Educate the staff regarding why they should make the effort to form relationships with the residents and the families and how such relationships ultimately make their job of caring for the residents easier and more meaningful.
- Embrace person-centered care and begin the process of transforming the entire organization toward a person-centered care model.
- Offer multiple opportunities for staff to learn how to deal with difficult resident behaviors. After a resident acts out, teach staff how to analyze the event in order to come to an understanding of how to avoid triggering that residents’ behavior in the future.

- Treat the staff with respect. The staff will treat the residents in the same manner that they are treated by the leadership team.
- Educate the staff on the leadership's philosophy on respect for resident, families, staff and visitors. Consider respect as a core value of the facility and promote it at every opportunity.
- Find ways to reward employees that have demonstrated respect for all those they come in contact with.
- Ensure that the facility enforces strict policies and practices on the respect shown to residents and family members.
- Ensure that a system is in place for investigating reports of disrespectful treatment of residents.

6. Demonstrating Management's Commitment to Safety:

- Make sure all staff clearly understand your goal to keep everyone safe. Regularly discuss work place safety at every general staff meeting. Express how much you care about the staff's well being.
- Establish an active and involved Safety Committee. Include all disciplines and levels of staff as members of the committee. At meetings report all incidents including residents, visitors and employees. Regularly conduct a root-cause analysis of every incident including every near miss. Let those affected participate in the root-cause analysis.
- Have employees of the Safety Committee participate in safety rounds and help them to learn to identify and report unsafe practices and unsafe working conditions. Teach them how to intervene without causing ill will among the staff.
- In the evening ensure that parking lots are well lit and considering providing escorts for employees to their vehicles.
- Show staff your facility's safety data compared to other facilities so that they gain a clear perspective about how your organization is performing.
- Have a patient lift company do an organizational analysis on the facility and map out how to improve lift use.
- Post employee safety tips throughout the facility, in the facility newsletter, and attach safety tips to employee paychecks.
- Consistently communicate through written word your commitment to keep staff safe through regular education and sustaining awareness. Dedicate certain weeks throughout the year where you focus on certain aspects of safe work practices.
- Have safety contests and provide rewards to the staff for working a specific number of days without incurring a lost-time work injury.
- Make sure that there is plenty of well maintained patient transfer equipment available. Regularly check-in with the nursing staff and ask if they have enough patient lifts. Assign someone outside of nursing to keep the patient lift batteries charged each day.

- Provide all staff with training on how to deal with difficult residents. Conduct hands-on education regarding how to protect oneself from combative residents at least three times per year. Ensure all newly hired staff receives the training before they are caring for residents.
- Ensure that employees are protected at work from outside harassment such as spouses, bill collectors, significant others, and so forth.
- Establish a policy that prevents any personal employee information from being given out to other persons.

7. Demonstrating Care for Staff as a Person:

- Follow the suggested actions in the sections on “Management Cares About Employees” and “Management listens to Employee” from above.
- Hold regular meetings with staff to inform, educate and listen. Charge nurses should deliver a report to the CNAs at the beginning of their shift and hold a short “huddle” meeting at the end of the shift.
- Write personal “thank you” notes when staff members go beyond the call of duty.
- Make sincere efforts to get to know each of their staff members as people.
- Always monitor workflow and step in to assist staff when help is needed. Charge nurses should provide regular, positive feedback to the CNAs.
- Consistently follow up when a staff member returns from being out ill to let the staff member know that they are concerned for their welfare and that the staff member was missed.
- Write personal cards to staff on birthdays and employment anniversaries. When a CNA is celebrating a joyful event in their life, the charge nurse should help to organize a “pot luck” get together for the employee.
- Hold occasional appreciation gatherings for the department and have cake, pizza or other treats.
- Provide the opportunity for employees to have input on how their job is performed.
- Provide a simple form in multiple locations that residents, visitors and, co-workers can use to acknowledge employees for day to day acts of kindness and post.
- Recognize and post achievements of units, teams, and departments so that residents, visitors and co-workers can see them.
- Take all observations, comments, suggestions from the CNAs seriously and show you act on them—e.g., when a CNA reports that a resident has a reddened area, treat this comment seriously and follow up with the nurse or yourself. Report back to the CNA what you found and next steps as appropriate.
- Recognize accomplishments and going “beyond the call of duty” publicly.
- Deal with performance issues in private, in a respectful and caring way.

- Understand the workload of employees and manage assignments accordingly.
- Understand the needs of employees in their personal lives.

The 2008-2009 Quality Improvement Committee would like to acknowledge David Farrell, SnF Management, for leading this educational project; Brad Shiverick, My InnerView; and AHCA's Workforce Committees for their ideas and feedback. (July 2009)