

Leadership Model Assists in the Culture Change Journey

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How does the culture impact residents, families and staff?

What is culture?

Culture Defined

- Culture is defined as the beliefs, practice and social behavior of a particular group of people
- That “group” are the employees

Employees – Top Drivers

- **Respect and appreciation**
- **Meaningful work, make a difference**
- **Care and concern of management**
- **Education/expectations**

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- Can you have a positive culture if you do not respect, value, care and nurture the individual and their families?
- If you do not respect, value, care and nurture the people delivering the care?

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If you were going to change the culture of your organization what would you do?

Organizational Culture Change, Leadership Model

- Service - Quality
- Vision - shared
- Education and expectations
- Model behaviors
- Caring and respectful
- Communication – routine, open
- Continuous quality improvement
- Enrichment – celebrate, fun



SERVICE

- Our job is to serve
- People expect/will pay for service
- Employees want to work in service oriented organizations

How important is education/training?

EDUCATION

- Assume they know?
- Orientation mandatory 2 weeks
- Performance expectations
- Ongoing education/support – all departments
- Sustainability – “no cost”

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RESPECT

- Respect is lacking
- Respect as a core value
- Expectation for all to all
- Demand it - respectful or leave

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VISION

- Vision (shared) is the “dream”
- Motivating, exciting – one goal - destination
- Encourages interdepartmental teamwork
- “Being the BEST”

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INCLUSION

- Employees want “a voice”
- What and why
- Participation – ownership
- Input yields better outcomes

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Communication

- Open, honest, invite critique
- Management meetings
- All staff meeting
- Facilitates relationships

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Recognizing and Celebrating
Accomplishments

- Redefine success
- Staff accomplishments
- Awards – seize every opportunity
- Fun

Where do you start?

Evaluate current status
– measure –
Quantitative and Qualitative

Given the results
implement programs
one at a time
measure routinely

SERVICE Model Research

- Staff and family survey, turnover, agency utilization, census, financials
- Staff survey - Response rates 76-85%
- Family survey - Response 70-85%

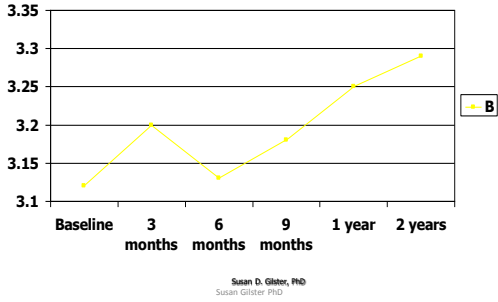
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CCRC Culture Change Results

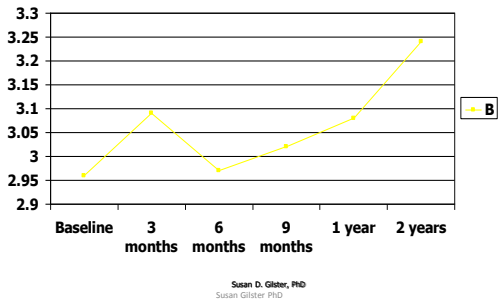
- Decreased turnover 50% year one
- Decreased 23% second year
- 1st year savings \$688,000.00-\$1,200,00.00

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Overall satisfaction...



Would advise friend to apply...



Employee Comments

- From: "Employees are unhappy here and take it out on other employees."
- To: "I have found that if I help other departments do their job, they are willing to help me."

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Employee Comments

- From: "My input may be listened to but it often does not matter. Decisions are already made."
- To: Administrators are open to the new ideas and are willing to do these ideas."

Employee Comments

- "Much improved feeling about my position and where we're going than one or two years ago. We take care of each other, residents and families better now too."
- "I am satisfied and happy working at ... the entire staff demonstrates a willingness to serve."

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What is the average turnover in post-acute settings?

Turnover

- Average turnover AL
- Average turnover SNF

High Turnover

- Difficult to create a consistent “culture”
- Difficult to institute:
 - Person centered care
 - Quality initiatives
 - Training and communication systems
 - Memory care programs

Who is responsible for the culture in an organization?

Importance of Leadership

- “The quality of leadership, more than any other single factor, determines the success or failure of an organization.” (Fiedler and Martin)
- Leadership sets the tone, establishes the culture, determines the quality of care and life
- Daily leadership responsibilities in health care are overwhelming

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Benefits of Positive Culture

- Residents – relationships – personalized care
- Families – relationships, trust in staff
- Staff – greater satisfaction, retention
- Facility
 - Decreased liability
 - Improved census and financials
 - Reputation
 - Decreased deficiencies

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