


**Achieving Staff Stability:
The Pre-requisite for Culture Change**

David Farrell, MSW, LNHA
Director, Care Continuum




The Opportunity

- Licensed administrator in California
- Four years studying
- Desire to implement
- Privilege



Baseline Measures

Medical Hill Rehabilitation Center (MHRC)
Oakland, California



June 2006

- 8 vacant FT nursing positions
- 1,200 hours of overtime per month
- Physical plant, grounds
- Average of 104 residents, 10 Medicare
- Culture
 - Lack of trust

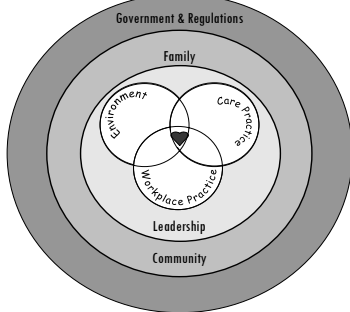


June 2006

- Nursing Department = 77% turnover rate
- CNAs = 94% turnover rate
 - \$1,961 direct cost to replace one
- Average of 52 call-outs per month
- 5.5% in-house PU rate
- 14 falls per month
- Good survey - 8 deficiencies in May 2006



Holistic Approach to Transformational Change
HATCh



Principles

NATURAL LAWS OR FUNDAMENTAL TRUTHS:

- Universal, timeless
- Produce predictable outcomes
- External to ourselves
- Operate with or without our understanding



The Impact of Leaders

Healthcare organizations

- Fragile ecosystems
- Leader's actions influence:
 - › Culture
 - Relationships
 - › Retention
 - › Clinical outcomes
 - › Quality of life



What Matters Most to Employees

- Management cares about employees
- Management listens to employees
- Help with stress and burnout
- Workplace is safe
- Supervisor cares about you as a person
- Supervisor shows appreciation

MyInnerView, Inc. 2005



Myths High Turnover

FRONTLINE WORKERS:

- Do not have a good work ethic
- Are not reliable
- Have little support at home
- Have a lower commitment
- Will leave for 10 cents more per hour
- If we could pay them more, they would stay

Jervis, 2002



Top Reasons for Leaving

- Too many patients
- Pay was too low
- Not valued by the organization
- Dissatisfaction with supervisor
- Lack of opportunity to advance
- Could not provide quality care

Mickus, M., Luz, C., Hogan, A., "Voices from The Front." 2004

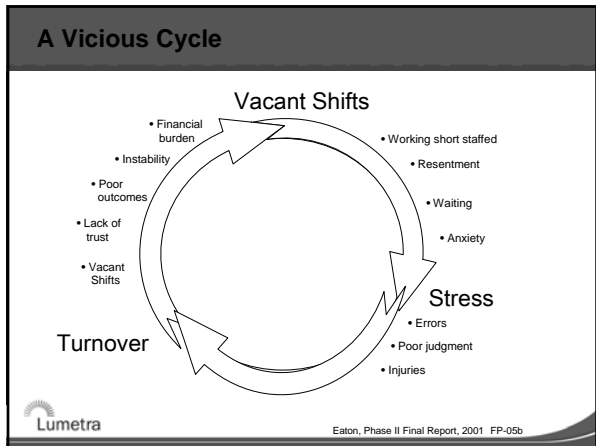


"What a Difference Management Makes"

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

Eaton, Phase II Final Report, 2001





- ### The Impact of Vacant Shifts
- CNAs REPORT WHAT GETS NEGLECTED:**
- Range of motion
 - Hydration
 - Feeding
 - Bathing
- Lumetra Hawes, 2002

- ### Instability = Poor Outcomes
- INTERRUPTS CONTINUITY:**
- Incontinence
 - Facility acquired pressures sores
 - Urinary tract infections
 - Falls and fractures
- Lumetra Dresser et. al. 1999; Harrington et. al. 1999

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, PHI

Staff Satisfaction = Family Satisfaction

- Satisfied employees report:
 - › Better supervision
 - › Better training
 - › Better work environments
- Satisfied families report:
 - › Quality of life
 - › Quality of care
 - › Quality of service



Grant, L., "Organizational Predictors of Family Satisfaction in Nursing Homes." *Seniors Housing & Care Journal*, 2004.

Higher Employee Satisfaction

- Fewer resident falls
- Fewer pressure ulcers
- Fewer catheters
- Less nurse turnover and absenteeism
- Less CNA absenteeism
- Higher occupancy rates



MyInnerView, Inc. 2005

MHRC Principles Into Practice

- Presence
- Asking and delivering
- Consistency
- Listening
- Speaking with conviction
- Physical labor



MHRC Changes

OVER 130 DOCUMENTED CHANGES:

- Some big:
 - › Promotion of ADON to DON
 - › Flu shots
- Others small:
 - › Bendable straws
 - › Softer toilet paper



Science of Change:

Quality Improvement Practices

- Evidence-based solutions
- Small pilot-tests
- Evaluation and re-evaluation
- Mid-course adjustments
- PDSA Cycles

Psychology of Change:

Relationship-Based Practices

- Build on intrinsic motivation
- Holistic approach
- Start where people are
- Build capacity for change
- Trust, trustworthiness




People Paradigm

Focus on Relationships

DEMING:


- Quality, the result, is a function of quality, the process
- Essential ingredients of the process:
 - Leadership and people
- Cannot improve interdependent systems and processes until you progressively improve interdependent, interpersonal relationships



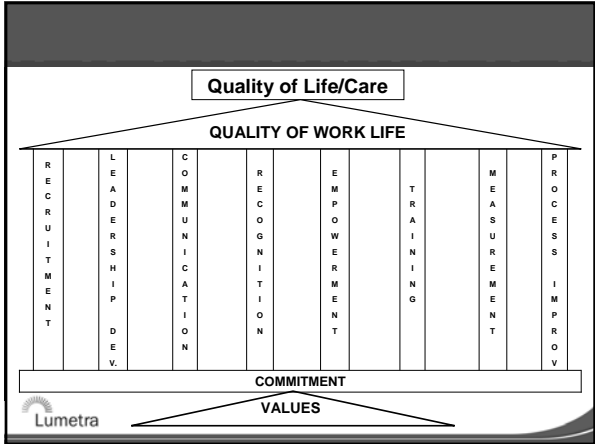
Retention is All About Relationships

Low turnover facility leaders take measures to nurture relationships:

- Between co-workers
- Across departments
- Between supervisors
- Frontline and supervisors
- Staff and residents
- Between residents
- Staff and resident's family members



Eaton, S. 2001



Recruitment: First Who...Then What

Three simple truths -

- Key to adapting to change
- Motivation and management
- Wrong people

Collins, 2001



Recruitment Process Problems

- Applicant is not greeted
- Receptionist in not aware of their role
- No one knows open positions
- Interviews are not conducted for walk-ins
 - › "Come back Tuesday at 11:00"



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



"In a good to great transformation,
people are not your most important
asset. The right people are."

Jim Collins



Hire for Character Traits

- Can't teach compassion
- Can't enforce a work ethic
- Can't demand a service mentality
- Can learn the skills
- Need good people
 - Be proactive to find them



MHRC Key Changes

- Employee referral bonus
- Peer Mentors
- Regular HR meetings
- Goal – 450 nursing hours
 - Not HPPD
- Addressing poor performers
- Hired the right people



Leadership Development

- Self
- Department heads, charge nurses, CNAs
- Coaching and counseling
- Performance appraisals
- Conflict management



Leadership Development (cont.)


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



High Quality Leadership

- A strong vision or mission
- Set high standards and develop trust
- Listen to others, communication
- Values contributions
- Builds on their intrinsic motivation


Eaton, S., 2001



Communication


THE BIG PICTURE: MISSION, VISION, VALUES

- Community meetings
 - Sincere reminders
 - Provide staff with direction, purpose
- Express high expectations
- Key values:
 - 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



Five Key Questions To Ask Staff

- **Relationship building**
 - › "How are your beautiful kids doing?"
- **Focus on the positive**
 - › "What is working well today?"
- **Positive feedback loop**
 - › "Is there anybody who has gone above and beyond the call of duty today?"
- **QI - systems focus**
 - › "Is there anything we can do better?"
- **Needs**
 - › "Do you have the tools and equipment to do your job?"



Studer, Q., "Hardwiring Excellence." 2003

Communication Strategies

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



MHRC Key Changes

- Communication boards
 - › Gentle, sincere reminders
- Staffing organization
- No overhead paging
- Celebrate diversity
 - › Name badges



Recognition

- Caregivers thirst for recognition
- Raffle off gifts every month
- Neighborhoods for quality improvement
- New employees – Rookie of Month
- Quiet, steady performers
- 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.”



Invisible

“The problem is not motivation. It is the ways in which we unintentionally de-motivate employees.”

Quint Studer “Hardwiring Excellence”



"I See You"

- Smile
- Make eye contact
- Use the other person's name
- Boost self-esteem
- Hand them a granola bar
- Offer condolences



Death and Dying

- Shocked
- Condolences
- Packing up belongings
- Moments of silence



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)
 - › Consistent assignments



Support for Consistent Assignment

- Results from 12 research studies:
 - › Improved teamwork
 - › Enhanced relationships
 - › Improved attendance
 - › Improved staff, resident, family satisfaction
 - › Lower turnover
 - › Improved screening and assessments
 - › Improved clinical outcomes
 - › Improved quality of life
- Allow for individualized care



Evidence Against Rotating Assignment

Experts estimate 90% of SNFs nationwide rotate staff from one group of residents after a duration of time.

HIGH RATE OF BURNOUT

- 70% feel burned out some of the time
- 60% feel they sometimes treat the residents impersonally
- 40% feel that they have become hardened emotionally



Pillemer, K. "Solving the Frontline Crisis in LTC." 1996

Burnout

"The true cause of burnout is the deadening effect of closing one's emotions to people who are in obvious need of a human connection. Human life is sustained by affection."

Dr. Bill Thomas



Thomas, W., "What Are Old People For? How Elders Will Save The World." 2004

“Caring”

RETENTION = GROWTH OF TACIT KNOWLEDGE:

- Lifting and turning safely
- Names of grandchildren
- Who wears glasses
- Individual preferences
- Anticipating needs
- Reciprocity

Eaton, S., "Beyond Unloving Care." 2000



Education

• 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
- › 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



Measurement

- Quality of work life measures:
- Staff satisfaction
- Attendance
- Shifts worked short
- Turnover rates
 - › By shift
 - › By unit
 - › By discipline
 - › By LOS
 - › By employment status




Being an Administrator

- Emotionally demanding
 - › "Look at my arm."
- Overwhelmed
 - › Buried by measures
- Use power wisely
 - › Moving Mr. Watts

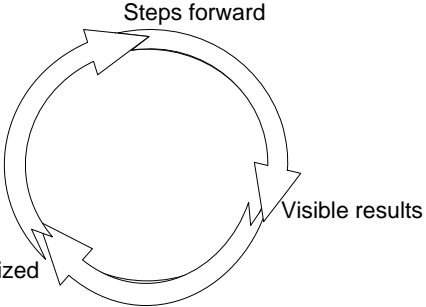


MHRC Environmental Changes

- FT painter
 - Research-based color selections
- Live plants
- New chairs for nurses
- Courtyards
- Deep cleaning
- Home Depot




130 Changes: The Flywheel Effect



Steps forward

Visible results


People Energized

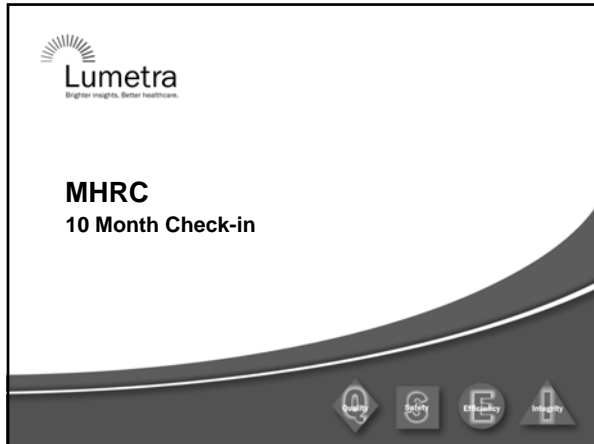
 Eaton, Phase II Final Report, 2001 FP-05b

Valuing and Respecting Caregivers

CARING PRODUCES RESULTS:


- High trust
- Empathy
- Understanding
- Respect for caregivers
- Support staff

 Eaton, S., 2001




March 2007

- 0 vacant FT nursing positions
- Average daily occupancy rate jumped from 104 to 120 in March 2007
 - Medicare occupancy increased from 10 to 24
- 44 live, potted plants are in the building
- Overtime declined from 1,200 hours to 450 hours per month
- Overhead paging eliminated



March 2007

- Nursing department turnover rate declined from 77% to 28%
- CNA turnover rate declined from 94% to 31%
 - Saving \$70,000
- Average of 32 call-outs per month
- 3.5% in-house PU rate
- 10 falls per month



Eaton: Low Turnover Leadership's Paradigm

"...these individuals were not fundamentally different kinds of people with different work ethics. They were, however, acting in a different organizational and human setting, being treated differently and being trusted and valued at a much higher level."

Susan Eaton

Eaton, Phase II Final Report, 2001



So Much More To Accomplish

- Foundation
- Sustain the gains
- Reach for more
 - › Always looking for great people
- Clinical excellence
- Quality of life
 - › Reciprocity



"No one has ever cared for me like you do."

Mr. Condee Watts



Contact Information

David J. Farrell, MSW, NHA
Director, Care Continuum
dfarrell@caqio.sdps.org
(415) 677-2054