We Got Softer Toilet Paper
and other
Low Cost Ways to Retain Staff

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What Matters the Most?

- Systems

- Environment

- People

High Performing Organizations

Three Common Elements -
- Culture – person-centered care
- Workforce commitment
- Leadership practices

All three are interdependent

Grant, L. 2008

Results are Interrelated

- Implement person-centered
- Employee satisfaction
- Workforce stability
- Consumer satisfaction
- Good clinical outcomes
- Regulatory compliance
- High occupancy rate and mix

Grant, L. 2008

Low Performing Organizations

Three Common Elements -
- Culture – task-centered care
- Unstable workforce
- Leadership practices

All three are interdependent

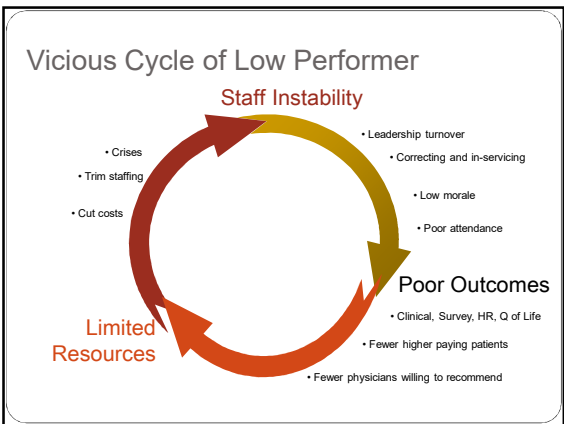## Vicious Cycle of Low Performer

Staff Instability

- Crises
- Trim staffing
- Cut costs

- Leadership turnover
- Correcting and in-servicing
- Low morale
- Poor attendance

Limited Resources

Poor Outcomes

- Clinical, Survey, HR, Q of Life
- Fewer higher paying patients
- Fewer physicians willing to recommend

Shock and Awe in Oakland

- Vacant shifts
- Dirty depressing break room
- Illegible forms
- Overflowing charts
- Frayed binders
- Patients screaming out
- Physical restraints
- Old Geri-chairs
- Disorder at the nursing station

Building Trust and Making a Statement

- Presence
- Asking and delivering
- Consistency
- Listening
- Speaking with conviction
- Painting the graffiti

Environment Impacts People

Hope in Oakland

- Infect them with person-centered care
- Small changes matter
- Employees influenced by little things
  - Acutely aware and sensitive
  - Graffiti on the building and chaos at nursing station = call-outs, skipped treatments, neglect

The Impact of Leaders

Healthcare organizations
- Leader's actions influence:
  - Culture
    - Relationships
  - Staff engagement
  - Clinical outcomes
  - Quality of life
  - Moving Mr. Watts

Person-Centered Care Leadership

Performance   Compassion

"What a Difference Management Makes"

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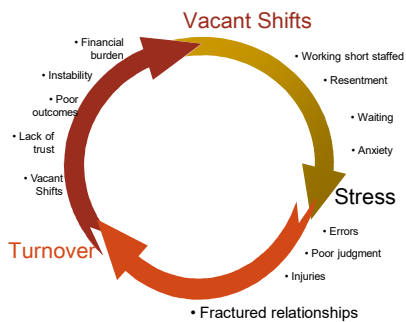 - Rarely worked short

Eaton, Phase II Final Report, 2001

A Vicious Cycle

Vacant Shifts

• Working short staffed

• Resentment

• Waiting

• Anxiety

Stress

• Errors

• Poor judgment

• Injuries

• Fractured relationships

Turnover

• Vacant Shifts

• Lack of trust

• Poor outcomes

• Instability

• Financial burden

Eaton, Phase II Final Report, 2001

Instability = Poor Outcomes

Effects communication and continuity:
- Incontinence
- Facility acquired pressures sores
- Urinary tract infections
- Falls and fractures

Dresser et. al. 1999; Harrington et. al. 1999

First Who…Then What

Three simple truths -
- Key to adapting to change
- Motivation and management
- Wrong people

Collins, 2001

Careful Selection

Ask the right questions to screen for key character traits and <u>relational competence</u>:
- Observe their interactions
- Compassionate
- Sensitivity to others needs
- Self esteem
- Ability to communicate, learn
- Friendliness, 5 smiles

Interview Tips

- High standards
- Ask the right questions
  - Open ended
  - Behavior based
- Ask to see their last performance evaluation
- Facility tour observations
  - Monitor interactions with people

People Paradigm

Focus on Relationships

W. Edwards Deming:

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

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Theory of Relational Coordination

- The effectiveness of care and service is determined by the quality of communication among staff
- Which depends on the quality of the underlying relationships
- The quality of the relationships reinforce the quality of the communication

Gittell, et al, 2008

Relational Coordination in Healthcare

- Task interdependence
- Uncertainty
- Time constraints

Gittell

Healthcare Organizations

CNAs

Nurses

CNAs

Therapists

Nurses

Therapists

Physicians

Food Service

Food service

Physicians

Within functions

Across functions
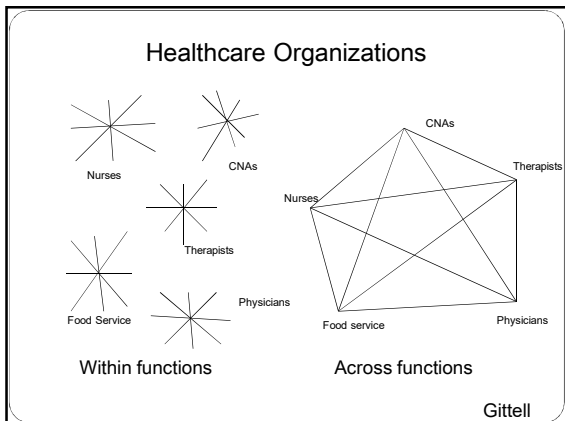
Gittell

Relational Coordination Works

- Significantly associated with –
  - Enhanced resident quality of life
  - Higher nursing assistant job satisfaction
- Evident in SNFs implementing person-centered care

Gittell, et al, 2008

Relational Coordination

- Strengthen connections among staff
  - To better coordinate care
- Structure fun, interactive events
- Structure communication systems

The patients' experience is shaped by the the relationships among the staff

Enhancing Staff Relations

- Karaoke
- Kids Day
- Heritage Days
- Senior Prom
- Weight Loss Challenge

Nurse Ratchet

Bad is Stronger Than Good

Some turnover can have a positive effect
- Eliminate the negative
- Negative feelings = greater effects
  - Interdependent work = larger negative effect
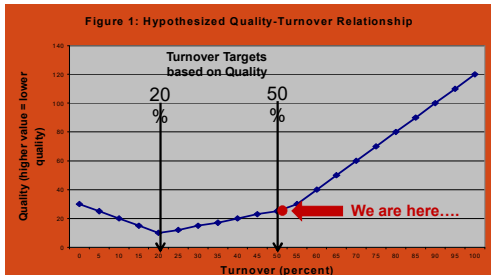- Grumpiness and laziness are contagious

Felps, W. 2001

Nursing Staff Turnover & Quality

Figure 1: Hypothesized Quality-Turnover Relationship

Turnover Targets based on Quality

20%   50%

Quality (higher value = lower quality)

We are here….

Turnover (percent)

Castle 2011

Culture is Improving

"I got your back."

Pam, CNA

Relational Coordination Tipping Points

- Ample higher quality supplies
- Resident transfer equipment
- Staff composition
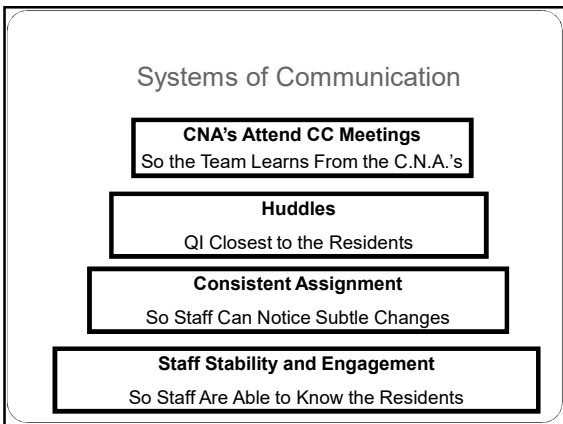- Consistent assignment
- Systems of regular communication

Systems of Communication

CNA's Attend CC Meetings
So the Team Learns From the C.N.A.'s

Huddles
QI Closest to the Residents

Consistent Assignment
So Staff Can Notice Subtle Changes

Staff Stability and Engagement
So Staff Are Able to Know the Residents

Effective Rounds

- Mood, posture and paradigm
- Content – what you say and do
- Timing
- Following up

Mood / Posture / Paradigm

- Flip the switch
- You are in the spotlight
- Make eye contact
- Praise, build self-esteem
- Smile
- Linger
- Hand out granola bars

Content – What You Say and Do

Trigger higher performance -

- Say - "I'm worried about…I'm proud about…thanks for helping her with that…that was nice of you…the residents really love you…I notice that you really care…thanks for being here today…I really like working with you"
- Do – Answer call lights…hold doors open…sit in the break room…sit at the end of a residents bed and talk to them…shake hands…carry a leftover food tray back to the kitchen…move a linen barrel to the right

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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

Invisibility

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

Quint Studer

Timing of Rounds

Priority is Visibility
- Before morning stand-up meeting
- Lunch
- Shift change
- Last rounds
- Weekends
- Nights

Following Up

- Keep notes
- Do not carry a cell phone
- Listen intently
- Get back to people who made requests

- Sefe

Drivers of Staff Engagement

- Management cares
- Management listens
- Help with job stress

MyInnerView, Inc. 2014

Employee Engagement

- The amount of ***discretionary effort*** and care that employees put into their jobs above and beyond the minimum required
- Want the organization to succeed
- Feel connected –
  - Emotionally
  - Socially
  - Spiritually

Employees are Engaged When -

- Leaders' are engaged
- Understand the business and their role in its' success
- Trust leadership is making good decisions
- Feel valued and appreciated
- Are well informed

Community Meetings

- Simple metrics
  - Human resource
  - Clinical outcomes
  - Business results
- Benchmark and compare
- Strategic plan
- What – How - Why

Community Meetings

The messages **stick with emotion backed by data**
- Tell a story
- Predictability
- Optimism
- Celebrate positives -
  - Employee and Rookie of the month
  - Raffles
- "I care about you. So…we got softer toilet paper."

Transparency

Steps forward

Visible results

People Energized
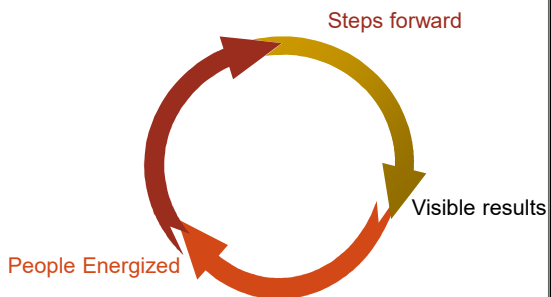
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