

Improving Your Community's Culture and Safety: **Keys to Staff Engagement and Leadership Development**

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▶ Objectives

- ▶ Examine the current state of management and frontline staffing in senior care facilities
- ▶ Relate staffing issues with resident adverse events
- ▶ Describe the common barriers in attracting and retaining high quality staff
- ▶ Formulate ways to improve recruitment and training efforts
- ▶ Explore an employee-driven engagement program to include leadership initiatives

Staffing issues? Yes or No



▶ Current staffing

- ▶ Turnover for the industry 44%
- ▶ Nurse turnover in senior care is 50%
- ▶ Nurse aide turnover in senior care 45%-66%
- ▶ 75% of nursing homes never meet expected RN staffing levels
 - ▶ Worst among for-profit facilities
- ▶ 75% of DONs state staffing shortages as top challenge
- ▶ 63% not enough staff to provide care
- ▶ Cost of turnover??

Connecticut Health I-Team

PHI: Staffing in Long-Term Care Is A National Crisis

American Association of Directors of Nursing Services (AADNS)



▶ Resident adverse events

- ▶ Falls
- ▶ Pressure injuries
- ▶ Improper care
- ▶ Resident abuse
- ▶ Medication error
- ▶ Elopement/wandering
- ▶ Lack of monitoring
- ▶ Not following provider orders
- ▶ Delay in medical treatment
- ▶ Lack of provider notification



▶ Additional deficiencies and liabilities

- ▶ Behaviors
 - ▶ Aggression
 - ▶ Violence
 - ▶ Sexual
- ▶ Unsafe environment
 - ▶ Indoors
 - ▶ Outdoors
- ▶ Violation of resident rights
- ▶ Lack of informed consent



▶ Staffing shortages

- ▶ Little financial incentive
- ▶ Lack of career advancement
- ▶ Little to no culture of safety
 - ▶ Teamwork
 - ▶ Communication
 - ▶ Situational awareness
 - ▶ Mutual support
- ▶ Punitive culture
- ▶ Lack of relationships
- ▶ Lack of ownership
- ▶ Lack of engagement



Management

▶ Candidate selection

- ▶ Educated
- ▶ Experienced
- ▶ Know how to manage:
 - ▶ Conflicts
 - ▶ Work assignments
 - ▶ Budgets
 - ▶ Accountability
 - ▶ Personalities
 - ▶ Multi-tasking
- ▶ Professional skills



▶ From staff to management

- ▶ Great worker \neq great manager
- ▶ Organizational culture
 - ▶ Pushover or traitor?
 - ▶ Commit to change
 - ▶ Hold everyone accountable
 - ▶ May need to part ways



▶ Management positions

- ▶ What do you want---Managers or Leaders?
- ▶ Identify
- ▶ Select
- ▶ Costs
- ▶ Orient/train
- ▶ Mentor/Coach
- ▶ Support



Frontline staff

▶ Questions for frontline staff

- ▶ Do you feel valued as an employee?
- ▶ How do you think management views your importance? What examples do you have?
- ▶ What do you feel you contribute to.....
 - ▶ Residents?
 - ▶ Co-workers?
 - ▶ Organization?
- ▶ Aside from this being a job, means to earn money, or opportunity to develop friendships what would you like to get from working here?

▶ Staff selection

- ▶ Education
- ▶ Work experience
- ▶ Social media
- ▶ Background checks/Drug screen
- ▶ Sexual offenders



▶ Job expectations and challenges

- ▶ Orientation process
- ▶ Tasks, depending on role
- ▶ Department silos/ Cross training
- ▶ Addressing demands
 - ▶ Residents
 - ▶ Family
 - ▶ Management
- ▶ Dementia behaviors
- ▶ Mentor
- ▶ Support



▶ Common internal issues

Ineffective communication	Staff turnover
Workload	Lack of time
Interruptions	Rigid hierarchy
Fatigue	Defensiveness
Multi-tasking	Varying personalities
Not following protocols	Lack of coordination
Passenger syndrome	Workplace drama
Complacency	Unrealistic expectations
Hidden agenda	Failure to follow up

▶ Environment



Staff engagement

▶ Inspire staff engagement

▶ But how do you do this?



▶ 'Walk the walk'

- ▶ Frontline experiences
- ▶ Challenges
 - ▶ Co-workers
 - ▶ Residents
 - ▶ Families
 - ▶ Management
 - ▶ Equipment
- ▶ Model behavior



▶ We have what we have!

- ▶ Resources available at your facility?

- ▶ Consider:

 - ▶ Staff

 - ▶ Residents

 - ▶ Environment

 - ▶ Equipment

- ▶ Accountability

 - ▶ Management

 - ▶ Staff

 - ▶ Residents

 - ▶ Families



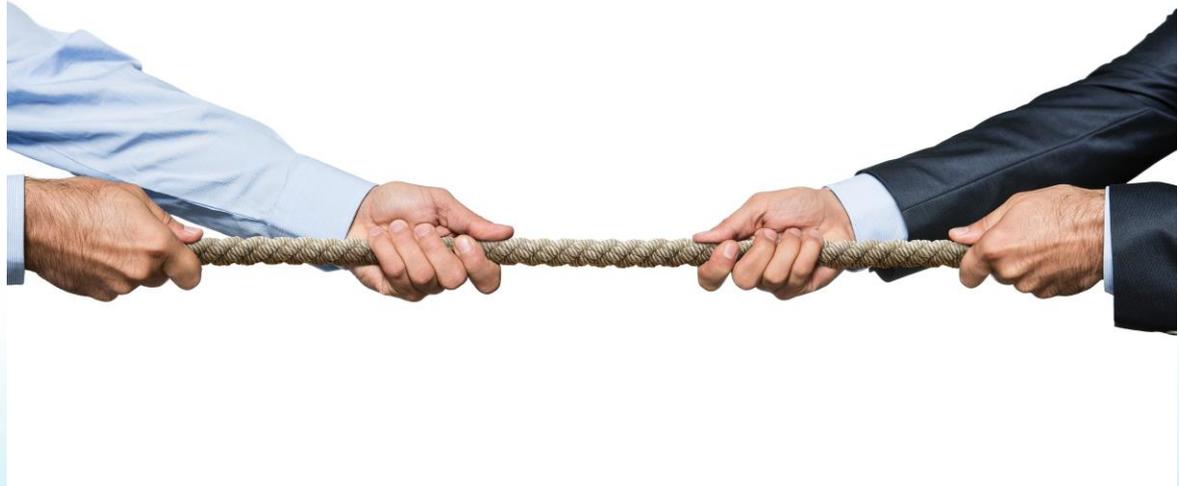
▶ Proactive measures

- ▶ Briefs
 - ▶ Start of day/shift
- ▶ Huddles
 - ▶ Change in the daily goal
- ▶ Debriefs
 - ▶ Process improvement



▶ Continuing vigilance

- ▶ Conflict resolution
 - ▶ Informational
 - ▶ Personal
- ▶ Coaching
- ▶ Mentoring
- ▶ Feedback



▶ Just Culture

- ▶ Human error
 - ▶ Console
- ▶ At-risk behavior
 - ▶ Coach
- ▶ Reckless behavior
 - ▶ Suspend/terminate
- ▶ Second victim syndrome



Leadership development

▶ Assist with....

- ▶ Policy and procedure
 - ▶ Development
 - ▶ Revisions
- ▶ Process improvement
 - ▶ Group projects/initiatives
- ▶ Team building
 - ▶ Mentoring
 - ▶ Coaching
 - ▶ Celebrations
 - Residents
 - Family
 - Staff



▶ Group discussions

- ▶ Constructive
- ▶ Identify worksite problem
- ▶ Request staff input
- ▶ Recognize functioning versus non-functioning aspects
- ▶ Propose changes
- ▶ Test plan
- ▶ Implement plan
- ▶ Collect data
- ▶ Make adjustments
- ▶ Continuous monitoring



▶ Town Hall Meeting

- ▶ Organizational goals
 - ▶ Culture change
 - ▶ Improve survey results
 - ▶ New initiatives
 - ▶ Renovation/new construction
- ▶ Staff input
 - ▶ Positive focus
 - ▶ Constructive



**What questions do
you have?**