Thank you to WY State Survey Agency and CMS for funding this CMP Grant

Implementing Culture Change throughout Wyoming; Affecting Resident-Directed Living and Team Member Retention

Webinar 5

Employee Councils and other ideas to impact Retention/Recruitment

Carmen Bowman
Regulator turned Educator

EDU-CATERING: Catering Education for Compliance and Culture Change
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Early Pioneer nursing homes known for changing institutional culture – turnover rate ↓

Providence Mt. St. Vincent: 50 to 22% in 5 years
Big Fork Valley 52 to 13% in 2 years
Meadowlark Hills KS 80 to 30% in 7 yrs
Fairport Baptist and Jewish Home of Rochester NY - 25% ↓ turnover

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Turnover = $2,200 – 5,000/emp
Artifact 134. There is an employee council/forum or equivalent that meets routinely (to discuss issues, plan events, provide support).

- To plan events
- To identify needs
- To discuss issues
- Example: create a welcoming culture for employees’ children
- Embrace and encourage developing relationships and friendships
Cheyenne VA Community Living Center
Experience with Employee Councils
Desiree Bishop, RN Nurse Manager

Why Councils?

- Increased staff engagement and job satisfaction
- Improved safety
- Staff driven change more readily accepted
- Shared leadership can change work culture
- Improved retention and surveys
- Improved staffing
Keys to Successful Councils

- Base your Council in the mission, vision and values of your organization
- Management is meant to guide, not lead decision-making
- Educate managers about councils/how to support staff ideas
- Have councils regularly report work and encourage them for sustainability
- Be enthusiastic! If you don’t believe in it, neither will your team members

My experience at the VA

- With team members developed a Council in 1/2021
- Council meets monthly, projects on the side
- Council reports to management on ideas and how to implement
- Council also reports to Nurse Practice Council
- Increased staff engagement and empowerment

- Regularly scheduled Employee Council meeting
- Ask employees often what they need
- Old med cart carries food and drink items
- Example: Backpacks at start of school
- Example: Bring your child to work day
- Example: Kudos comment board
HIGH INVOLVEMENT
- Some communities don’t have an employee council but go out of their way to involve employees in every area
- Daily Community Meetings
- Together instead of two-sided

Which approach does your group prefer?
- A stepping-stone?

Community Meetings are held on a routine basis, at least weekly, bringing residents, team members and families together as a community. The community decides together on content, such as inviting new residents and new team members to introduce themselves, celebrating life events, solving problems, planning future events, reviewing policies.
- Daily Community Meetings provide real time information and opportunity for action
• Artifact 128. The home welcomes and encourages **team members to dine with residents.**

A core value of culture change movement...

**Relationship is the fundamental building block of a transformed culture**

Berkley Manor, Denver, CO

Continental Breakfast
Lunch
Supper
EAT ON THE HOUSE
Build Relationships/Free Food

Clear Creek Care Center
Wednesday Buffet/Staff
Dine with Residents

Can you hear the buzz of conversation?
Start small, a cup of coffee
Artifact 129. There is a career ladder for CNAs to hold a position higher than base level who customarily mentors/supervises/coaches other CNAs.

Artifact 130. The home promotes and supports team members who desire to further their education.*

*Home is flexible, accommodating to attend classes during normal work hours, scholarships, etc.

Artifact 125. Team members wear clothes that support a home environment (as opposed to scrubs or uniforms).

Option means a lot to some

Nurse leaders Cherry Creek Care Denver - Traded in lab coats and scrubs
• Artifact 126. Team members other than CNAs are encouraged and supported to receive **cross-training** as CNAs, fostering a team approach to meeting resident care needs.

*Cross training refers to team members intentionally becoming trained in other areas. This can be any area although it commonly refers to professionals becoming cross trained as CNAs in order to help with ADLs which represents the bulk of resident need.

• Artifact 104. Team meetings are held daily for team members from varying disciplines caring for residents, e.g., **huddles**.

  • Shift huddle
  • Morning team huddle
  • Leadership comes to neighborhood huddle
  • Post incident huddle/post fall huddle
  • PIP huddle (increased infections on a certain neighborhood)
  • Huddles for anything!
  • Cost = nothing; value = priceless

**Huddles = real time communication**
• Artifact 106. **Learning Circles** are used routinely in team and resident meetings to give each person the opportunity to share their opinion/ideas.

• *Learning Circles are group meetings in which a topic is posed, and each person speaks in turn with no crosstalk or discussion until the whole group has spoken. This process honors those who are reluctant to speak up and reins in those who can dominate a conversation.

Free Learning Circle resource [www.actionpact.com](http://www.actionpact.com)

**Learning Circles**

• Team member mentors to other team members

• Elder mentors to team members ...

**Proactively promote relationships**
• Interviewed 25 older adults in rural areas
• 20% lonely before COVID and continued after
• Most returned to pre-COVID levels of loneliness within 6-7 months from beginning of pandemic
• When reflect on how coped with isolation in the past, growing up on farm, more successfully managed isolation...


Resiliency of older adults

The Full Circle of Relationship

“Those who serve our national treasures are themselves treasures.”

Karen Schoeneman
What Matters Most to Employees

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

My Interview 2007

Positive relationships = better care

"The quality of the relationships that we have with one another determines the quality of the care our residents receive. We must be mindful that respect of one another is the foundation of healthy relationships. I care about the relationships here and will do what I can to enhance the quality of your work life here."

(David Farrell to the night shift team members)

*Do you reward staff for dependability or for instability, i.e. bonuses to staff who fill in at the last minute?
Positive relationships with co-workers = lower burnout risk

58 studies; 19,000 employed people; 15 countries:
How strongly people identified with their work colleagues or organization was associated with better health and a lower risk of burnout.

*Personality and Social Psychology Review*
Oct. 3, 2016

Friendship at work = stay, success

- **Work friendships keep people** in their present position for longer periods of time”
  (Kathy Brown, RN, CSP)
- It is estimated it takes 30% additional salary to move to a different nursing home **when the person is happy** in present position.
- **Workplace relationships impact the ability of a person to succeed** in his or her job.
  (Natalie Davis, MA, ACC)
- Quantum Workplace survey: being valued and having trusting relationships links to high engagement defined as favorable attitude, intention to stay and desire to advocate for the organization.
• Appealing to 50+
  ◦ Prioritize employees’ views toward continuing to work versus retiring
  ◦ Workplace wellness programming to support a healthy workforce, and
  ◦ Fostering ALL ages-friendly workplaces so that age is not viewed as a liability at work

Mather Institute: Baby Boomers at Work (7/21)

• 21% unsatisfied with opportunities for advancement, 29% of those respondents were likely to leave their jobs in the next year, compared to just 6% satisfied with advancement opportunities

➢ Consider elevate existing opportunities for advancement and innovate new ones

Direct care worker survey in Arizona by PHInational.org 2020
• Inadequate supervision associated with higher intent to leave
  ◦ 19% of those who said supervisors rarely provided positive reinforcement on the job, had higher intent to leave than for those who received positive feedback frequently
• Consider adopting more supportive supervisory practices
• *People don’t leave their job they leave their supervisor.*

• 61% report needing additional training in at least one topic.
• Consider leveraging partnerships with training providers to *widely disseminate online and in-person training*
• Consider *surveying your team members to discover training topics* needed
What data are you seeing?

What are employees telling you?
• Warm or cold culture?
• How do “shifts” and “departments” treat each other? (Teams instead)
• With, not against
• **Mitzvahs – the best way to warm up a culture, we can each do it, from Eden**

❖ What is a mitzvah you could give this week?

**Relationships warm a culture**

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**Next Webinar**

Fri. Mar. 24, 2023 2 pm

**Year 2 Culture Change**

**Homes’ Journeys:**

Life Care of Casper
Wy Retirement Center
Westward Heights

Webinars are recorded and available after-the-fact

All info is sent out from Jill Hult
of Mountain Pacific – Thank you Jill!
**Wyoming Culture Change Coalition**

**BIG GOALS for WYOMING NURSING HOMES**

**BIG GOAL #1**
Every person working in a WY nursing home receives culture change training. PLEASE PASS ON THE LINKS TO LIVE AND RECORDED WEBINARS TO YOUR TEAMMATES, AND ANY RESIDENTS AND FAMILIES INTERESTED.

**BIG GOAL #2**
Every resident of a WY nursing home sleeps until they wake up. Natural awakening is a gift; uninterrupted, restorative sleep improves physical health, psychosocial wellbeing, quality of life.

JOIN the WY culture change movement.
JOIN the WY culture change coalition.
JOIN the WY Working Committee.
JOIN the planning team for each annual culture change conference.

Contact Carmen Bowman, Project Coordinator
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**Institutional words**

- Staff
- Inservice, “The staff were inserviced...”

**Normal words to consider**

- Team, team members
- Care partner
- People who work here
- Education

Just start talking about the words used in the institution compared to in a home, in normal life outside an institution... see what you think, what you realize, etc.

**Consider a Word of the Week/Month**
## Consider a Word of the Week/Month

<table>
<thead>
<tr>
<th>Institutional words</th>
<th>Normal words to consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility</td>
<td>Home, community, name of the nursing home</td>
</tr>
<tr>
<td>Patient/resident</td>
<td>Person/NEIGHBOR</td>
</tr>
<tr>
<td>Feeder</td>
<td>No label. “Label jars not people.” The only label one needs is the one their parents gave them.”</td>
</tr>
<tr>
<td>Intervention</td>
<td>Approach, individualized approaches</td>
</tr>
</tbody>
</table>

Just start talking about the words used in the institution compared to in a home, in normal life outside an institution... see what you think, what you realize, etc.

### Questions? Ideas? Thoughts?
Take Aways

- Go to your employees, what do they need
- Discuss the pros and cons of an Employee Council
- Talk about ideas for building relationships/high involvement
- Consider a survey of needs and ideas

- Consider a Word of the Month/Week – talk about it
- Get the word out. (Could be a play on words.)
- Emphasize LIFE more than CARE and choose words that reflect life/living/normal/home.