Caring Produces Results

The Leadership Paradigm Shift

David Farrell, MSW, NHA

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Brighter insights. Better healthcare.

Valuing and Respecting Caregivers

Caring produces results:

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

Eaton, S., 2001

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What Matters Most to Employees

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

MyInnerView, Inc. 2007

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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

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Higher Employee Satisfaction

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

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MyInnerView, Inc. 2005

Historical Perspective – LTC Turnover

Research 1970s, 1980s and 1990s
  - Causes are located within the workers
  - Character traits, personal and social attributes

Led to efforts to develop a tool
  - Screen for tendency to leave

Significant evolution occurred in other industries
  - Organizational culture influence on performance

Somehow, LTC continued to focus on the worker

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Bowers, B. 2001

Beyond "Unloving Care"

- Three types of nursing homes
  - low service/quality, high service/quality, regenerative
- Culture change
  - Meets the needs of the frontline caregivers
- Concluded:
  - C.N.A.s are central to good care
    - overly standardized, like production line
    - low pay and low respect

Eaton, S., 2000

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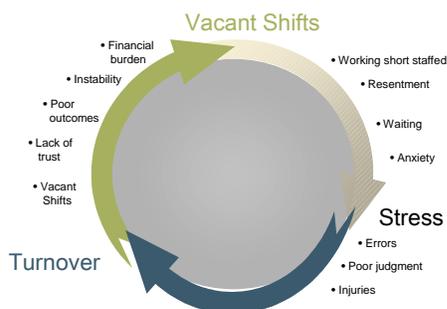## "What a Difference Management Makes"

- 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

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A Vicious Cycle

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

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The Impact of Vacant Shifts

CNAs REPORT WHAT GETS NEGLECTED:

- Range of motion
- Hydration
- Feeding
- Bathing

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Hawes, 2002

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Instability = Poor Outcomes

INTERRUPTS CONTINUITY:

- Incontinence
- Facility acquired pressures sores
- Urinary tract infections
- Falls and fractures

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

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"Identifying Behavior Change Intervention Points to Improve Staff Retention in Nursing Homes"

- Each NH had implemented strategies
- All encountered unanticipated barriers

Objectives:

- Evaluate issues of human perception and behavior
- Identify barriers
- Assess their impact

Lescoe-Long, M., et al. 1998

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Background and Significance

- External rewards – wages and benefits
  - Strategy of factories
    - Over-compensation = retention
- Internal rewards – job satisfaction
  - Self-esteem, achievement, recognition, participation
  - Leads to commitment, high performance, retention

Lescoe-Long, M., et al. 1998

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Background and Significance

- Nursing homes suffer from dual deficits
  - Lack of internal and external rewards
  - External limited by reimbursement rates
  - Face barriers implementing internal rewards

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Internal Rewards

Products of Human Perception and Interaction
- Barriers to implementation
  - Employee themselves
  - Employee - job
  - Employee – employee
- Human condition meets the organizational condition
- Vital flash points

Lescoe-Long, M., et al. 1998

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Perceptions Drive Behavior

Behavior drivers:

- Predisposed
  - Shaped by values, beliefs and expectations
- Reinforced
  - Interpersonal dynamics
- Enabling
  - Formal and informal policies

Lescoe-Long, M., et al. 1998

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Certified Nursing Assistants

Predisposing circumstances:

- Socioeconomic background
- Educational experience

Lescoe-Long, M., et al. 1998

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Socioeconomic Background Variables of CNAs

- Profoundly disadvantaged
- Lifetime of exclusion
  - Discrimination
  - Recent immigration
- Relative powerlessness
- Motivations are different

Lescoe-Long, M., et al. 1998

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Who are the C.N.A.'s

- Total 1.4 million
- Deliver 80% of hands-on care
- 90% are women
- 50% are non-white
- Single mothers aged 25-54
- 50% are near or below the poverty line
  - 2007 Federal Poverty Rate = $20,650
- 30% - 35% receive food stamps

GAO, 2001
National Clearinghouse on the Direct care Workforce, 2004
BLS 2006
FHCEF 2007

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Lifetime of Exclusion

Fosters the following characteristics in individuals:

- Unfamiliarity with success
  - Leads to a lack of self confidence
  - Easily dissuaded
- Personal effort does not translate into success
  - Do not believe in their own causal ability
  - Look to outside factors to explain events

Lescoe-Long, M., et al. 1998

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Lifetime of Exclusion *continued*

Fosters the following characteristics:

- No experience with participatory problem solving
  - Stifles collaboration
- Lack of self-esteem
  - History of hardship
  - "Maybe I have had a hard life."

Lescoe-Long, M., et al. 1998

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Extreme Need for External Rewards

Generally gear incentives to advantaged workforce:

- ‣ Perfect attendance bonuses
- ‣ 401k plans
- ‣ Waiving benefits

External/Monetary:

- Immediate need for cash
- Work is a means to an end

Lescoe-Long, M., et al. 1998

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Extreme Need of Internal Rewards

Predisposed to values, beliefs and expectations

- ‣ Difficult to recognize and embrace
- ‣ Not able to respond
- ‣ Some question the intent
- ‣ Some do not trust

- Pulling away
  - ‣ "Why are you asking me? You are the boss."

Lescoe-Long, M., et al. 1998

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Administrative Errors Damage Self Esteem

"I thought is was me. Something I did, you
 know? I thought it was me."

Leticia

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Key Reasons C.N.A.'s Select Nursing Home Work

- The opportunity to help others
- Makes me feel meaningful
- It is useful to society
- Offers a lot of contact with people

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

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Educational Experience

- Welfare to work targets the disadvantaged
  - Portray an unrealistic image
- Length of certification course
  - Brief – no time to master basic skills
- Teaching approach
  - Text-book based – little job experience
  - Reality shock – depersonalization of residents
- Under-prepared for the psycho-social aspects
  - Behaviors, disabilities, family members

Lescoe-Long, M., et al. 1998

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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 emotionally hardened

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

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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

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2006 National Survey of NH Staff Satisfaction

- Completed by 106,858 employees in 1,933 SNFs
- Overall satisfaction =
  - 16% excellent
  - 39% fair/poor
- Scores decrease as tenure increases
- Priorities
  - "Help reduce the stress, listen, care about and appreciate me, and please make sure I have the supplies I need."

My InnerView, 2007

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C.N.A.'s Four Major Causes of Stress

Lack of:

- Staff
- Time
- Good supervision
- Education

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

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Organization-Based Reinforcers and Enablers

Power:

- Expected to follow orders
- "Because I told you so." – lowest form of reasoning
  - Efficient – no time wasted
- Stifles growth, critical thinking, understanding
- Creates a self-fulfilling prophecy
  - CNAs must be controlled
- Sets the stage for absenteeism and turnover

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Lescoe-Long, M., et al. 1998

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Empowerment - NOT

- Should be but rarely are
- Referred to as the "eyes and ears"
  - CNAs place great value on reporting observations
- When dismissed as naïve or unimportant
  - Robs CNAs of respect and self-esteem
  - Valued only for physical labor
  - Reduces job commitment

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Lescoe-Long, M., et al. 1998

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Questions

- What leads to your CNAs feeling stressed?

- What happens to teamwork?

- How can you support the staff?

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Culture: Lack of Interpersonal Skills

- Interpersonal skills are not viewed as teachable
  - Expect policies and rules to substitute
- Critical to:
  - Relationships
  - Dealing with stress
  - Enlisting the support of others
  - Communication
  - Conflict avoidance

Lescoe-Long, M., et al. 1998

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Lack Mutual Empathy

- Perceive that others do not appreciate:
  - Rigors of their job
  - Immense contribution they make
  - Feel underappreciated = resentment
- CNAs not well informed rigors of other jobs
  - Fosters a sense of isolation
  - View others as "having it easy"

Lescoe-Long, M., et al. 1998

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Front Line Supervisors and Managers

- Predisposed to:
  - A different set of values, life experiences
- Accustomed to using access to resources
- External rewards are there
- Seek internal rewards

Lescoe-Long, M., et al. 1998

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Lack of Empathy by Managers

- Circumstances of CNAs is not well understood
  - Aware of economic needs
  - Unaware of internal reward needs
- Uninformed of the barriers CNAs face
  - Capitalizing on opportunities to fulfill them
- "Bad attitude" vs. normal behavior
- Results in exclusion from empowerment and growth

Lescoe-Long, M., et al. 1998

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Front Line Managers Lack Understanding

- Sympathetic but not empathetic
  - Substantial background differences
- Results in:
  - Not understanding the root cause of conflicts
  - Misinterpretation exacerbate problems
- Lack skill to deal with interpersonal skill deficits

Lescoe-Long, M., et al. 1998

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More Complex than Staffing and Training

- Respect social, psychological, organizational needs
- Nurture self-esteem
- Value central role
- Foster a family spirit
- Provide emotional compensation
- Demonstrate care
  - Internal and external rewards

Tellis-Nayak and Tellis-Nayak, 1989.

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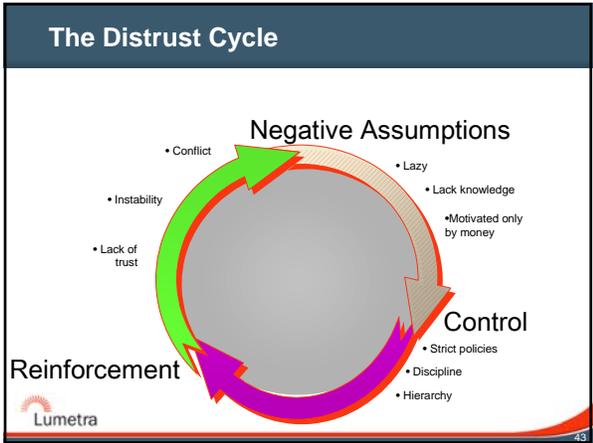
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Addressing Absenteeism

The "Stop Doing" List
- Incentives to waive benefits
- Bonuses for working short
- Scheduling overtime and double-time
- Rotating staff
- Sick pay – use it or lose it
- No sick pay until second day of absence
- No incentives or disincentives

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The "To Do" List

- No-fault attendance policy
- Measure, report, reward
  - Reward reliability
  - Reward improvement
- Proactive replacement plan
- Wellness
- Scheduling flexibility

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No-Fault Attendance Policy

- No more qualifying absences
- Removes inequity
- No need for physician notes
- Absences are simply measured

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The Distrust Cycle

Negative Assumptions

- Conflict
- Lazy
- Instability
- Lack knowledge
- Lack of trust
- Motivated only by money

Control

- Strict policies
- Discipline
- Hierarchy

Reinforcement

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The Foundation is Trust

- Trust is essential
- Leaders reveal priorities daily
- Respect vs. contempt
- Micro-inequities
- Covering shifts
- Purchasing new linen

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Staffing Coordinators

- Complex task
- Requires education
- Recognition and rewards
- Character traits:
  – integrity, fairness

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Eaton's Findings on Scheduling

- Most common reason for termination
- Different practices in different NHs
- Flexible
  - Allow for different start times
  - Consider personal lives
- Rigid
  - In response to problems
  - "Personal life is not my problem."
  - Used as discipline

Eaton, Phase II Final Report, 2001

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How do you demonstrate that you *care* about your staff?

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Nine Essential Elements of a Quality Job

- Compensation
  - Family sustaining wages
  - Affordable health insurance
  - Full-time hours, stable schedules, balanced workloads
- Opportunity
  - Excellent training
  - Participation in decision making
  - Career advancement opportunities

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Nine Essential Elements of a Quality Job *cont.*

- Support
  - Linkages to services
  - Excellent supervision
  - Owners and managers who strengthen the core care giving relationship

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Employee Assistance Programs (EAP)

Employee Support:

- Marital and relationship
- Mental health/substance abuse
- Legal and financial issues
- Anxiety & mood disorders
- Balancing work and life

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EAP – How Much?

- Average = $3,500 per year
- Return on investment in EAP = $5 to $16
- Companies with EAPs:
  - 21% fewer accidents
  - 35% reduction in turnover
  - 59% reduction in absenteeism

Diana

www.eaplist.com

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Cost of Turnover Nationwide

- $2,500 per employee
- $2.5 billion nationwide
- Direct costs
  - Advertisement costs
  - Staff time to interview, check references, etc.
  - Drug screen, pre-employment physical
  - Classroom and unit orientation
  - Cost of coverage of the vacant position

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Seavey, D., "The Cost of Frontline Turnover in LTC." 2004

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Earned Income Tax Credit (EIC)

- Offered through the IRS
- Eligible employees complete IRS Form W-5 each year
- Returns a portion of taxes paid
- On 2006 returns:
  - Maximum $4,300 for workers with 2 or more children
  - $2,604 for workers with one child
  - $390 for childless workers

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Low-Wage Model Programs and Policies

- FleetBoston's Employee Emergency Loan Program
  - No interest loans for emergencies
  - Applications reviewed by committee
  - Eligibility – six months of employment
- Harvard's Learning and Literacy Program
  - English as a second language
  - Literacy, listening
  - Eligibility – hourly staff, 3 months of employment

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Litchfield, L., et al. Increasing the Visibility of the Invisible Workforce. 2004

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Low-Wage Model Programs and Policies

- TJX Companies Awareness Campaign
  - Raise awareness about government benefits
  - Navigates through entitlement maze
  - Eligibility – all employees
- Marriott's Work Specific English
  - Two courses – basic English
  - Pre-test determines skill level
  - Eligibility – all workers

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Low-Wage Model Programs and Policies

- Bank of America's Child Care Plus
  - Reimbursement for a portion of child care expenses
  - Assist employees to select the best providers
  - Eligibility – base salary of $34,000 or less

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ACHIEVE

- Goals:
  - Retention
  - Skill-building
  - Reduce absenteeism
- Pairs MSWs with low-wage LTC staff
- Work-site based
- Lunch and Learn
  - Wellness, money matters, dealing with difficult people

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Other Ideas

- Paid Time Off (PTO)
- Cash out vacation or sick pay
- Free or low-cost meals
- Free vitamins
- Free flu shots for staff and household
- Ride share
- Generous benefits

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Generous Fringe Benefits Positive Effects

National Study of the Changing Workforce

Positive effects among low-wage employees:

- Job satisfaction
- Retention rates

Families and Work Institute
Bond et al., 2006

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Study Conclusions and Recommendations

- Conventional internal reward programs
  - Do not strike at the root cause
- Frontline managers need education
- All staff need interpersonal skills education
  - Focus on fostering relationships

Lescoe-Long, M., et al. 1998

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Conclusions and Recommendations

- Fill the education gap for frontline caregivers
- Link personal growth to internal and external rewards
- Allow for social interaction with residents
- Eliminate hidden sanctions
- Complex problems require complex solutions
  - Multi-faceted, interactive over time

Lescoe-Long, M., et al. 1998

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Contact Information

David J. Farrell, MSW, LNHA
Director, Care Continuum

dfarrell@caqio.sdps.org
(415) 677-2054

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