Fulfilling the Promise to Residents: The Roles of Nurses and Building Person-Centered Care Teams

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About PHI...

• National not-for-profit organization advocating for individuals who live and work throughout the long term care continuum

• Provide training and consulting services to organizations seeking to grow relationship-centered cultures where quality of life, quality of care and quality of jobs thrive

• Particular expertise in building skills required for culture transformation

Future Demographics of Aging

• By 2050, 1 in 5 persons (82 million) will be 65+ years of age - 24% of older adults will be 85+ years of age

• 350% increase in older adults with disabilities projected by 2040 (older population to increase 175% by 2040)

• In 2000, there were 16.1 LTC nursing staff to each LTC resident ages 85 years and older

• By 2040, there will be 5.7 LTC nursing staff to each LTC resident ages 85 years and older
Continuum of Person-Directedness

Provider Directed
- Mgmt. makes most of the decisions with little conscious consideration of the impact on residents and staff.

Staff Centered
- Residents accommodate staff preferences; are expected to follow existing routines.

Person Centered
- Staff consult residents or put themselves in residents’ place while making the decisions.

Person Directed
- Residents make decisions every day about their individual routines. When not capable of articulating needs, staff honor observed preferences and lifelong habits.

Low
- Residents accommodate staff preferences, and are expected to follow existing routines.

High
- Staff begin to organize routines in order to accommodate resident preferences—articulated or observed.

What Do Residents Want?
- Kindness, Caring, Compatibility and Responsiveness
- To know the caregivers
- To like them and to feel safe,
- To feel liked and respected by them
- RELATIONSHIPS!
Research Regarding Workforce

High Turnover Homes report that,

- Employees have little initiative or a poor work ethic
- Tend to fire employees more frequently
- Attract a poorer pool of candidates
- Hire questionable employees more frequently
- Lose employees after training or short employment
- Have lower staff-to-resident ratios
- Use more agency staff

(Starker & Atchley)

Research Regarding Workforce

Low Turnover Homes

- Mentorship programs
- Involvement in care planning
- Consistent C.N.A. assignments (relationships)
- Opportunities for continuing education related to clinical work
- Involvement in hiring and exit interviews
- Opportunities for career advancement and external recognition

(Starker & Achtley)

Characteristics of Workforce Culture Change

What is a Relationship Centered Culture?

- Systems and structures designed to support elder/care-partner relationship
- Culture is characterized by honest communication, trust, mutual respect, caring
- Relationships are reciprocal—each person has the opportunity to give and receive
Traditional Power Structure In Nursing Homes

- Administrator
- Director of Nursing
- ADON
- RN Supervisor
- LPN's
- CNA's
- Dietary Supervisor
- Dietary Techs
- Cook
- Dishwashers
- Environmental Supervisor
- Maintenance Supervisor
- Housekeepers

Nurses in Traditional Care Settings
- Charge Nurse Role
- Clinical Assessment, Care Planning
- Medication Administration, Medical Treatment
- Management of the unit
- Relationship Management

Nurses and Certified Nursing Assistants

An Historical Context...
Becoming a Coaching Supervisor and/or Partner

A relational approach to managing, partnering and supporting direct-care workers that helps them to own problem-solving skills... i.e. the ability to think critically, prioritize and communicate effectively.

Four Primary Coaching Skills

1. Active Listening
2. Self-Management
3. Self-Awareness
4. Presenting the Problem

Roles of the Nurse in a Person-directed Culture

- Care Role Model
- Gerontological Nurse Specialist
- Leader
- Mentor and Teacher
Care Role Model
- Elder-directed
- Individualized
- Relationship-based

Being a Coaching Leader and Care Role Model
- Lucille, a resident with dementia is angrily refusing to accompany Joy, her CNA, to the shower room for her scheduled shower. Joy comes to you and says she can’t do Lucille’s shower today.

How would you display your leadership skills and lead by example? What would you say and do?

Gerontological Nurse
- The Role
- In Practice
- The Outcomes

“Gerontological Nursing involves the care of aging people and emphasizes the promotion of the highest possible quality of life and wellness. Geriatric nursing focuses on the care of the sick aged.” — Charlotte Elliopolis
Practicing Gerontological Nursing

- Effective Assessment Skills of the Older Adult
- Evidence-based Clinical Practice
- Evaluation of Outcomes
- Holistic Care and Treatment

Recognizing Abilities / Supporting Personhood

Minimize Excess Disability

Definition:
Excess Disability is more disability than would be expected from the medical condition or diagnosis itself.

The disability is compounded by outside factors, e.g. how care is provided, the environment, medications, inconsistent staff.

Being a Coach and a Gerontological Nurse

- Lilia, an activity assistant, comes to you while you are very busy writing monthly documentation summaries. She tells you that Julia, a resident on the unit, is not participating in the music activity and seems different today.

How would you display your leadership skills, valuing the care staff person and reinforcing their self-confidence?
The Nurse as a Coaching Leader

- Someone who can share his or her vision.
- Someone who is trustworthy
- Someone who establishes open, respectful and honest communication between all team members

Being a Coach and a Leader

- Juan works in the dietary department. He comes onto the unit to deliver and serve breakfast and lunch. He has gotten angry several times because care staff have not been available to assist in starting the meal service. He comes to you and says that nurses and CNAs have no consideration for the other departments.

How would you display your leadership skills and build constructive relationships?

The Nurse as a Mentor and Teacher

Being a Mentor
Definition: A wise and trusted guide and advisor

Being a Teacher
Definition: One who imparts skills or knowledge including learning and thinking skills. To accustom gradually to some action or attitude.
The Nurse as a Mentor and Teacher

As you walk down the hall, you see Colette transferring Julia from a chair to a wheelchair. Colette is not using a gait belt and the transfer is unsafe. Both Colette and Julia are in danger of being off balance and being injured. But Colette gets defensive and angry when she is given feedback about her caregiving. You don’t particularly enjoy working with Colette even though she generally does her job at an acceptable (but not stellar) level.

How would you demonstrate being a mentor and teacher? What would you say and do?

Recognize Changes – Gathering Data – Meeting Needs
A Critical Thinking Model

- Gather Data
  - Subjective / Objective
- Communicate
  - Verbal / Document
- Collaborate and Care Plan
- Implement
- Review

Outcomes

- Improved Occupancy
- Increase in Private Pay
- Improved Employee Retention
- Improved Clinical Outcomes
- Improved 5 Star Rating
Learning Circle...

As a nurse striving to be in a relationship-based culture, what do you need to bring into your practice?

To the world you may be just one person,

But to one person you may be the world.

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