

STRATEGY 1:



LEAD WITH PURPOSE

Change Concepts

- 1.a Let the mission drive your actions.**
- 1.b Be the leader you would want to follow.**
- 1.c Plant now – harvest later: Nurture professional growth and foster innovation in others.**
- 1.d Focus on systems for change.**

1.a Change Concept: Let the mission drive your actions.

Action Items

- 1.a.1** Use an inclusive process to establish, review, share, and reaffirm your mission and values that involves staff, residents, and families.
- 1.a.2** Establish and focus on clear expectations for all staff that are centered on mission and values; in turn, staff will create high expectations (linked to culture and initiated at orientation and reinforced along the way) for themselves and each other. Expect that all employees will do their best and help staff have the skills and resources to deliver the best.
- 1.a.3** Ensure that there is alignment of mission and values with your actions and with what is happening in the organization every day. Make sure the words in your mission match the reality of people's experience. Ensure all processes and decisions honor the values.
 - Ask "does this process or decision match with our values?" When issues come up, consider whether they represent a deviation from your mission and values, and seek solutions that return you to your mission and values. For example, if one of your organization's values is honoring resident choices, make sure you and your staff honor resident choices. Or, if residents are experiencing distress during care, look for a way to change care to be resident-centered.
- 1.a.4** Create a "caught in the act of practicing the mission and values" practice, as a way to show or point out what it means to put the mission into action. Share stories about how the mission and values are carried out.
- 1.a.5** Include the mission and values in the orientation of new staff. For example, if "build relationships" is a core value, encourage new staff to get to know residents and establish a relationship. Resist moving new staff from unit to unit or shift to shift during the orientation or any time.
- 1.a.6** As a leader, uphold the high expectations of the organization. If you see an issue, take action and set the tone for high expectations.
- 1.a.7** Conduct regular surveys of staff and residents regarding whether the values and mission are evident in

the day-to-day work and the operations of the organization.

- 1.a.8 Build relationships with board or corporate representatives who may have unique connections to your community or organization that advance the mission and values.
- 1.a.9 Encourage visits to the facility by the board, and encourage them to speak directly to residents and staff to understand how your mission and values are embodied in your work.

1.b Change Concept: Be the leader you would want to follow.

Action Items

Be present and engaged

- 1.b.1 Routinely spend time in all neighborhoods/units/floors and during all shifts (spend less time behind office doors where your view, and perceptions are obscured). Talk directly to staff and residents. When you're out and about, you catch problems early, whereas when you wait for people to come to you, they usually come to you when the problem has gotten big enough to propel them away from their work station and to your office. Going to the staff regularly, so they can count on it, is the most effective practice. Establish a practice to ask staff:
 - How they are doing.
 - What they need in order to do their best work and provide excellent care.
 - How you can help reduce frustrations that prevent them from doing their best work.
- 1.b.2 Institute an "open door" policy for all levels of leadership to establish presence and consistent availability for staff.
- 1.b.3 Participate in neighborhood/household meetings on all shifts.
- 1.b.4 Demonstrate interest in staff by addressing them by name and knowing about them as individuals, including aspects of their lives beyond their specific role at work.



Be responsive, build trust

- 1.b.5 Encourage and welcome ideas or issues that are brought to you
 - Empower all staff, residents and family members to look for improvements and suggest changes. Use both formal opportunities, such as committees/teams, and informal opportunities, such as regular rounds, to solicit their ideas and engage them in implementation of their ideas.
 - Establish turnaround times (customer service expectations) for getting back to people that share concerns or suggestions.
 - Quickly address staff issues and requests, providing feedback to the person making the request. Your responsiveness will bring more suggestions.
 - If you cannot accommodate a request, explain why, seek alternative ways to address the essence of their suggestion or concern, and express genuine appreciation for their raising it to you.
 - Follow up to ensure that resolutions are sustained.
- 1.b.6 Ask for help when needed, showing respect for the perspective and expertise of others.

1.b.7 Provide help both when asked and when not asked. Set the example and pitch in! Saving a few steps for a busy staff member goes a long way.

Recognize and involve others

1.b.8 Recognize and honor staff and resident contributions and opinions. Use their name; say that you value them and show them by your actions; acknowledge what you saw them do or know what they did.

- Say “thank you” to staff because these simple words are highly valued. Find and thank at least one staff member each day for something they have done that you are truly grateful for.

1.b.9 Share thank you notes received with everyone in the facility For example, via e-mail, posted on a bulletin board.

1.b.10 Recognize and reward staff for performance and commitment. For example, sponsor an annual banquet to recognize staff for years of service. Invite staff’s family members to attend. Share specific stories about the staff member’s contributions during the introduction. Invite residents and their families to come if they are able.

1.b.11 Celebrate success and recognize and reward staff who contribute to achievement of organizational goals. For example, successes with quality improvement initiatives, long periods without accidents or without unscheduled absences.

1.b.12 Provide opportunities for staff to recognize or nominate fellow staff members for recognition for good work in the moment or for awards for overall performance. Tie these recognitions to rewards, such as public acknowledgement, gift cards, or the ability to order gifts from a catalogue.

1.b.13 After survey process is complete, recognize the full team for their contributions. For example, have formal leaders come in on all shifts and recognize or thank the staff, or provide snacks while rounding throughout the building.

1.b.14 Celebrate successes - it’s the little things that matter. Recognition is most effective when it is timely and specific.

1.b.15 Change your mind if someone has a better idea. Then give them credit.

1.b.16 Remove negative language. Talk positively about others.

1.b.17 Seek out feedback on your individual performance and seek mentoring from peers.

1.b.18 Credit others for contributions that positively affect your performance.

1.c Change Concept: Plant now – harvest later: Nurture professional growth and foster innovation in others.

Action Items

1.c.1 Set the expectation for leaders and staff to look for and share ideas for ways to grow and innovate.

- Encourage attendance at conferences and participation in community, state, or national committees. Expect staff to bring ideas back to the organization and develop a process for sharing what they learned.
- Help leaders and staff to feel in control of and committed to their neighborhoods or departments – to know that they can influence how their days go and the outcomes they achieve. For

example, if a nursing assistant knows that a resident needs flexibility in scheduling of a bath or a meal, support staff to be able to accommodate resident preference.

- Build leadership skills through training, support, and coaching to help staff be effective. Provide varied opportunities for staff to step into leadership and support them with specific feedback and guidance when they do.
- Develop opportunities for leaders to learn from and support each other. For example, establish groups of new leaders and provide mentoring in order to help them understand the organization and provide support to each other. Build a positive chain of leadership among nurses and other supervisors. Have peer meetings and one-on-one discussions focused on their development as supervisors, including discussion of specific personnel issues to help them handle these issues successfully.

1.c.2 Supply clinical and non-clinical consultants to staff, when needed, to provide ongoing learning, professional growth and to promote success in achieving goals of residents or the organization.

1.c.3 Seek creative ideas from sources within and outside the organization in order to foster innovation. Create a safe environment to test new changes, to try new ways to meet resident needs.

1.c.4 Accept or seek out opportunities to contribute to learning in the long-term care profession.

For example:

- Serve as a site for applied training for new practitioners. Participate in educating student nurses, physical therapists, social workers, aides, etc. Learn from them and their schools about new emerging practices. Make sure they are on the right path with promoting individualized care in long term care.
- Participate in research studies or projects contributing to the advancement of the long-term care field.

1.d Change Concept: Focus on systems for change.

Action Items

1.d.1 Proactively look for opportunities to improve the system and avoid errors and adverse events by asking staff, "Where are we at risk? Where are you most concerned about making an error? Where could we improve our system or process in order to prevent errors?" This supports the expectation and importance of staff sharing information about potential problems and quality concerns.

1.d.2 Openly admit your unintentional errors so people are less afraid to admit theirs.

1.d.3 When a mistake/unintentional error occurs, ensure that staff feel safe to report the problem immediately. Do not punish for errors or mistakes but instead look for how to improve the system to prevent problems from occurring.

1.d.4 Use the root cause analysis (RCA) process to look at systems rather than individuals when something breaks down – this is a practice that will be useful to create a non-punitive environment and to support Quality Assurance and Performance Improvement (QAPI). Demonstrate that you are willing to take the time to investigate and understand why something happened before determining a response.

1.d.5 Have leaders confer before deciding how to handle a quality breach by a staff member, rather than having each supervisor act alone. Explore process factors that might have caused the mistake so the appropriate response can be made. For example, if a nurse is making medication errors, determine if there are stresses and interruptions affecting his/her concentration, or other process or system issues that increase the likelihood of errors.

- 1.d.6** Recognize that having a non-punitive culture does not mean not holding people accountable. Make sure that staff members understand that there are intentional reckless behaviors that will result in punitive actions. For example, abuse of any kind, taking tips from residents.
- 1.d.7** If practices are not making sense or are frustrating to staff, residents or family, do not settle for “this is just the way it has to be or the way we’ve always done it”—challenge that, sort out what you have control over and look for ways to address improvements.
- 1.d.8** Guide and empower staff to solve problems. For example, leaders should respond to problems that are raised not by proposing a solution but instead by asking the team to investigate and determine what they believe would work best. This will help you address root causes of problems and promote buy-in with the solutions. Leaders serve as a resource and coach to the staff. Help them understand the parameters they need to work within so that they are able to develop solutions that are usable.

Use this extra space to jot down brilliant ideas and action items!

