North Central Health Care
Wausau, WI
- Our roots date back to 1893 to the Marathon County Asylum for the Insane
- 19 Different Service Lines, 750 Employees
- Mount View Care Center = County Nursing Home within NCHC
- MVCC provides care for 200 residents
  - Long and Short Term Care
  - Ventilator Dependent Neighborhood
  - Dementia Care Neighborhoods
  - Employ about 150 CNAs

“Every organization is perfectly designed to get the results that it is currently getting.”
HOW CAN I BE SO SURE?

I’m new at Mount View

118% TURNOVER

WHAT WERE WE THINKING?

• Not the right Applicant...WRONG!
  ➢ We were the problem.
• We had an "Opportunity" WRONG!
  ➢ We had a problem... a big one.
• Not just one issue, it was a WHOLE BUNCH of issues that we couldn't fix overnight.
• "Once we have the people, then we can make the changes."

First Step: Admitting we were/are the problem.

WHAT WERE WE DOING?

• Telling CNAs, “Just go and do it!”
• Being “Mean” girls
• Creating rigid, inflexible schedules
• Showing no avenue for success.
  ➢ Staff walk-outs after first day!
• Scaring people with “warnings & expectations”
  ➢ “Watch out for so-and-so.”
How many tasks does a newly employed CNA need to know in order to be successful at your organization?

115 Tasks = 6 Pages!

We Built a NEW Orientation designed to help people be successful

Know the Job/Work the Job
- You can’t build from behind a desk.

Ask the Experts
- Talk with CNA and Nurses. What are their expectations of new employees? How much are they willing to help? Which ones are interested in helping train?

Be Realistic
- Expose them to everything, even if just a little bit.
- Bite off the big tasks right away.

GET THE RIGHT PEOPLE ON THE BUS.
WHO ARE THOSE PEOPLE?

Core Values
The right person has more to do with character traits and innate capabilities than with specific knowledge, background or skills.

Demand Excellence
Your work is an honor and a privilege. 
When in doubt, don’t hire - keep looking

Do Not Settle For Warm Bodies
Ask the Right Questions to Find the Right People

Nursing Home Questions for All Staff:
✓ What are your core values? How do you live by them?
  Provide specific examples.
✓ The Resident experience is a large part of our organization and our culture. What does resident experience mean to you?

CNA Specific Questions
✓ Describe the most difficult patient/customer experience that you’ve had. What was the situation and how did you handle it?
CULTURE & TRAINING: THE PERFECT COMBINATION

Training without Culture = People with knowledge but no avenue to explore it.

Culture without Training = The right people lacking all the tools they need to problem solve.

You can teach caregivers a topic, but until they abandon their old ways, old perceptions, and the old medical model, they won’t ever truly understand the person.

“It’s not about the floor, but about the people who walk on it.”

All Nursing Home Employees

Day 1 - 3
• General Organizational Orientation
• Core Values, Mission and Vision
• Special Populations we Serve

Day 3
• Insurance & Benefits
• Healthstreams

Day 4 (Nursing Home)
• Infection Prevention
• Laundry, Housekeeping, Dietary, Activities
• Lunch with the Residents
• Another Tour
• On-shift & Scheduling

Day 5
• The difference you make
• "Stuff" you need to do your job
• Dining Competency

Day 6 (Shadowing Day)
• Pace of the units
• Getting to know people
• Jumping in if you feel ready

Day 7
• CNA Skills Day
• ADL coding
• Computer time

CNA & Nurse Specific
How To Keep the Right People

• Avoid the assumption that CNAs don’t want or have time for education.
• Take responsibility for people not listening.
• Make training and education accessible onsite.
  ❖ Prior to 2017, we sent all staff outside for training
• Find fun ways to educate staff.

• 12 sessions, including some Saturdays
• Collaborate between the entire Interdisciplinary team.
• Focus on Empathy - “I’ve never sat in a wheelchair before.”
• Real life – Panis Belt

2017 CNA Education & Competency Validation

<table>
<thead>
<tr>
<th>Education</th>
<th>8:00 a.m. (First half of 8 hour session)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demineral Care</td>
<td>8:00-9:00</td>
</tr>
<tr>
<td>Pressure Ulcers</td>
<td>9:00-10:00</td>
</tr>
<tr>
<td>Hand Hygiene &amp; Personal Protective Equipment</td>
<td>10:00-11:00</td>
</tr>
<tr>
<td>Medication &amp; Infection Control</td>
<td>11:00-12:00</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>12:00-1:00</td>
</tr>
<tr>
<td>Bed Bathing</td>
<td>1:00-2:00</td>
</tr>
<tr>
<td>Skills Lab</td>
<td>2:00 p.m. (Second half of 8 hour session)</td>
</tr>
<tr>
<td>Ventilator Basics</td>
<td></td>
</tr>
<tr>
<td>Enlarged Anatomy</td>
<td></td>
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<tr>
<td>ORI Card</td>
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<tr>
<td>NPO Card</td>
<td></td>
</tr>
<tr>
<td>Respiratory Care</td>
<td></td>
</tr>
</tbody>
</table>

For 2018 what would you like to see EDUCATION on (check all that interest you):
“A few well placed words can really change the trajectory of somebody’s career.”

I am chronically late

TAKE CARE OF THE PEOPLE
WHO TAKE CARE OF YOUR PEOPLE

What am I doing on a consistent basis to cultivate a better environment? (consistent = every day or every other day)

Recognition & Appreciation

- Recognize people for their work.
- Actually connect with them.
- Value their home life AND their work life.
- Nobody likes boring appreciation so make it fun!
  - “Nacho Average CNAs!”

AGENDA FOR THE DAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:45</td>
<td>11:30-12:15 Trauma Informed Care &amp; Mental Health</td>
</tr>
<tr>
<td>12:15</td>
<td>12:30-1:00 Lunch/Tryppping</td>
</tr>
<tr>
<td>1:00</td>
<td>1:00-1:30 Psychology</td>
</tr>
<tr>
<td>1:30</td>
<td>1:30-2:00 Research</td>
</tr>
<tr>
<td>2:30</td>
<td>2:00-2:30 Discussion Panel</td>
</tr>
<tr>
<td>2:30</td>
<td>2:30-3:00 Skills</td>
</tr>
<tr>
<td>3:00</td>
<td>3:00-3:30 Death &amp; Dying Syndrome</td>
</tr>
<tr>
<td>3:30</td>
<td>3:30-4:15 Demorization</td>
</tr>
<tr>
<td>4:15</td>
<td>4:15-5:00 Work/Life Balance</td>
</tr>
<tr>
<td>5:00</td>
<td>5:00-6:00 Wrap-Up</td>
</tr>
</tbody>
</table>

TAKE CARE OF THE PEOPLE WHO TAKE CARE OF YOUR PEOPLE

What am I doing on a consistent basis to cultivate a better environment? (consistent = every day or every other day)

Recognition & Appreciation

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AGAIN

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My Advice To You

• Either do the job yourself or ask the people who do the job...ask lots of people, don’t assume you know.
• Start with the interview.
• Don’t push people through orientation, complete the process.
• Don’t assume people who have years of experience know how to do it “your way” or the correct way.
• Follow up...if it’s not going how you think. You can only control your part of orientation.
• And no matter how in-depth your orientation is you can’t teach them everything, but even a little is worth it.

WHAT TO REMEMBER:

✓ CNAs are not at your facility to make YOU successful, your facility is there to help THEM be successful.
✓ If you build it they will come...people will see the changes you are making.
✓ Don’t surface value people, actually connect and value them.
✓ Take care of the people who are taking care of your people.
✓ “My time is no more or less important than yours.”
Questions to Ask Your Team

What does your organization or you need to **STOP DOING**?

What does your organization or you need to **START DOING**?

“Pretend that every single person you meet has a sign around his or her neck that says, 'Make me feel important.'”

- Mary Kay Ash
  American Businesswoman