WI Department of Health Services
Division of Quality Assurance

Special Session

The Art and Science of Dementia Care Without Drugs

Consistent Assignment
How to
Overcome Operational Challenges to
Strengthen and Maximize
this Essential System

November 19, 2013

Faculty:

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www.BandFConsultingInc.com

Pioneer Network Incubator

Step One – Foundational Practices for Accelerated Improvement

- Consistent Assignment
- Huddles
- CNA Involvement in Care Planning
- QI Closest to the Resident

Step Two – Clinical Applications

- Reduced Falls, Alarms, Antipsychotics, Pressure Ulcers, and Rehospitalizations

Step Three – Individualized Care

- From exception to organization-wide

Toolkit with tip sheets, starter exercises, and media clips

At www.PioneerNetwork.net

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Consistent Assignment

Consistent Assignment Tip Sheet

Consistent Assignment Starter Exercise

Consistent Assignment Video Clip - Hear from the team at incubator home Cornerstone Care Options in Portland, OR, how they went from consistent assignment in theory to dedicated assignments in practice.

Huddles

Huddles Tip Sheet

Huddles Starter Exercise

Huddles Video Clip - Hearfrom the team at Glenridge Living Communities in Augusta, ME, how theyuse huddles for teamwork and problem solving to provide high qualityindividualized care.

Involving CNAs in Care Planning

Involving CNAs in Care Planning Tip Sheet

Involving CNAs in Care Planning Starter Exercise

Involving CNAs in Care Planning Video Clip - Hear from the team at incubator home Rose Villa inPortland, OR, how they involved CNAs in care planning and the benefitsof doing so.

QI Huddles Closest to the Resident

QI Huddles Closest to the Resident Tip Sheet

QI Huddles Closest to the Resident Starter Exercise

QIHuddles Closest to the Resident Video Clip - Hear from two incubator home teams from Lutheran Senior Services in St. Louis, MO, how they use QI huddles involving staff closest to the resident to improve quality of care andquality of life outcomes for residents.

Key Premise

Relationships Determine Outcomes

- Quality, the **result**, is a function of quality, the **process**
- Cannot continuously improve interdependent systems and **processes** until you progressively improve interdependent, interpersonal **relationships**

Covey, 1991

Theory of relational coordination:

- Relationships with the resident are shaped by the relationships among all those who are caring for the resident
- It is the *community* of relationships that shapes the resident experience

Jody Hoffer Gittell
Brandeis University

Dimensions of Relational Coordination

Interdisciplinary ~ Interdepartmental
Across Shifts and Days

Communication
- **Frequent**
- **Timely**
- **Accurate**
- **Problem-solving**

Relationship
- **Shared Goals**
- **Shared Knowledge**
- **Mutual Respect**

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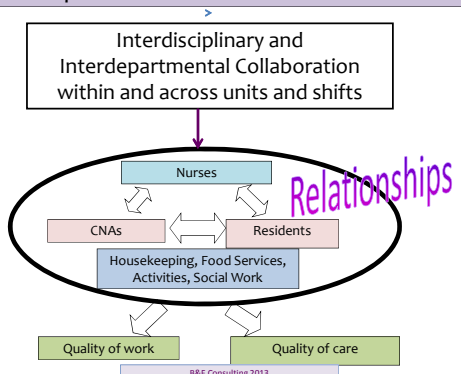
Relationships Closest to the Resident Matter Most



Eaton, Bishop, Gittell

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Consistent Assignments

The Silver Bullet

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The *Why* of Consistent Assignments

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The *Why* of Consistent Assignments

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Receiving Intimate Care is Emotionally Difficult

How Care is Provided Really Matters

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The *How* of Consistent Assignments:

What's Needed for Consistent Assignment to Work

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Staff engagement in the process:

NC DON wanted to develop and engage CNAs and charge nurse in piloting improving consistent assignment so she had one CNA collect data on:

How many different CNAs is a resident receiving care from?

and another CNA collect data on:

How many times are "consistent" CNAs moved to another assignment to cover an absence?

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How consistent are you?

You have it in theory…do you have it in reality

Measure your current practice:

How many different CNAs is a resident receiving care from?

How many times are "consistent" CNAs moved to another assignment to cover an absence?

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We thought we were doing consistent assignment but realized we weren't

Cornerstone Care Options
Portland, OR

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How-to Basics for Dedicated Assignment

- A Good Process
  - Fair distribution of work
  - Matches work for residents and staff
- Charge nurse support
  - Adjust as needed
  - Support for residents staff find challenging
- Include nurses, housekeeping, activities, SW
- Revisit periodically for changes in census and staff

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Process for Weighting and Balancing Assignments

Rate each resident on scale of 1 – 3 in each dimension – physical and non-physical factors

Resident	Physical	Non-physical	Total

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Consistent Assignment: Implementation Issues

Making the math work

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An Option for Scheduling
4 on 2 off schedule

With an Even # of CNA assignments,
3 CNAs serve 2 resident assignments

	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S
Maria	1	1	1	1	O	O	1	1	1	1	O	O	1	1
Jen	2	2	O	O	2	2	2	2	O	O	2	2	2	2
Ellie	O	O	2	2	1	1	O	O	2	2	1	1	O	O

David Farrell

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One Option: Hiring and Scheduling for Dedicated Assignments

- Each 8 hour shift x 7 days = 56 hours
- 56 hours of CNAs = 32 hours + 24 hours
- Hire into 32 hr or 24 hr positions by assignment, alternating weekends
- CNAs can switch days
- CNAs can pick up extra shifts on their neighborhood/household/unit

Resident Assignments	32 hrs Days	24 hrs Days	32 hrs PMs	24 hrs PMs	32 hrs. nights	24 hrs. nights
Group One	CNA 1	CNA 2	CNA 3	CNA 4	CNA 5	CNA 6
Group Two	CNA 7	CNA 8	CNA 9	CNA 10	CNA 11	CNA 12
Group Three	CNA 13	CNA 14	CNA 15	CNA 16	CNA 17	CNA 18

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Consistent Assignment: Implementation Issues

How do you handle Burn-out,
especially due to:
Hard to care for residents/families

Tip: Team care

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Consistent Assignment: Implementation Issues

How to Handle Transitioning
when a CNA leaves

Tips:
Provide a good introduction for resident to new person providing care

Huddles and Teamwork to help new staff
get to know residents

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Consistent Assignment: Implementation Issues

Unscheduled Absences

Tip:
Don't double the disruption
All Hands on Deck

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Eaton's Findings on Scheduling

Most Common Reason for Termination

- **Flexible in low turnover facilities**
  - Allow for different start times
  - Consider personal lives
- **Rigid in high turnover facilities**
  - "Personal life is not my problem."

Eaton, Phase II Final Report, 2001

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Staffing Coordinators

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

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Measure It - Collect Data

- Single point person
- Review individual records monthly
- Analyze it for individual's and facility trends
  - By day of the week
  - By unit, shift
- Feedback – one of three letters in paychecks
  - Thanks for good attendance
  - Come see us if you need help
  - We need to talk to you about your poor attendance

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Perfect Attendance Bonus

- Time Period
- Amount
- Pay-out options:
  - Lump sum
  - Increase the hourly rate for next pay period
  - Non-monetary (gas cards, grocery cards)
  - Raffle
- Team rewards

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Proactive Replacement Plan

Short term:

- Call employee who called off
  - Show concern
  - Replace for next shift?
- Replacement priority list
  - Confirmed to come in
  - Name, phone number
  - Best time to call

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To Be Expected

"Thanks for being here today.
I'll see you tomorrow?"

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Summary: "To Do" List

- Measure it
- Fairness, Flexibility, Support and Accountability
- It starts with a good scheduler
- Employee Assistance
- Rewards and recognition – individual and team
- Proactive replacement plan

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Table Discussion

Share best practices
in promoting attendance

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Involving dedicated CNAs
In care plan meetings

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Dedicated CNAs Involvement in Care Planning

- Have CNAs routinely share at shift huddles
- In huddle let CNA's know when residents are in ARD window and about care planning conference
- Hold care conference where CNAs can get to it
- Guide CNAs on what to share
  - Role play training
  - Guide sheet
- Use non-technical language
- When CNAs raise issues, discuss, explain, follow-up
- Tip: helps you get ready for QIS!

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Table Discussion

Share best practices in involving consistently assigned CNAs In Care plan meetings

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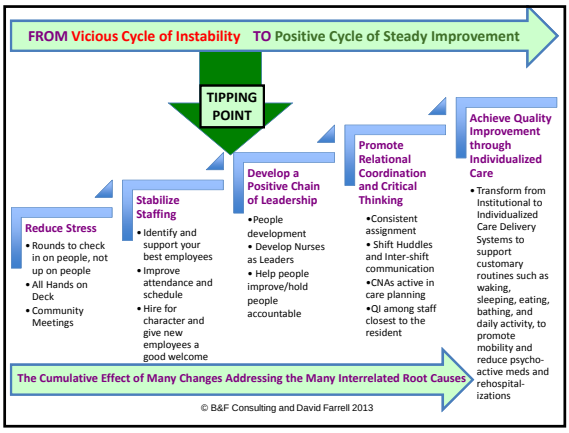

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