

C.N.A. Educators

What You Do Matters!

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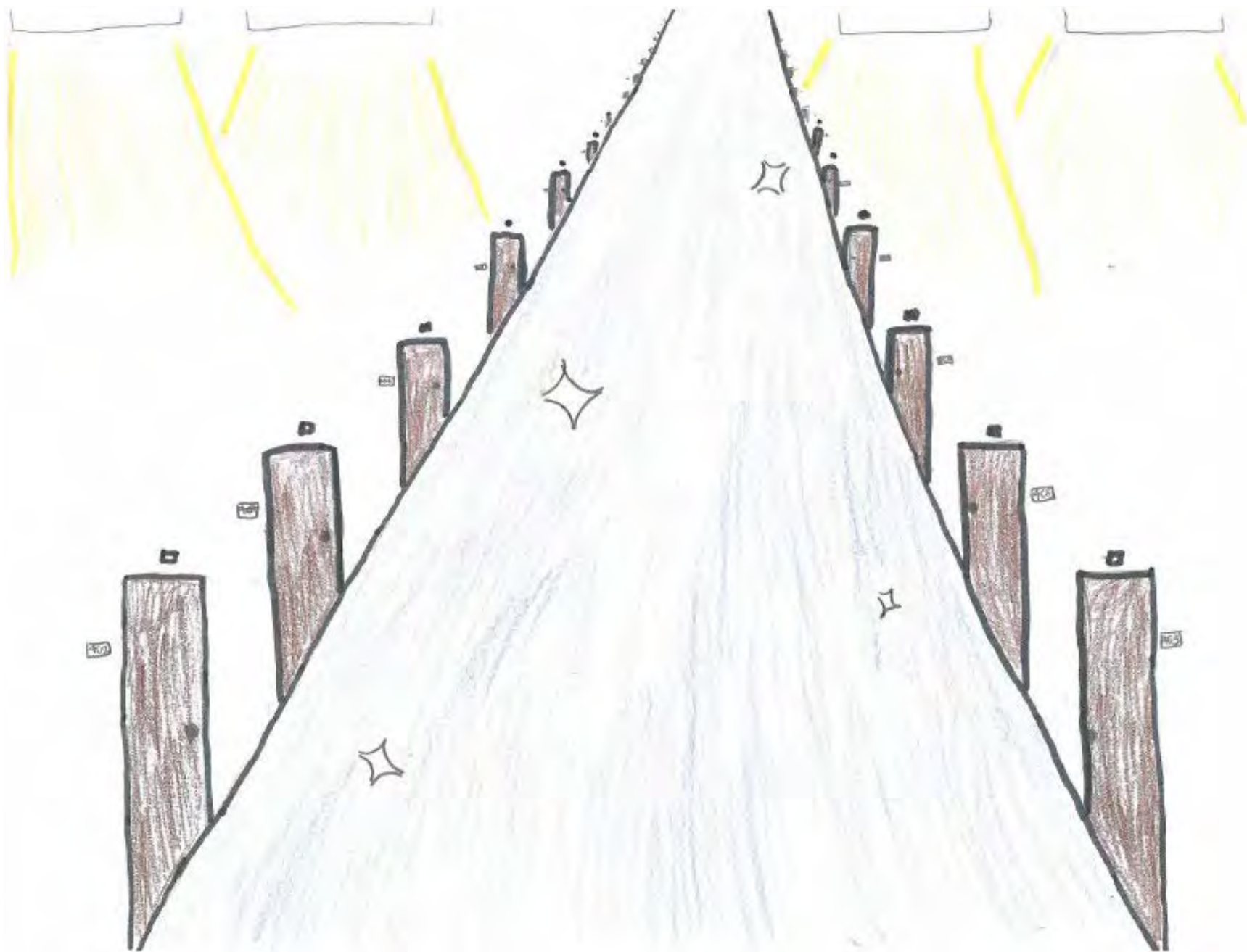


Sunny Acres
Nursing Home



WELCOME





Sunny Acres
Cafeteria



Can we
go home now
mom?



82
77

Nursing
Station
1



Humankind

Human + Kind ?

Dr. Bill Thomas –
“Loneliness, Helplessness and Boredom”



Oakland June 2006

- Nursing Department = 77% turnover rate
- **CNAs = 94% turnover rate**
 - **\$1,961 direct cost to replace one**
- Average of 52 CNA call-outs per month
- 5.5% in-house PU rate
- 34 falls per month

Shock and Awe in Oakland

- Vacant shifts
- Dirty depressing break room
- Illegible forms
- Overflowing charts
- Frayed binders
- Patients screaming out
- Physical restraints
- Old Geri-chairs
- Disorder at the nursing station

Just an RNA

Who are the C.N.A.'s?

- Total 1.55 million
- 92% are women
- 21% are born outside the U.S.
- Average age is 37
- Injured 3 times more frequently
- Median hourly wage is \$13.38
- 52% no formal education beyond high school
- 44% low-income households
- 36% rely on public benefits
- 11% uninsured and 25% on Medicaid

Building Trust and Making a Statement

- Presence
- Asking and delivering
 - *Bendable straws*
- Consistency
- Listening
- Painting the graffiti

“We are going to paint the graffiti everyday”



Hope in Oakland

- Infect them with person-centered care
- Small changes matter
- CNAs influenced by little things
 - Acutely aware and sensitive
 - Graffiti on the building and chaos at nursing station
= absenteeism, fake vital signs, neglect

Speaking with Conviction

“The staff who touch and interact with the residents the most...are the most important people here! We serve them.”

Institute of Medicine

“Quality of care depends on the performance of the frontline caregiver.”

- Staffing levels are necessary
- Other key factors:
 - Education
 - Supervision
 - Job satisfaction
 - Turnover
 - Organizational culture

Corporate Hotline Call

*“It’s about this new Administrator -
He is pretending to like us!”*

PM Shift CNA

Formula for Person-Centered Care

High CNA satisfaction + CNA Retention + Consistent Assignment of CNAs = Strong Relationships

The Experts who know their baseline and...

- Their strengths, hopes, daily pleasures
- Names of the kids and grandchildren
- Anticipating needs
- Trigger Reciprocity

Infrastructure for Success

CNA Involvement

Care Planning

To Collaborate with Staff Closest to Residents

Morning Stand-Up and Rounding

To Communicate with CNAs

Huddles with CNAs and Nurses

So CNAs Routinely Share / Problem Solve Together

Nursing Staff Stability and Consistency

So They Deeply Know Groups of Residents and Coworkers

Tipping Points

- Ample higher quality supplies
- Resident transfer equipment
- Staff composition
- Consistent assignment
- Systems of regular communication
 - Report between shifts
 - Safety huddles



The Impact of Leaders

Healthcare organizations

- Leader's actions influence:
 - Culture
 - Relationships
 - Staff engagement
 - Clinical outcomes
 - Quality of life

Culture is Improving

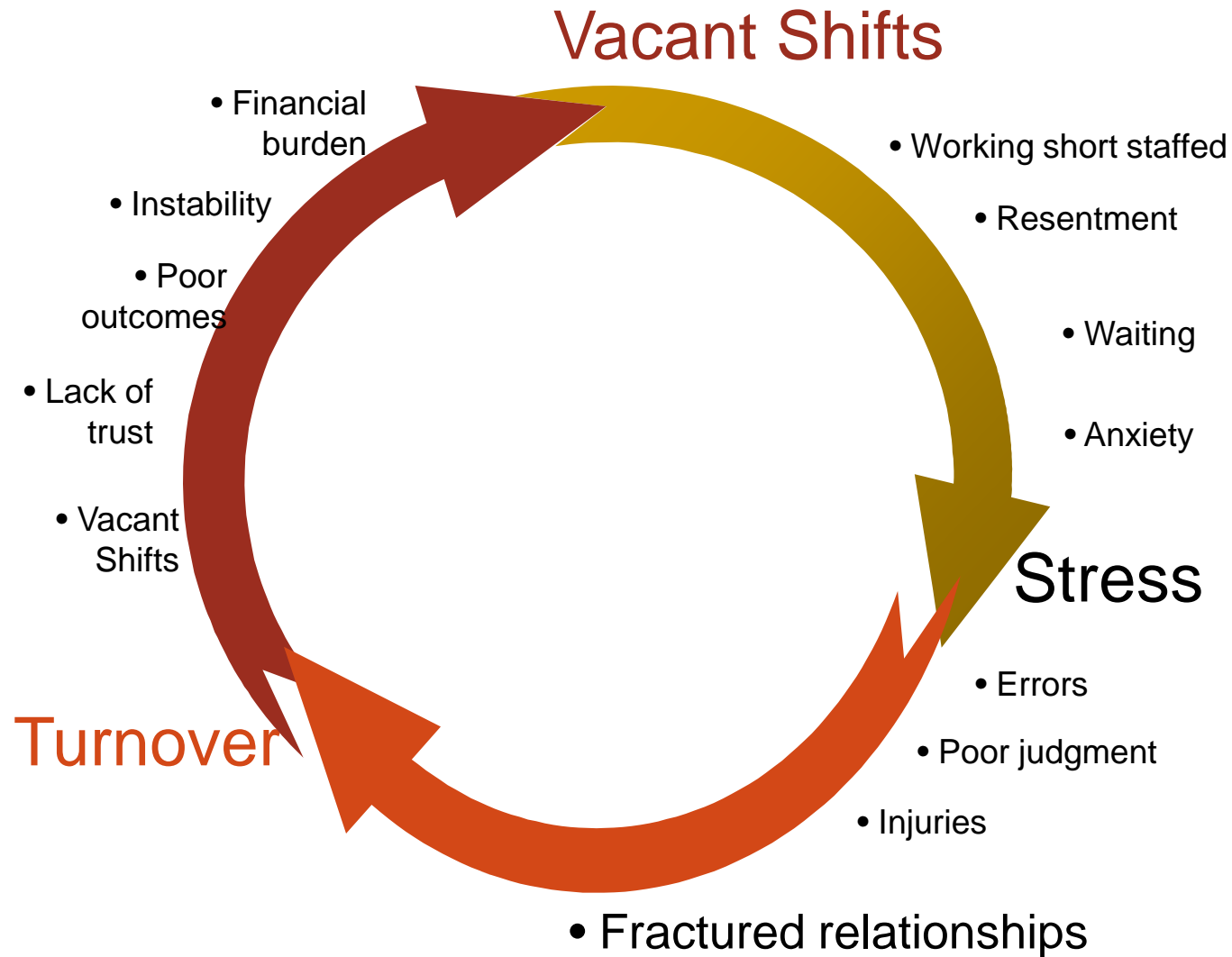
“I got your back.”

Pam, CNA

“What a Difference Management Makes”

- 4 high turnover vs. 4 low turnover SNFs
- Areas that distinguished low vs. high
 - Leadership visibility
 - Cared for caregivers
 - Orientation, career ladders, scheduling
 - Primary assignments
 - Rarely worked short

A Vicious Cycle of Staff Instability



What is it like...

...to work understaffed?

- “Showers are skipped, men don’t get shaved and people are left with empty cups.”
- “We deliver rushed, harried and depersonalized care.”
- “Hell.”

...to work fully staffed?

- “You can take the time to be more human.”

What is it like...in Your Healthcare Setting?

...to work understaffed?

...to work fully staffed?

Time Pressure = Insensitivity

Good Samaritan Experiment – 3 groups

- No hurry
- Hurry up
- Rush over – we are late
- Cognitive narrowing – focus on task

Pearson, C., Porath, C. 2009

Moving Mr. Bell

Turnover + Absenteeism = Staff Instability

CNAs Report What get's skipped –

- Range of motion
- Hydration
- Dining assistance
- Bathing

CNA Instability = Poor Quality Outcomes

- Catheter use
- Contractures
- Pressure ulcers
- Off-label use of antipsychotic medications
- Dept. of health deficiencies

Castle et al., 2005
Castle, 2007

The Impact of CNA Instability

Vacant shifts = more and different patients

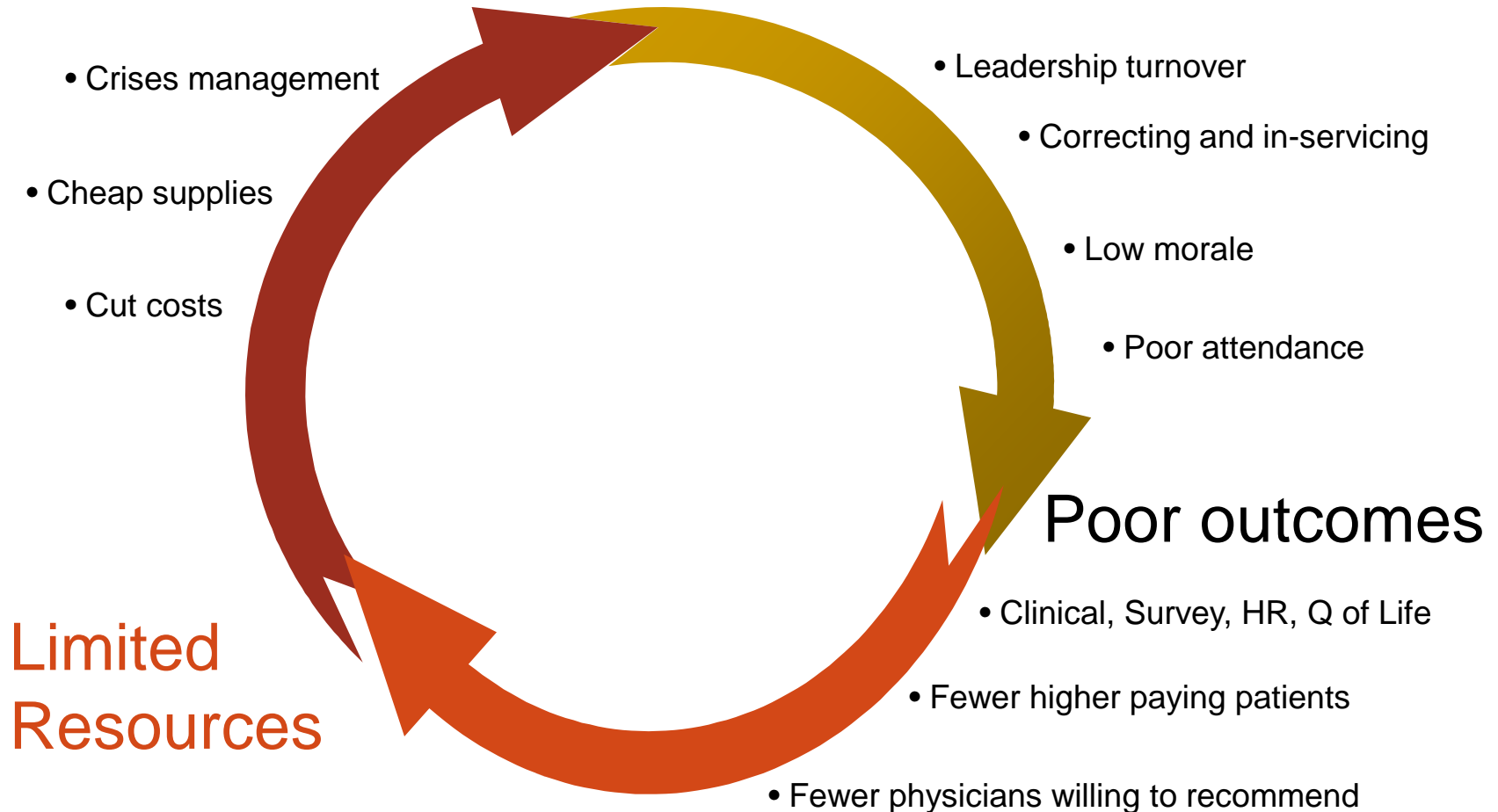
Interrupts continuity:

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

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

Vicious Cycle of Low Performer

CNA Instability



Social Determinants of Absenteeism

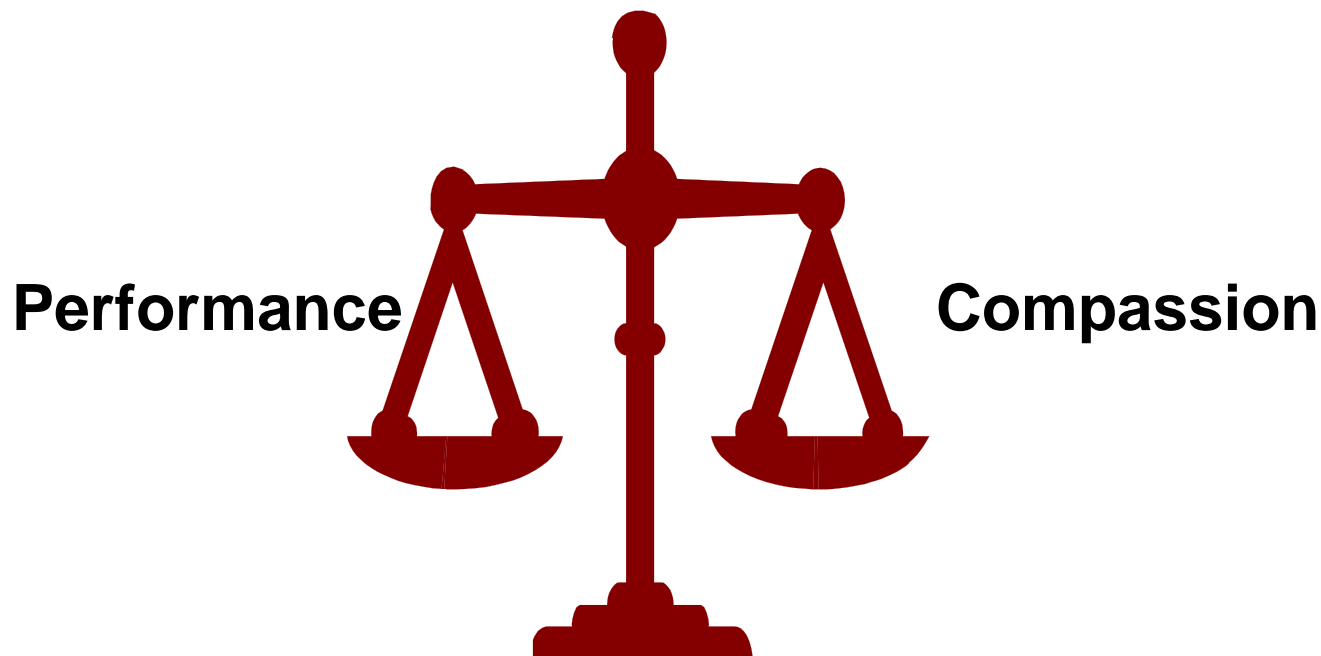
Sick Days and Demographics of US Workers -

- 5 = average sick days
 - 6 sick days for women and 4 for men
- 3 = sick days college graduates
- 8 = sick days H.S. diploma or less
- 9 = sick days of divorced or separated
 - 4 sick days for married or never married
- 13 = sick days of those on Medicaid
 - 3 sick days for those covered by insurance

Laurianne

You Are Important

“We missed you yesterday...and the rest of the students did too. I hope your son is feeling better. We are a better class when you are here.”



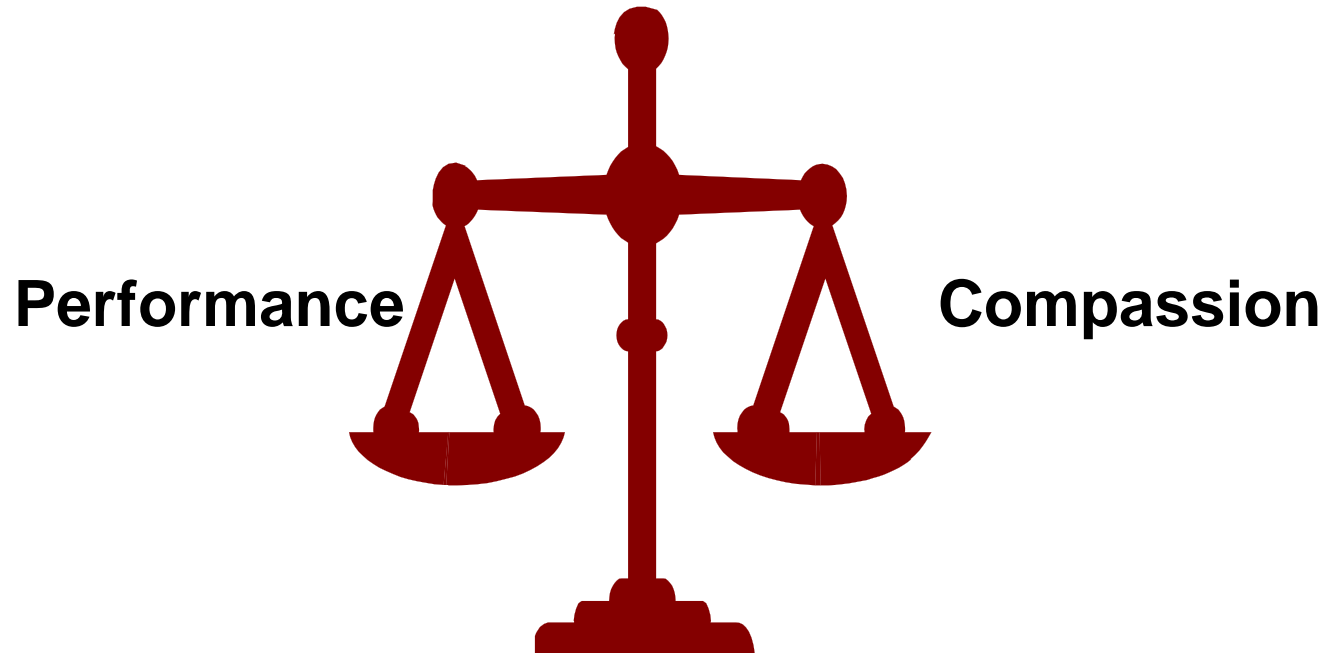
Invisibility

“The problem is not motivation. It is the ways in which we unintentionally de-motivate (C.N.A.’s).”

Quint Studer

To Be Expected

***“I’m looking forward to seeing you again tomorrow.
You ask good questions which helps all of the students. We
are a better class when you are here.”***



Triggering Higher Graduation Rates

Better Selection

Ask the right questions to screen for key character traits:

- Observe their interactions
- Are they compassionate?
- Are they sensitive to others?
- Do they have self-esteem?
- Can they communicate, read, write and learn?
- Are they friendly and do they smile?
- Do they have access to transportation everyday?

Care, Listen, Minimize Stress -

- **Shared Goals** — Every available seat in the class is filled and everyone graduates
- **Focused effort** on the outliers to influence those in the middle — the spillover effect
- Have **critical conversations** more frequently...more compassionately

Enhancing Student Relations

- Strengthen connections
 - *To create the best learning conditions*
- Structure fun, interactive events
- Karaoke day
- Kids Day
- Heritage Days
- Mid-term celebration
- Graduation day

Adult Education

- Key Elements – What Works:
 - Interactive/hands-on
 - A safe environment
 - Multi-faceted approaches
 - Individualized, small and large group
 - English and Spanish versions
 - Reminders and refreshers
 - Videos, pocket cards, posters, pay check stuffers

What You Do Matters



Thank You!

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