National Dementia Care Practice Recommendations: Developing a Competent Person-Centered Care Workforce

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1

Person-centered care - Foundational

- Detection and diagnosis
- Assessment and care planning
- Medical management
- Information, education and support
- Ongoing care for behavioral and psychological symptoms and support for activities of daily living
- Workforce/Staffing
- Supportive and therapeutic environments
- Transitions and coordination of services

2

National Association Recommendations

- 2018 Recommendations – last in 2009
- First time workforce/staff is an area of concentration
- All recommendations published in peer-reviewed journal in a special supplement February 2018 in "The Gerontologist"
- All can be found on website

3

Employee Satisfaction

- "Single most determining factor and most important measure of quality care"
- High employee satisfaction outcomes:
  - Engaged staff, person-centered care
  - High customer satisfaction
  - Better compliance, CMS Five Star ratings
  - Less survey deficiencies, citations, fines, lawsuits
  - Maximized reimbursement
  - Partnerships - Hospitals, ACOs, Managed Care, etc.
  - Higher census

4

Average Turnover in Long-Term Care

- Assisted Living – 24.2% - 135%
- Nursing Facilities – 43.9% - 106% - 400%
- Administrators – 43%+
- What is your turnover costing you?

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5

Real Cost of Turnover

- NF with 102 residents:
  - 6 RN's @ 150% of $47,000 = $317,250.00
  - 10 LPN @ 150% of $36,000 = $421,200.00
  - 35 CNA @ $5,000 = $185,000.00
- Total $923,450.00 per year

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6

Real Cost of Turnover

- CCRC with 235 residents :
  - DON @ 150% $70,000 = $105,000.00
  - RN's 8 @ 150% $62,000 = $496,000.00
  - LPN's 10 @ 150% $48,000 = $480,000.00
  - CNA's 45 @ $5000 = $225,000.00

- Total $1,306,000.00 per year

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7

Workforce Best Practice Recommendations

- Alzheimer's Association 2018 Workforce recommendations for creating competent person-centered care staff and environments
- Workforce - direct care providers, all staff
- Staff play a vital role in the quality of care and quality of life of individuals with dementia and their families
- Best practices are the result of an examination of literature and research, and over 30 years of hands-on clinical practice
- These best practice recommendations are essential for staff engagement, satisfaction and retention, creating an effective culture

8

2018 Workforce Recommendations

- Provide thorough orientation, training, ongoing education
- Develop systems for collecting and disseminating person-centered care information
- Encourage communication, teamwork and collaboration
- Establish involved, caring and supportive leadership
- Promote and encourage resident, staff and family relationships
- Evaluate systems and progress routinely for continuous improvement

9

Provide a thorough orientation and training program for new staff and ongoing education

- Hiring process - selection and tour
- Orientation and Ongoing Education
  - Training improved knowledge, attitude, teamwork, job satisfaction, retention, outcomes, decreased behavioral challenges……
  - Training programs lack sustainability - ongoing training
  - Staff want education in-person, as well as online

10

Orientation and Training - Ongoing

- Length of time
- Vision and performance expectations
  - Service-oriented - welcoming environment, atmosphere
  - Team, collaboration - "not my job"
  - Review annually and every time care partners have "lost their way"

11

Provide a thorough orientation and training program for new staff and ongoing education

- Preparation & Orientation Research
  - 1 day or less: 44%
  - 2-3 days: 20%
  - 4-5 days: 23%
- Buddy/Mentors

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12

Develop a system for collecting and disseminating person-centered information

- PCC information to all care partners, all shifts –how to do this…
- PCC – Know the person – "life stories"
- Major issue is the lack of information and access for care partners
  - EHR, MDS limited
  - No time for care partners to search record
  - Offers many clues for environmental/program needs

13

Person-centered care – "Life story"

14

Involved, caring, and supportive leadership team

- Leadership Team
  - Leadership support/involvement in education/communication/support
  - Support staff in person-centered care practices
  - Educate and allow for innovation
  - Leadership team can share the responsibilities – interdepartmental
  - Leadership meetings weekly, retreats
    - Strategic vs crisis management

15

Promote and encourage resident, staff and family relationships

- Engage families for information
  - Life history, routine, strategies
- Educate and allow staff to communicate with families
- Consistent assignments
- Encourage communication – routine educational meetings with agenda

16

Evaluate systems and progress routinely for continuous improvement

- Measure the impact of interventions (QAPI)
  - Attend to service issues
  - Turnover, orientation, education
  - Vision in daily operations
  - Staff engagement and satisfaction
  - Communication/support
  - Resident and family satisfaction
    - Dig deep
    - Share results
    - Act on needs

17

What Customers Want (2015)

- Caring and concerned staff
  - Know the "person"
  - Enhances relationship with families
- Competent staff – adequate levels
- Respectful and responsive staff and management

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18

Integrating Families – Person-Centered

- Admission process
  - Answer the phone
  - "Walk in their shoes"
- Be proactive with concerns/complaints
- Routine family meetings agenda – education and communication

19

Family Satisfaction

- System for tracking concerns, complaints – evaluate, implement strategies, evaluate
- Family satisfaction surveys
  - Dig deep, all departments
  - Outside consultant
- Share outcomes – staff and families

20

Research outcomes of an organizational approach

21

What we know…

Single staff satisfaction programs are like "throwing darts"

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22

Staff Comments

23

Organizational Approach Enhances Outcomes

- It is not only about regulations – it is about creating a quality of life for those who **live and work** in your facility

24