Leadership Skills to Foster Teamwork and Raise Staff Spirits

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Topics

Turnover and retention
Facility culture
Perceptions
Nurturing morale
Compassion fatigue and burnout
Moral injury
Setting boundaries
Purpose
Appreciation and recognition

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Poll: Who's In the Room?

- NF/SNF - Executive Director or Administrator
- ALF/RCF – Executive Director or Administrator
- NF/SNF - Department Manager
- ALF/RCF – Department Manager
- NF/SNF – Staff Member
- ALF/RCF – Staff Member

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This presentation is about ideas to spark your interest, creativity and ultimately achieve sustainable culture change!

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What's your re-entry plan?

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Relationship With Time

"I don't have enough time."

"I can't take on another task."

- Instead of focusing on time, focus on *priorities*. By changing our priorities, and having different conversations, we can rearrange our day to meet our needs, and those of the people we serve.

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Staff Retention is Not a New Challenge For Nursing Homes
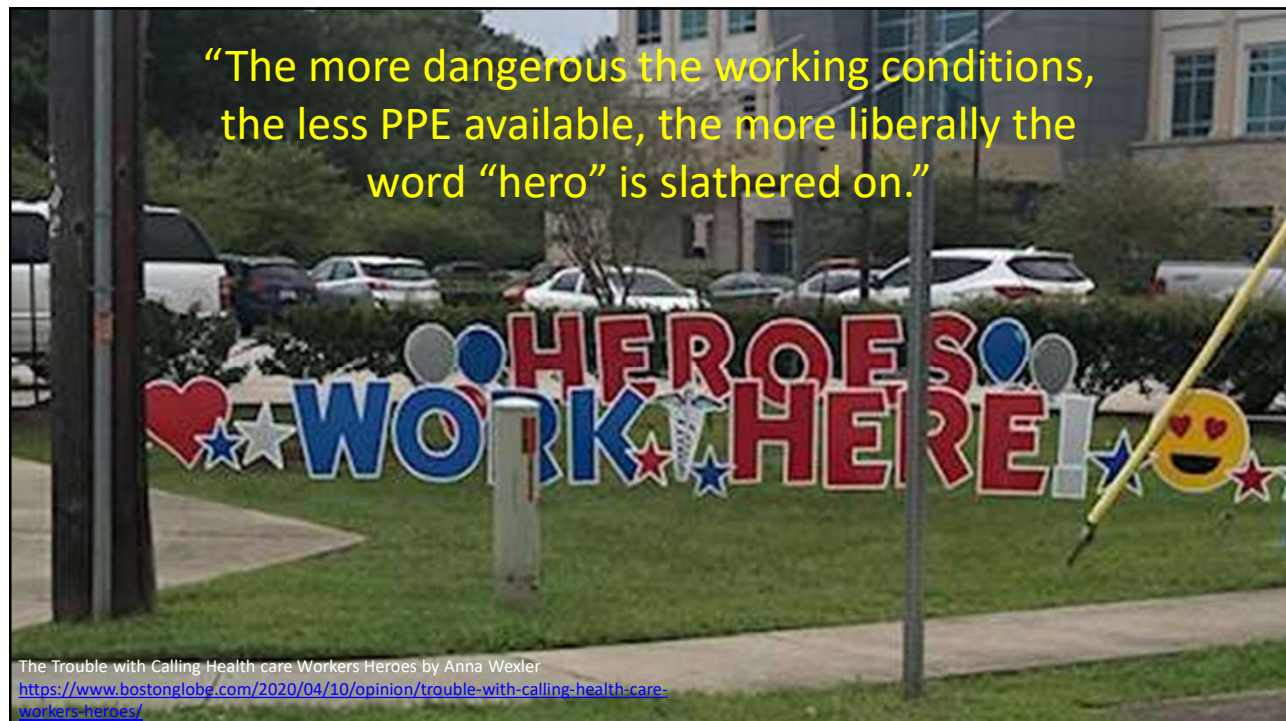
Intensified with COVID-19

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National Turnover (2019)

- Administrator = 53%
- DON = 55%
- RN = 70%
- LPN = 50%
- CNA = 79%

(Estimated turnover rates for these categories according to data from the AHCA/NCAL Trend Tracker report provided by Arizona Health Care Association.)

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"The more dangerous the working conditions, the less PPE available, the more liberally the word "hero" is slathered on."

The Trouble with Calling Health care Workers Heroes by Anna Wexler
https://www.bostonglobe.com/2020/04/10/opinion/trouble-with-calling-health-care-workers-heroes/

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"What we learned in this pandemic was employees felt disposable…employers didn't protect them, and they felt like a commodity."

Debbie White, RN and president of the Health Professionals and Allied Employees Union

https://khn.org/news/nurses-and-doctors-sick-with-covid-feel-pressured-to-get-back-to-work/

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Maintaining Healthcare Workforce

Shortages of supplies (real and potential) have been well described – *additional supplies will not be helpful unless there is an adequate workforce* (emphasis added)

Staff must be able to perform their duties to their full potential over an *extended period of time* (emphasis added)

While also coping with (emphasis added) societal shifts, emotional stressors, exposure, extreme workloads, moral dilemmas and a rapidly evolving practice environment

Understanding and Addressing Sources of Anxiety Among Health Care Professionals During the COVID-19 Pandemic
https://jamanetwork.com/journals/jama/fullarticle/2764380

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Staff retention will require a multi-faceted approach.

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Facility Culture

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What are a few words that would describe one aspect of your facility culture?

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What is Facility Culture?

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"Nothing tests company culture more than crisis, uncertainty or change and we need a solid culture to support our people to withstand the pressure of all this uncertainty."
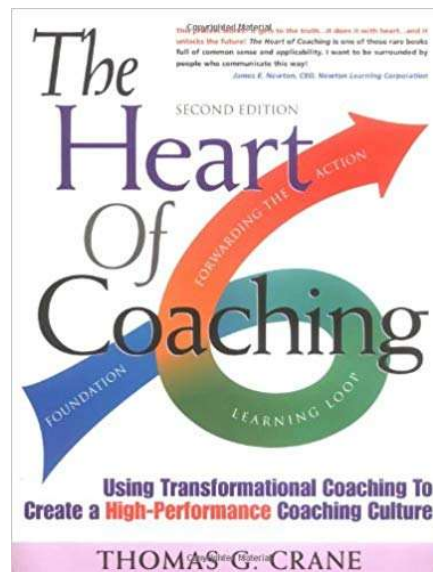
Why "cultural fitness" is key to improving company culture
https://www.rewardgateway.com/blog/how-to-improve-company-culture

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Create Adaptive Cultures

Adaptability - Cultural characteristic most highly correlated with high performance

Ability of the organization to continuously respond to changing markets and new competitive environments

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As an employee, what is important to you in your workplace?

As a manager, what do you think is important to employees?

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Performance Motivators

What People Want Most From Their Job

Managers	Employees
1. Good wages	1. Appreciation
2. Job security	2. Feeling "in" on things
3. Promotion opportunities	3. Understanding attitude
4. Good working conditions	4. Job security
5. Interesting work	5. Good wages
6. Loyalty from management	6. Interesting work
7. Tactful discipline	7. Promotion opportunities
8. Appreciation	8. Loyalty from management
9. Understanding attitude	9. Good working conditions
10. Feeling "in" on things	10. Tactful discipline

Crane T. The Heart of Coaching. San Diego, CA: FTA Press; 2012.

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Webinar Panel

Charlene Chu, PhD, RN
Franziska Zuniga, PhD, RN
Michael Lepore, PhD

Retention / Intention to Stay

- Stability of staff: long-term relationships with residents / families; knowing the person; retain facility-specific knowledge, better quality of care
- Influencing factors: empowerment, supervisory support, possibility to provide good quality of care

Turnover / Intention to Leave

- Change in staff: new recruitment, temporary replacements; reduced productivity; costly; disorientation for cognitively impaired residents; poorer resident outcomes
- Influencing factors: work stress, burnout, job dissatisfaction

Different concepts with different influencing factors
Eliminating factors related to intention to leave will not have employees stay

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Ask and then listen to what staff has to share

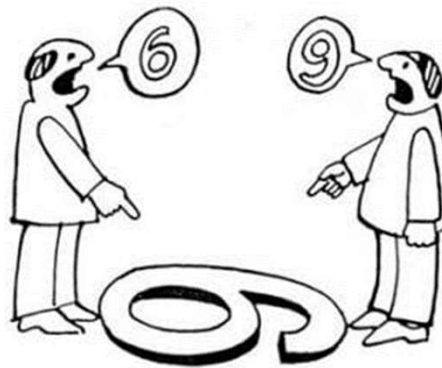| Is there anything frustrating or disappointing about your experience working here? | How are we treating you? | What would make working here better for you? | If you were the administrator, what would you do today? |

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What frustrates you?

Let the person vent everything.

Dennis McIntee, Indiana Health Care Association Convention, 2020

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Perception is Crucial

For example, if staff perceive their caseload is too high, *pay attention*.

It is NOT a matter of right or wrong.

Does the system/facility/culture feel FAIR?

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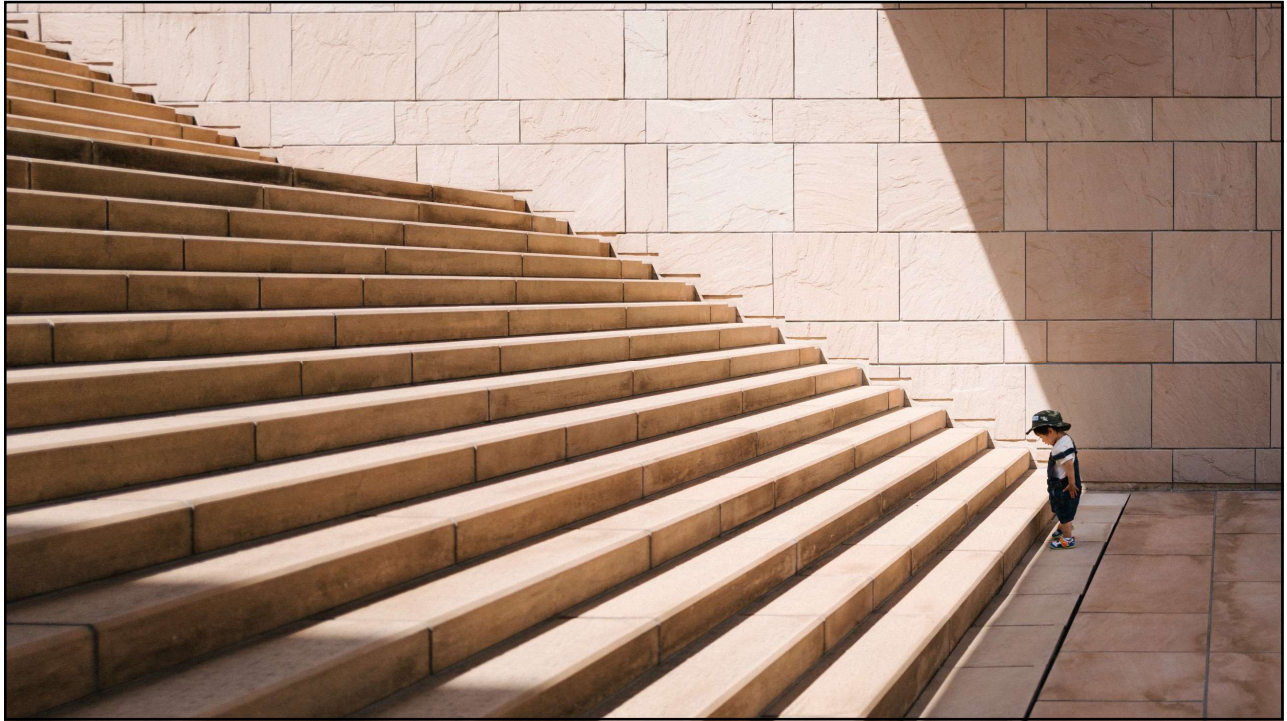## The culture's *perception* is the leadership's *reality*

Three important questions:

- Is that a perception I would like the culture to have?
- If that perception continues, will the organization be able to attain its desired results?
- If the answer to questions 1 and 2 are "No," how do I have to change to create a different perception?

Balestracci D. *Data Sanity 2nd Edition*. Englewood, CO: Medical Group Management Association; 2015.

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Ideas to Nurture Morale

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Think of someone you consider to be a great leader in your life.

1. What makes that person special?
2. How do you feel around that person?

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A leader is someone who can see how things can be improved and who rallies people to move toward that better vision. Leaders can work toward making their vision a reality while putting people first. Just being able to motivate people isn't enough — leaders need to be empathetic and connect with people to be successful.

Jacob Morgan

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What can we do to foster connection when we are being pulled apart?

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It Hurts.

Moral Distress – I know what to do but I am restrained from doing it

Moral Injury – I witness or engaged in behavior against moral norms

Vicarious/secondary trauma – Others' trauma may impact us

Definitions courtesy of Carla Cheatham, MA, MDiv, PhD, TRT

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Burnout and Compassion Fatigue:
What's the Difference?

Burnout:
work overload
lack of control* (Maslach, Schaufeli & Leiter, 2001)
lack of reward
lack of community
lack of fairness
value conflict

Compassion Fatigue:
more care going out than coming in; it can be acute or chronic

Definitions courtesy of Carla Cheatham, MA, MDiv, PhD, TRT

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Word of Caution

Emphasis on 'self-care' has become commonplace, yet the framework and systems to support staff to engage in self care are lacking.

If what staff are experiencing is burnout, telling them to 'practice self-care' is essentially blaming them when it is the system that needs repair.

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"Are Your Nurses Experiencing Moral Injury?"

- How do I provide care when resources are not adequate?
- How do I care for infected patients while keeping my family safe if I am exposed to the virus?
- How do I cope with the fear and anger that I feel because of insufficient supplies and PPE?
- Am I putting patients at risk because I'm having to work in a position that I haven't been trained for?
- How do I take care of myself when so many people are in distress?

Are Your Nurses Experiencing Moral Injury?
https://www.relias.com/blog/are-your-nurses-experiencing-moral-injury

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Addressing Moral Injury with Your Team
(Slide 1 of 4)

1. **Start the conversation with informal peer groups, venues for "soul repair"**
   - Name the issues and then shift to a focus on a vision of the desired future state
   - What could joy at work look like? [A deep connection to a calling]

2. **Make psychological safety a priority**
   - Staff will trust that they will be supported and respected when they share their experiences
   - Feeling empowered to speak up, safe to discuss challenges, zero tolerance for blaming, bullying or retaliation
   - Embrace diversity – backgrounds, ages, cultures

Are Your Nurses Experiencing Moral Injury?
https://www.relias.com/blog/are-your-nurses-experiencing-moral-injury

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Addressing Moral Injury with Your Team
(Slide 2 of 4)

3. **Build relationship-focused leadership skills**
   - Research shows that "nurse leaders who are perceived as empathetic, relationship-focused, and empowering are associated with a range of positive outcomes among nurses, such as better professional well-being and higher job satisfaction and retention." [National Academy of Medicine]
   - Invest in leadership development and training

4. **Empower [nurses]* to lead change**
   - Use quality improvement techniques to identify problems to solve and create solutions
   - Ask, "What gets in the way of you or your team providing high-quality care?"
   - Involvement in solutions increases engagement and commitment to success

Are Your Nurses Experiencing Moral Injury?
https://www.relias.com/blog/are-your-nurses-experiencing-moral-injury

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Addressing Moral Injury with Your Team
(Slide 3 of 4)

5. **Promote vertical and lateral communication within your organization**
   - Shared governance – frontline staff participate in organizational decision-making, input into policies that affect patient care
   - Research shows that nurse involvement in shared governance is associated with less burnout, greater job satisfaction and high retention*
   - Shadowing program – administrator/managers shadow staff and vice versa; can also be lateral shadowing, e.g. physical therapist and nurse
   - Breaking down silos!

*Kutney-Lee, A., Germack, H., Hatfield, L., Kelly, S., Maguire, P., Dierkes, A., Del Guidice, M., & Aiken, L. H. (2016). Nurse engagement in shared governance and patient and nurse outcomes. The Journal of Nursing Administration, 46(11), 605–612. https://doi.org/10.1097/NNA.0000000000000412

Are Your Nurses Experiencing Moral Injury?
https://www.relias.com/blog/are-your-nurses-experiencing-moral-injury

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Addressing Moral Injury with Your Team
(Slide 4 of 4)

6. **Establish meaningful recognition programs**
   - Express gratitude (gratitude is a practice, not a feeling)
   - Gratitude will not solve the causes of moral injury, but it provides support to staff
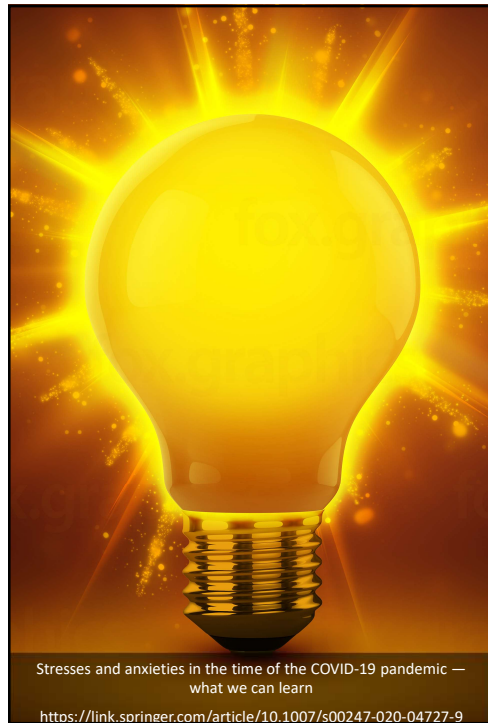   - Must be meaningful and *ingrained* in the culture

7. **Foster career development of [staff]***
   - Help staff develop personal career pathways
   - What are their interests? How do they want to expand their expertise? Doesn't necessarily have to be 'work-related'!

Are Your Nurses Experiencing Moral Injury?
https://www.relias.com/blog/are-your-nurses-experiencing-moral-injury

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What Can We Do?

- **Hear me** – listen to their concerns, leadership to be available and present, welcome input and feedback
- **Protect me** – PPE, testing for staff, safety protocols, regular messaging
- **Prepare me** – if asked to perform duties outside of their usual job description, provide training and coaching, encourage people to ask for help
- **Support me** – acknowledge that each person has their own struggles, stresses and anxieties
  - Compassion, tolerance, understanding and support are crucial
- **Care for me** – work-related stresses may vary by department or discipline, people new to the job/environment may be struggling

Stresses and anxieties in the time of the COVID-19 pandemic — what we can learn

https://link.springer.com/article/10.1007/s00247-020-04727-9

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Don't solve it for them, solve it with them.

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How Can I Support You?

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Healthcare professionals struggle with asking for help

- Help them prioritize
- Give permission to defer less important activities
- Help determine when delegation is appropriate
- Support them and help them make these decisions

Understanding and Addressing Sources of Anxiety Among Health Care Professionals During the COVID-19 Pandemic
https://jamanetwork.com/journals/jama/fullarticle/2764380

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Setting Boundaries

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What are Boundaries?

- Simply put, a boundary describes what is okay and what is not okay
- Setting boundaries is essential to creating a safe workplace
- If we don't set boundaries, we let people get away with things that are not okay and then we get resentful
- Boundaries are essential for self-care and emotional regulation

https://www.bing.com/videos/search?q=brene+brown+on+boundaries&docid=608035290736428770&mid=C6041D153E9FA487A7FFC6041D153E9FA487A7FF&view=detail&FORM=VIRE

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Why Is Setting Boundaries SO HARD?!

We care more about what people will think

We want people to like us

We don't want to disappoint anyone

Brene Brown

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Boundaries are not separation or division

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Boundaries Are Respect!

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Compassionate people ask for what they need. They say no when they need to, and when they say yes, they mean it. They're compassionate because their boundaries keep them out of resentment.

~Brene Brown

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Purpose

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Workers who feel appreciated for their work, are inspired with a sense of purpose, and are connected to their colleagues, are less likely to leave."

Josh Bersin

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Invite Staff To Share

1) Why did you first get into this field?

2) Why do you stay?

Image by Terrance Osborne
https://terranceosborne.com/product-category/prints/

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Leadership Responsibility

Include self-care in mentoring and coaching

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Your colleague says,
"I'm taking some time off."

Which one describes your reaction?
- "What would it be like…"
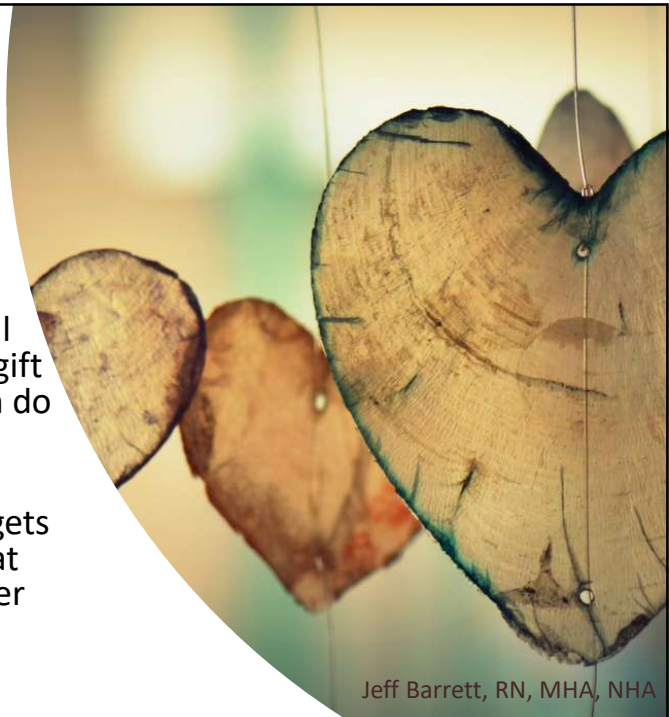- "Must be nice! I wish I could take time off, too."

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Gratitude Practices
A Couple Ideas

- Send a letter to staff member's family thanking them for sharing their special person at work. If possible, enclose a gift card for something that the family can do together.

- Create an "Employee Care Plan" and identify the person's strengths, what gets them excited about work, routines that are important to them, how they prefer to be recognized, fun things like their favorite soda and candy.

Jeff Barrett, RN, MHA, NHA

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How "*Thank you for all you do!*" Can Backfire

Carla Cheatham

"When it becomes rote, we stop believing you and feel like it's just a campaign slogan. It feels kinda like we're being played or duped into feeling appreciated, especially if nothing else in the organization actually changes other than your signature line to us. It just doesn't feel good when it begins to seem automatic rather than something you've actually thought about, which I completely trust is NOT your goal, at all."

http://carlacheatham.com/how-thank-you-for-all-you-do-can-backfire/

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Is there a difference between appreciation and recognition?

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Recognition Stories

A well-written recognition story connects employees to the business with three components.

1. **Action** – describe what they did
2. **Focus** – relate this event to a company value
3. **Impact** – describe the result, potential savings or other impact

"Increasing Employee Engagement Through Strategic Recognition" by Josh Bersin
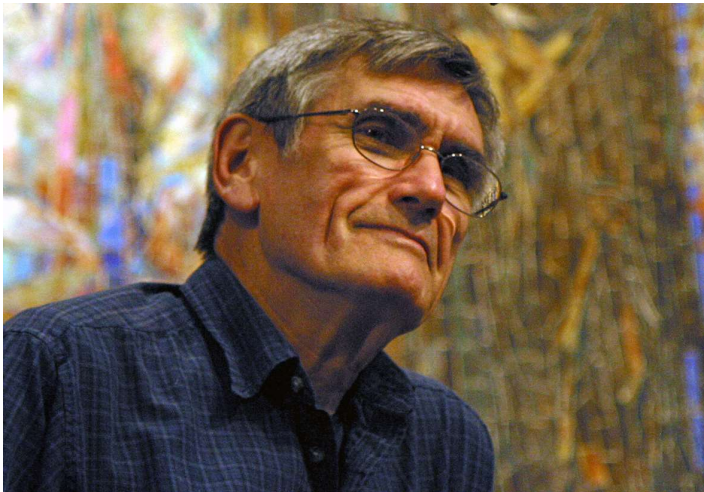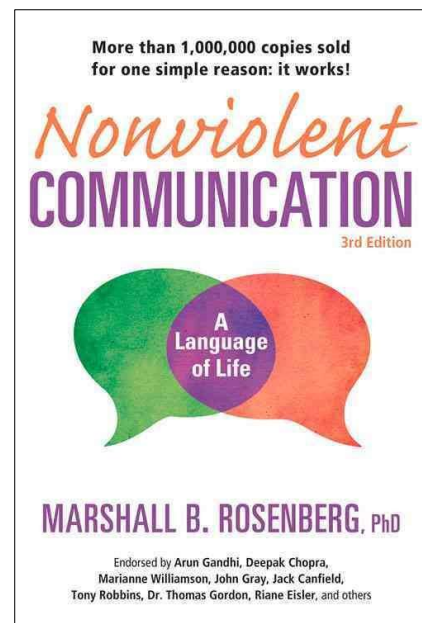
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Endorsed by Arun Gandhi, Deepak Chopra,
Marianne Williamson, John Gray, Jack Canfield,
Tony Robbins, Dr. Thomas Gordon, Riane Eisler, and others

Marshall Rosenberg, PhD

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Needs

Physical well-being
air
food
water
shelter
protection (emotional)
safety
movement
rest
sleep
touch
sexual expression
health
comfort
warmth

Harmony
peace
tranquility
relaxation
beauty
order
ease
predictability
familiarity
stability
balance
completion
wholeness

Autonomy
choice
freedom
time
space
independence

Power
self-esteem
confidence
dignity
inner power
empowerment
competence
effectiveness

Pleasure
to celebrate
to mourn
flow
humor
laughter
vitality
challenge
stimulation

Connection
collaboration
reciprocity
communication
company
to belong
durability
continuity
to give
to receive
to see / to be seen
to hear / to be heard
to understand
to be understood

Liveliness
to discover
adventure
passion
spontaneity
play

Authenticity
honesty
integrity
transparency
openness
self-expression

Meaning
to learn
growth
to contribute
to enrich life
hope
creativity
inspiration
purpose
clarity
awareness
liberation
transformation
to matter
participate
to be present
simplicity

Love and attention
love
compassion
care
attention
acceptance
appreciation
reassurance
affection
trust
involvement
respect
care
support
nearness
intimacy
tenderness
softness
sensitivity
friendliness

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Feelings when my needs are fulfilled

Physical feelings
relaxed
comfortable
energetic
centered
balanced
big
soft
strong
lively
in flow
full
free

Satisfied
fulfilled
satisfied
content

Cheerful
happy
amused
joyous
cheerful
delighted
ecstatic

Enthusiastic
excited
adventurous
playful
lively
eager
passionate
thrilled
radiant

Well-rested
refreshed
restored
recharged
awake
alert

Peaceful
calm
quiet
bright
zen
at ease
relieved
serene
carefree
unconcerned

Loving
tender
warm
openhearted
compassionate
friendly
sympathatic
touched

Thankful
grateful
moved
touched

Amazed
surprised
flabbergasted

Hopeful
heartened
encouraged
desirous
optimistic

Curious
fascinated
interested
engaged
involved
inspired

Confident
resolute
confident
powerful
open
proud
safe

Feelings when my needs are not fulfilled

Physical feelings
pain
limp
empty
small
smothered
short of breath
tense
wretched
sick

Sad
disappointed
dispirited
melancholic
depressed
down
gloomy
desirous
nostalgic

Regret
guilty
repentance

Worried
tense
nervous
anxious

Pain
hurt
lonely
wretched
mourning

Vulnerable
fragile
uncertain
sensitive

Tired
defeated
burnt-out
exhausted
sleepy
weary

Withdrawn
bored
detached
isolated
alienated
apathetic
cold
numb
impatient

Ashamed
guilty
embarrassed
shy

Desperate
helpless
hopeless
powerless
uncertain

Skeptical
torn
lost
bewildered
perplexed
confused

Scared
afraid
suspicious
panic
paralyzed
startled
anxious

Uncomfortable
troubled
nervous
restless
uncertain
insecure

Envious
jealous

Shocked
startled
upset
surprised
disturbed
alert
panic
overwhelmed

Frustrated
irritated
annoyed
impatient
embittered
irritable

Rage
angry
mad
upset
furious
resentful

Hate
hostile
aversion
bitter
loathing
contempt

https://cupofempathy.com/get-the-empathy-toolkit/

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Identifying and naming our feelings and needs is powerful and increases resilience

- My need for honest communication is not met and I feel uncertain of what's going to happen next.
- My need to participate in decision making is not met and I feel resentful to not be involved.
- My need for stability is not met and I feel afraid.
- My need for safety is not met and I feel furious.
- My need for predictability is met and I feel more confident that I can do my best work for the residents today.

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Saying "thank you" in Nonviolent Communication (NVC) Language

NVC distinguishes three components in the expression of appreciation:

1. The actions that have contributed to our well-being
2. The particular needs of ours that have been fulfilled
3. The pleasureful feelings engendered by the fulfillment of those needs

"This is what you did; this is what I feel; this is the need of mine that was met."

Rosenberg M. Nonviolent Communication. Encinitas, CA: PuddleDancer Press; 2015.

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What appreciation might someone give you that would leave you jumping for joy?

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Identify Next Steps (for Action)

By next Monday, I will…

I will share this information with…

"Engaging Adult Learners, Delivering a "Wow Worthy" Presentation", Center for Excellence in Educational Leadership, https://cdn.ymaws.com/www.cocase.org/resource/resmgr/Professional_Learning/CASE_PresentationPlanningWor.pdf

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Thank you for sharing your time with me.

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