CMS
CENTERS FOR MEDICARE & MEDICAID SERVICES

CMPRP
Civil Money Penalty Reinvestment Program

Building on a Culture of Quality
Your Guide to Outstanding Person-Centered Care

Guide to Improving Nursing Home Employee Satisfaction

The Guide to Improving Nursing Home Employee Satisfaction was developed with funding from the Civil Money Penalty Reinvestment Program (CMPRP).

Disclaimer: Use of this tool is NOT mandated by the Centers for Medicare & Medicaid Services (CMS), nor does its completion ensure regulatory compliance.

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Introduction

What are the CMPRP toolkits?

The Centers for Medicare & Medicaid Services' (CMS) Civil Money Penalty Reinvestment Program (CMPRP) toolkits are resources to improve employee satisfaction and performance in your nursing home. They will help you improve quality of care and life for residents in your nursing home.

How does the Guide to Improving Nursing Home Employee Satisfaction work?

This guide helps your nursing home improve across five topic areas of employee satisfaction.

Topic Areas of Employee Satisfaction:

1. **Job Satisfaction**
2. **Team Building & Communication**
3. **Scheduling & Staffing**
4. **Training**
5. **Management & Leadership**

The guide helps you:

1. **Understand** your nursing home's employee satisfaction growth area(s)
2. **Plan** for change
3. **Prioritize** your nursing home's improvement areas
4. **Take action(s)** to improve employee satisfaction

Who should use this guide?

This guide is intended for use by nursing home leadership who want to improve employee satisfaction. Before using this guide, review your nursing home satisfaction survey results and opportunities for improvement.

If your staff have not completed an employee satisfaction survey, please consider using the CMPRP Nursing Home Employee Satisfaction Survey, a free do-it-yourself, anonymous survey. You can also use this guide to act on what you may already know about your nursing home's opportunities for improvement.

> Visit the CMPRP webpage (https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/LTC-CMP-Reinvestment.html) to download the Nursing Home Employee Satisfaction Survey.

Guide to Improving Nursing Home Employee Satisfaction

How do I create positive change in my nursing home?

Following these steps will help your nursing home get ready for change, strategize for change, and implement change to improve employee satisfaction.

First, build a change team that is representative of your nursing home staff. Together with the change team, create and communicate a change vision to all of your staff.

Then, prioritize and select an employee satisfaction topic area to focus on. Communicate this priority to your staff and invite a group of staff to participate in a focus group to determine root causes of dissatisfaction and brainstorm ways to improve.

Based on the results of the root-cause analysis and brainstorm, the change team will act on the change vision by selecting an action(s) to improve employee satisfaction, implementing the action(s), and monitoring and evaluating progress.

A *Sample Outline and Timeline* can be found in **Appendix A.1 on Page 25.**

Please go to the next page to get started!

Getting Ready for Change

1. Build a Change Team
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4. Determine Priority Topic Area
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7. Develop Goal(s)
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Getting Ready for Change

Now that your nursing home team has decided to make changes to improve employee satisfaction, it is time to get started. The first steps of the process prepares your team for change.

Getting Ready for Change

1 Build a Change Team

2 Create a Change Vision

3 Communicate Change Vision

Once your team reviews the process, they can refer to **Appendix A starting on Page 25** to assist in carrying out each step.

The change team can use the *Change Team Meeting Agenda*, in **Appendix A.2 on Page 26** to develop their own agenda and organize each meeting.

Getting Ready for Change:
Build a Change Team

What is a change team?

A change team is a group of individuals who are seen as leaders and are respected by their peers. They will be champions for change. They will communicate and answer questions about recommended changes while encouraging staff to participate and empower them to make changes to improve employee satisfaction.

How do I build my change team?

Your change team should consist of **leadership, management and staff from the nursing home** who have different skills, experiences and interests. You can ask for staff to **volunteer or nominate** employees, or you can **appoint** employees to the change team.

Why volunteer/nominate?	*Why appoint?*
Staff will feel more involved and committed if they volunteer or are nominated by their peers.	You can act quickly and make sure you have the right mix of staff if you appoint your change team.

Refer to the *Nominate Change Team* sample in **Appendix A.3 on Page 27** and the *Appoint Change Team* sample in **Appendix A.4, on Page 28**, to get started.

Best Practices for Building a Change Team

- **Represent your organization.** Effective change teams are representative of the nursing home. Your change team should include a diverse group of staff from all departments of the nursing home. Your team should consist of (at minimum) a team leader, a scribe (note taker), a communication leader (to communicate updates) and an administrative decision maker.

- **Convene early and often.** To develop a cohesive and productive group, your change team should meet early in the change process and continue to meet on a regular basis that works best for your nursing home (e.g., weekly, bi-weekly, monthly).

- **Consider all perspectives.** To foster a culture of transparency and responsiveness, change team members should engage their coworkers in conversation about change team discussions and gather additional ideas and perspectives between meetings. This input would then be shared with the change team during the next meeting.

Getting Ready for Change: Create a Change Vision

How do we create a change vision?

Your change vision does not replace the overall vision of your nursing home. A **vision for change**, or **change vision**, is a simple statement that describes the change your team wants to create.

A collective change vision can help staff understand and embrace the change process as everyone works toward a culture of quality improvement.

First, review your satisfaction survey results with the change team.

Discuss the results (satisfaction topic areas performance; high and low).

Then, ask your change team the following questions aloud. Write down all answers so team members can see to brainstorm ideas to create the change vision.

1. What satisfaction topic area do we hope to improve?
2. Why does employee satisfaction matter to us, our staff and residents?
3. If the change we implement is successful in improving the satisfaction area, how will we know?

Next, draft the vision.

Use the brainstormed responses to write your nursing home's change vision.

Consider the following qualities of effective change visions:

- Short and to the point
- Timeless (must still be applicable months or years into the change journey)
- Unified voice of the nursing home (not a departmental one)
- Identify with a common, most urgent goal
- Call staff to action

Refer to the *Change Vision Examples* in **Appendix A.5 on Page 29** if needed.

Getting Ready for Change: Communicate Change Vision

How do we communicate the change vision to staff?

After creating a change vision, tell your staff about it. Here are some suggestions for how to communicate with your team:

- **In-Person Communication:** Communicate the change vision during staff meetings.
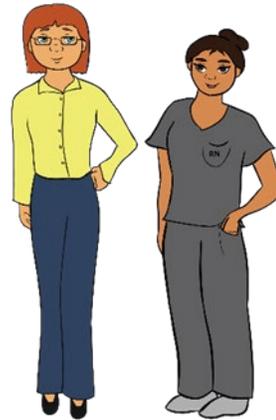
- **Written Communication:** Post announcements in prominent locations to let staff know about the change vision.
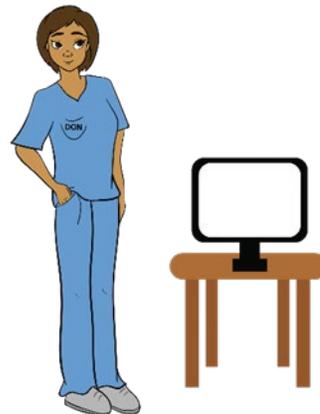
- **Electronic Communication:** Send out an email or post a message on your nursing home's intranet to share the change vision with staff.

Refer to the *Communication Tips* in **Appendix A.6 on Page 30** and *Communicate Change Vision* sample in **Appendix A.7 on Page 31** to get started.

Strategizing for Change

How do we strategize for change?

Now it is time to start prioritizing a topic area on which to focus.

Using your change vision and employee satisfaction survey results, your change team decides which priority topic to act upon.

The change team will communicate to the staff the chosen priority topic area.

Next, the change team should establish a focus group of 10 to 12 staff tasked with identify possible root causes of dissatisfaction related to the selected topic area and brainstorm ideas of ways to improve.
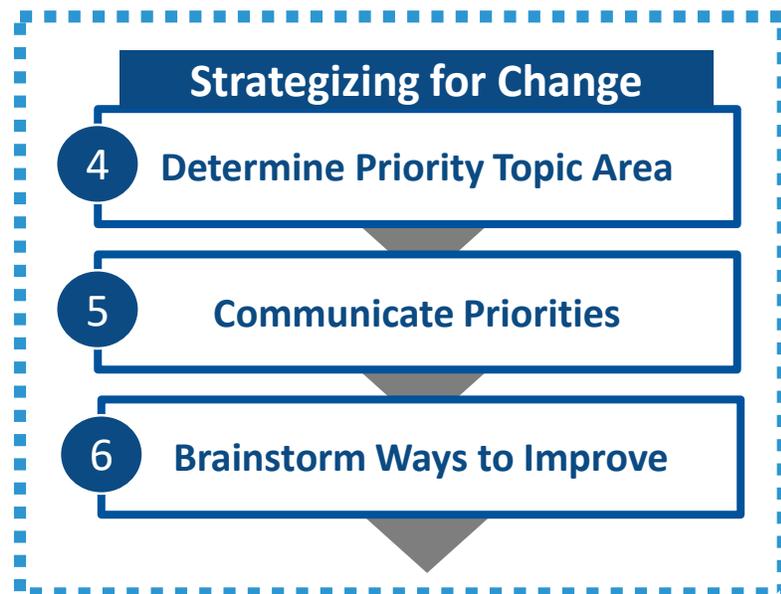
Strategizing for Change

4 **Determine Priority Topic Area**

5 **Communicate Priorities**

6 **Brainstorm Ways to Improve**

If you have not completed an employee satisfaction survey, download the CMPRP Nursing Home Employee Satisfaction Survey on the CMPRP webpage (https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/LTC-CMP-Reinvestment.html).

The employee satisfaction survey is a free, do-it-yourself, anonymous survey.

Tips for Success
• Address a single priority at a time to focus and successfully achieve the desired improvement. • Review the priority topic area in a focus group to identify underlying issues that have led to the problem, as well as possible solutions through discussion and communication to the change team. • Empower the change team to act to improve the priority topic area and update staff on progress and outcomes throughout the process.

Strategizing for Change:
Determine Priority Topic Area

What should we consider when planning for next steps?

Using your change vision and existing employee satisfaction survey results and information, consider the following criteria before deciding what topic area to prioritize and change.

Criteria	Considerations
Impact	• What positive impact will your nursing home experience if you address this topic area? • What negative impact will your nursing home experience if you do **not** address it?
Time	• How much time is required to make a change in this topic area? (i.e., short-term versus long-term) • Do other changes need to happen before this topic area can be addressed?
Resources	• What resources are required? (i.e., people, funds, tools) • Does the nursing home have access to these?
Employee Involvement and Support	• Who are the main people or departments that would be involved in addressing this topic area? • What level of effort is required to address this topic area? • Does support already exist to make a change in this topic area? If not, how does this affect the nursing home's ability to address this topic area?
Ability to Change	• How easy or difficult would it be to make changes in this topic area?
Lower than Desired Performance	• What employee comments were provided? • Which topic area results scored the lowest? • Are there multiple topic areas that have lower than expected results? Do these areas relate to each other? Can these topic areas be addressed at the same time?

On the following page, there are recommendations for communicating your selected topic area, building enthusiasm to begin the change, and creating a process.

For details on each topic area, go to *Employee Satisfaction Topic Areas* in **Appendix B.1 on Page 32.**

Strategizing for Change: Communicate Priorities

When do we communicate priorities to staff?

Communicate with all staff **early and often** so they are aware of the nursing home priorities for improving employee satisfaction. This will help build staff support for the change and provide opportunities for them to ask questions and provide input on the recommendations for change.

Follow the steps below:

1. Share your nursing home's employee satisfaction survey results with staff.* Let them know that you are taking action based on the results. If you have not administered an employee satisfaction survey, choose priorities based on your nursing home's needs and your knowledge of your nursing home's growth areas.

2. Communicate your nursing home's priorities for change with staff.

3. Discuss why things need to change and how the change will improve their job satisfaction.

Communicate priorities to staff

- Discuss priorities with them in person at staff meetings or huddles.

- Send out an email or post a message on the intranet.

- Post the priorities in highly visible locations throughout the nursing home.

Refer to the *Communicate Priorities to Staff* sample **in Appendix B.2 on Page 35** to get started.

*If you have not completed an employee satisfaction survey, download the CMPRP Nursing Home Employee Satisfaction Survey free on the CMPRP webpage (https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/LTC-CMP-Reinvestment.html).

Strategizing for Change:
Brainstorm Ways to Improve

How do we determine how to improve the selected topic area?

The change team will convene a focus group to determine root causes and better understand why the nursing home needs to take action on this topic area, and what can be done to improve.

How do we organize a focus group?

1. Identify a leader to guide the focus group.

Focus Group Leader	
Responsibilities	**Suggested Abilities**
• Facilitates and leads team discussion to gain deeper understanding of concerns and issues • Leads root-cause analysis • Communicates information identified by the focus group with the change team • Maintains notes related to group discussion	• Well respected co-worker or manager with excellent communication skills • Ability to involve staff from all departments in open discussion of issues • Understanding of improvement processes and root-cause analysis • Ability to use computers and materials to track and document group input and findings

2. Identify 10 to 12 staff members from various departments, job roles and shifts to participate in the focus group. A diversity of staff allows for multiple nursing home perspectives on employee satisfaction improvement areas.

3. Refer to the *Focus Group Invitation* sample in **Appendix B.3 on Page 36** to invite select staff to the upcoming focus group.

4. Before the meeting, have the leader prepare open-ended questions to stimulate conversation. Use the *Satisfaction Area Focus Group Talking Points and Open-Ended Questions* in **Appendix B.4 on Page 37** to introduce the topic area to the focus group.

Strategizing for Change:
Brainstorm Ways to Improve

Before Beginning a Brainstorming Session:

The focus group leader is responsible for deciding how the group will work together to brainstorm root causes and possible solutions. The leader is responsible for defining the priority area, or problem, and setting rules for the brainstorming session. One of the following root-cause analysis tools can be helpful to guide the process.

## What is a Fishbone Diagram?

A Fishbone Diagram, or cause-and-effect diagram, is a visual way to analyze a problem or concern and its contributing factors. Refer to the *Fishbone Diagram* sample in **Appendix B.5 on Page 44** to get started.

Tips for Success
• Determine brainstorming rules before you start. Assign a scribe and have the group call out ideas or follow a more structured approach and take turns offering ideas. • Write all ideas down that are shared by the group during the brainstorming session. • Using sticky notes can be a way of collecting ideas from staff who are reluctant to share. • Completing a Fishbone Diagram or using a 5 Whys table will help identify and organize the causes of the problem.

What is the 5 Whys Process?

The 5 Whys is a simple brainstorming tool that can help teams identify the root cause(s) of a problem. Once a general problem has been recognized, ask "why" questions to drill down to the root causes. Asking the 5 Whys allows teams to move beyond obvious answers and reflect on less obvious explanations or causes.
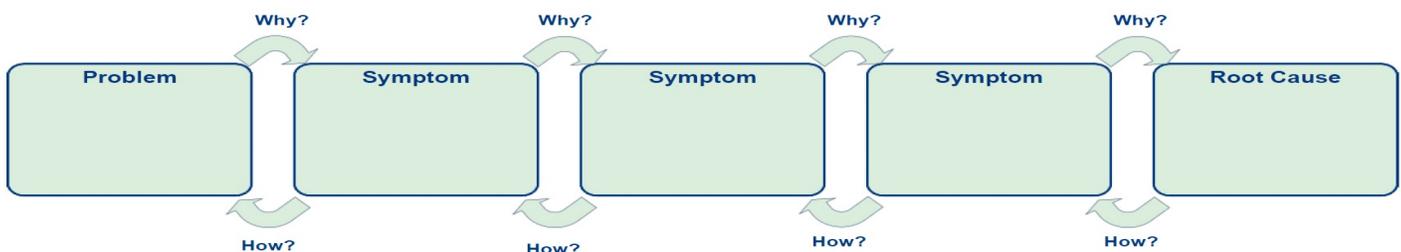
For detailed instruction of this process refer to *Instructions for 5 Whys*, **in Appendix B.6 on Page 45.**

Implementing Change

Implementing Change

7 — **Develop Goal(s)**

8 — **Act on the Change Vision**

9 — **Monitor and Evaluate Progress**
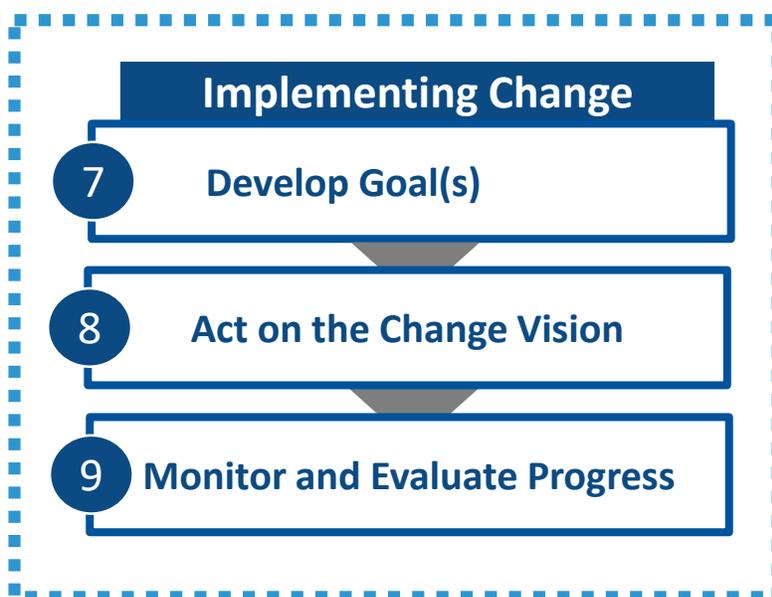
How do we implement change?

Now that your change team has determined root causes of dissatisfaction and possible solutions, you are ready to act on the change vision. During this process, the team will select an action to improve satisfaction, implement the action and monitor the progress.

Outline of the Implementation and Monitoring Process

Identify Goal(s)

Using the focus group feedback, the change team can begin creating goals that align with the change vision. Refer to **Appendix C.1 on Page 46** for more information.

Develop an Action Plan

After developing your nursing home's goal(s), refer to the information to complete an action plan. The change team can refer to the *Action Plan Worksheet* sample **in Appendix C.3 on Page 58.**

Implement Action Plan

Begin testing the action plan as written.

Monitor Progress

Monitor your progress of the plan. Refer to the *Action Monitoring Tool* sample **in Appendix C.4 on Page 59.**

Track Metrics of Progress

Measure and track the success of your actions. Refer to the sample *Metrics Tracker* **in Appendix C.5 on Page 60.**

Implementing Change:
Develop Goal(s)

What makes a good goal?

Setting goals is considered a best practice in health care quality improvement. Goals are used to help teams establish and attain goals for individual measures and performance improvement projects.

Good Goals

It actually matters.
- The goal should be as close to an **outcome** that staff care about as possible.
- Goals that aren't based on outcomes are OK if there is some link between the measure and the outcome.
- Think about if there is harm that might come from focusing on the goal. If minimal, that's okay. Otherwise think about ways to prevent harm or negative outcome from happening.

It's supported by data.
- The goal should be easy to understand.
- The right people should have access to the data. The right people are ones who can make changes based on the information.

It's possible to get the data.
- It's not expensive to get the data, and it can be collected (or already is collected) in an automated way.
- People can go back and check that the data is correct.

Tips for Writing SMART Goals in **Appendix C.1 on Page 46** are provided as another option for creating goals.

Implementing Change:
Develop Goals

How to use goal(s) to choose action steps to achieve change:

Create goals to clearly define desired outcome to address the priority topic area.

- Use the goals to choose and implement action steps to achieve the goal(s).

- A list of possible short-term and long-term actions by topic area is available on the *Topic-Specific Action for Improvement* in **Appendix C.2 on Page 47** and *Topic-Specific Resources* are included in **Appendix D.1 on Page 62**. The list provides actions implemented in other nursing homes and organizations as examples for your nursing home and should be tailored to your organization.

- It is recommended that the chosen interventions be aligned with the topic your nursing home team has prioritized.

Implementing Change:
Act on the Change Vision

Identify metrics to measure progress

After developing your nursing home's goal and selecting actions to achieve the goal, identify metrics and measurements to track your nursing home's progress on reaching this goal. Refer to the sample *Metrics Tracker* in **Appendix C.5 on Page 60** to discuss and determine metrics and measurements during your change team meeting, as well as how and when to track goal progress.

Develop an action plan

Now that the change team has identified needed steps, it is time to implement action steps. The change team can develop an implementation plan by referring to the sample *Action Plan Worksheet* in **Appendix C.3 on Page 58**.

When developing the action plan:
- Plan to test your action steps in a small area or with a small group (one hall/five residents)
- Make sure to document:
  - What actions will you test?
  - What is your test area?
  - Who will be responsible for each action?
  - When will each action begin?
  - What resources (tools or documents) are needed for testing?
  - Who will train staff participating in testing?
  - When will training take place?
  - Who will monitor testing?
  - How and when will testing be monitored?
  - Who will evaluate the test outcomes?
  - How and when will test outcomes be evaluated?

Implementing Change:
Act on the Change Vision

How do we successfully implement the action plan?

Identify a champion to guide the implementation of the action plan. It is beneficial if the individual is familiar with the area being addressed.

Communicate with the staff participating in testing often about what is working and what is not. Be prepared to adjust your plan as needed, as it may frustrate testing participants if they are continuing to test steps they believe are not working.

Create a specific monitoring tool to collect data for monitoring and evaluating the change to determine if the desired outcome is being achieved. Refer to the sample *Action Monitoring Tool* in **Appendix C.4 on Page 59**.

Strategies to achieve quick wins:

- **Reward your team:** Providing positive feedback to the change team and everyone involved in the effort builds morale and motivation.
- **Help fine-tune vision and strategies:** Helping achieve short-term wins give the change team concrete data to show progress on the improvement discussions and planning.
- **Collect and share visible evidence of positive results to staff:** Providing information on improvements in performance make it difficult for people to resist or block needed change.
- **Keep supervisors on board:** Providing regular updates to management with evidence that the change effort is on track can maintain leadership support.
- **Build momentum:** Doing the above has a cascading effect that turns neutral observers of change into supporters, and reluctant supporters into active helpers, and more.

Implementing Change:
Tips to Monitor and Evaluate Progress

Monitoring and tracking Success

Monitoring progress is ongoing throughout the testing. Be sure to address actions that are not producing desired results quickly and adjust the plan and steps for improvement as needed. Track your performance as planned.

Tips for Success
• Identify actions that are easily reviewed and use a monitoring tool to document findings. • Obtain feedback on process changes to help the change team make decisions about continuing action steps. • How often you monitor could vary. For example, you could begin with more frequent reviews and move to less frequent reviews as progress is identified. Collect comments from staff and complete individual performance observations. • Empower the change team to adjust the change process using feedback and data obtained by monitoring and based on staff response or performance gaps. • Identify performance improvement trends over time to determine whether the change made effectively addresses staff satisfaction.

The change team should meet at regularly scheduled times to discuss the action plan and review whether the steps being taken are achieving the improvement goals. At these meetings, monitoring results and staff feedback are reviewed, and the change team discusses whether progress is being made toward goals. Ad hoc meetings may also be necessary if it appears that the action plan may need immediate adjustment.

Implementing Change:
Monitor and Evaluate Progress

Evaluating change

Once the monitoring process has been completed, it is time to evaluate results and determine next steps.

As you evaluate the results, consider the following three options:

- **Adopt the change.** If your nursing home employee satisfaction goals are met, adopt the change permanently within your nursing home.
    - To adopt the change, incorporate it into daily nursing home operations. Some ideas on how to do this are included below.
        - Add the change into appropriate onboarding, orientation and other processes following the beginning of employment.
        - Reference the change during monthly in-service trainings.
        - Add the change into operational policies and procedures and how-to manuals.
        - Include the change in nursing home staff-wide memos and communications.
        - Continue to monitor and evaluate the change over time to make sure the new process becomes part of the nursing home culture and remains in place, as well as an effective solution.

- **Adapt the change.** Based on feedback received from monitoring and evaluation, your change team may decide that the change will be effective if adapted using employee feedback and review of action step data. Action steps are revised and the testing and monitoring and evaluation process is repeated.

- **Abandon the change.** If your nursing home's goals are not met and the change team decides change cannot be adapted, repeat the process to develop new actions, taking into account what you learned from previous testing.

Conclusion

What happens next?

Now that you are equipped with the tools to identify, prioritize and implement interventions to improve employee satisfaction, use the resources in this guide to engage with staff and chart a course for change. You can repeat the process multiple times to focus on additional improvement opportunities.

Thank you!

Improvement is an ongoing process unique to each nursing home, and taking the steps to create change can be difficult. Administer an employee satisfaction survey annually or more frequently to track improvements and identify emerging improvement opportunities. We appreciate your commitment to improve employee satisfaction and resident quality of care and quality of life in your nursing home. Keep building on a culture of quality and remember, the time and effort you continue to put into improving employee satisfaction within your nursing home will help you ***achieve your goals and provide outstanding care to your residents!***

If you have questions or would like to provide feedback, please reach out to CMP-info@cms.hhs.gov.

FAQ

What is the Civil Money Penalty Reinvestment Program (CMPRP)?

CMPRP is a three-year effort to aid improvements in quality of care for nursing home residents. The program aims to reduce adverse events, improve dementia care and provide useful toolkits to help nursing homes improve their staff quality.

How is the guide relevant to the Requirements of Participation (RoP) and Nursing Home Assessment?

This toolkit is designed to help you begin to make improvements addressing your employee satisfaction needs. However, it is not mandatory and using the tool does not guarantee CMS compliance.

What should I do if I have questions about the toolkits?

If you have questions about the CMPRP toolkits, please contact CMP-info@cms.hhs.gov.

Acknowledgments

The CMPRP team would like to thank the following associations and individual subject matter experts for contributing to the development of this toolkit.

Abbey Delray South (https://www.lifespacecommunities.com/senior-living-delray-beach/ads/)

American Association of Nurse Assessment Coordination (AANAC) (www.aanac.org)

American College of Health Care Administrators (ACHCA) (www.achca.org)

American Health Care Association (AHCA) (www.ahcancal.org)

Central Baptist Village (www.cbvillage.org)

Country Center for Health and Rehabilitation (http://countrycenterrehab.com/)

Douglas Olson, PhD, MBA, Professor, University of Wisconsin – Eau Claire, College of Business

Hebrew Center for Health and Rehabilitation (https://hebrewcenterrehab.com/)

LeadingAge (www.leadingage.org)

Lifespace Communities, Inc. (https://www.lifespacecommunities.com/)

National Healthcare (www.nathealthcare.com/)

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Oak Trace (https://www.lifespacecommunities.com/chicago-senior-living/downers-grove/)

The Society for Post-Acute and Longer-Term Care Medicine (AMDA) (https://paltc.org/)

Appendices

A.1 Sample Outline and Timeline

The chart below outlines each step of the change process along with a suggested timeframe for completion and associated sample tools located in the appendices of the guide.

Suggested Timeframe	Change Activity	Sample tools In appendices
1 week	Leadership builds change team	*Change Team Meeting Agenda* on Page 26, *Nominate Change Team Letter* on Page 27, *Appoint Change Team Letter* on Page 28
1 week	Change team creates a vision	*Change Vision Examples* on Page 29
1 week	Leadership communicates change vision to staff	*Communication Tips* on Page 30, *Communicate Vision Letter* on Page 31
1 week	Change team prioritizes topic areas for improvement	*Employee Satisfaction Topic Areas* on Page 32
1 week	Leadership communicates priorities to staff	*Communicate Priorities Letter* on Page 35
1 week	Change team and focus group brainstorm root causes of problem and possible solutions	*Focus Group Invitation* on Page 36, *Focus Group Open Ended Questions/Talking Points* on Page 38, *Fishbone Diagram* on Page 44, *Instruction for 5 Whys Process* on Page 45
1 week	Change team creates goals	*Tips for SMART Goals* on Page 46
2-4 weeks	Nursing home team acts on the change vision using goals and action plans	*Topic Specific Actions* on Page 47, *Action Plan Worksheet* on Page 58
Ongoing	Nursing home team evaluates and monitors change	*Action Plan Worksheet* on Page 58, *Action Monitoring Tool* on Page 59, *Metrics Tracker* on Page 60
Ongoing	Nursing home team either adopts, adapts or abandons change	*Metrics Tracker* on Page 60

Disclaimer: *This table is meant to guide the process to change. Nursing home staff should adjust based on their needs.*

A.2 Sample:
Change Team Meeting Agenda

<u>This is an example.</u>

Date: [Date]

Time: [Time]

Facilitator: [Facilitator]

Welcome:

Overview of Previous Action Plan: From the last meeting –what was our take away to-do list?

Progress Update: What have we done so far? How did we meet our objective?

Meeting objective: <u>Evaluate:</u> Discuss progress and status, and what we need to do for next steps to reach our goal(s)

<u>Plan</u> - Identify our problem. <u>Do</u> - Test potential solutions. <u>Study</u> - Use data to analyze results. <u>Act</u> - Establish plans.

- **Priority Topic Area (s)**– What are current and ongoing problems, concerns, issues, or needs?
- **Related issues -** What other problems are created by our primary issues?
- **Root Cause –** What is causing the primary issue - it could be something that creates, lead up to, or makes worse our priority issue?
- **Action Plan –** How are we going to fix it? What are we going to do about it?
- **Target Date for Completion**: What is a reasonable amount of time to finish an action, and is it within our timeline/due date?

New Business / Action Items:

Change Vision:

Goal:

Notes:

Action Items:

Next Meeting Date:

A.3 Sample:
Nominate Change Team

This is an example.

Dear Staff,

Thank you for the quality care you provide at our nursing home every day. We are committed to improving employee satisfaction, and making your work setting more enjoyable.

To reach our goal, we are forming a team to guide our efforts to make positive change for all of us. An effective team is made up of people with different skills, experience, and interest. We want you to tell us who would be a good fit for the team - please submit your nominations to (**INSERT CONTACT NAME/INFORMATION**) by (**INSERT NOMINATION DEADLINE**).

Please reach out with any questions or concerns. Thank you again for giving us your input. We look forward to working together on the improvement process.

Thank you,

(**INSERT SIGNATURE**)

A.4 Sample:
Appoint Change Team

This is an example.

Dear *[INSERT NAME OF APPOINTED STAFF MEMBER]*,

We are excited about making our nursing home a great place to work, and we have identified areas that we can improve as a team.

To reach our goal, we are forming a team to guide our efforts to make positive change for all of us. An effective team is made up of people with different skills, experience, and interest. **Based on your role as *[INSERT APPOINTEE'S ROLE]*, we would like you to be a member of our change team.** Members, known as **Champions for Change**, will meet regularly. You will help guide your peers through our change process.

Please let us know if you wish to join the change team by *[INSERT DEADLINE].* Your participation is valued and much appreciated!

We're hoping to work together on this great effort to enhance quality of life and quality of care.

Thanks again for your participation!

[INSERT SIGNATURE]

A.5 Change Vision: Examples

"Our vision is a nursing home with a healthy and welcoming environment for staff, residents and visitors."

"Our vision is a corporate culture characterized by transparency and collaboration between staff of all levels."

"Our vision is a culture of predictability and flexibility in scheduling staff."

"Our vision is for every employee to have the necessary knowledge and tools to successfully carry out their duties and compassionately care for residents."

"Our vision is that every employee enjoys coming to work and is proud to be part of our nursing home."

"Our vision is a nursing home that embodies a mission-focused culture that seeks continuous improvement in the care of its residents."

A.6 Communication Tips

Verbal Communication: Best Practice Tips

- **Simplify jargon**. Use clear and simple language.

- **Illustrate with a verbal picture.** Avoid metaphors and analogies and directly communicate what you want to say.

- **Address inconsistencies.** Repurpose emails and other communications to make sure dates, goals, metrics and other language is consistent in every communication.

- **Repeat message**. Use both formal and informal settings to reinforce the message and recruit your change team to help spread and repeat the message often.

Non-Verbal Communication: Best Practice Tips

- **Consider your body position and posture.** Lean forward and face those to whom you are speaking to show receptiveness and interest. Speaking with open hands may make you more approachable than crossing your arms.

- **Consider facial cues.** Be aware of how frowning or rolling eyes can come across.

- **Avoid distractions as much as possible.** Effective communication requires that both parties are present (physically and mentally). For example, turning away, staring off into space, or using your phone sends the message that you are uninterested.

- **Lead by example.** If your message requires others to act, lead the charge by modeling the behavior you wish to promote.

- **Acknowledge cultural diversity.** Take into account different cultures represented in your staff when developing your messages.

Written Communication: Best Practice Tips

- **Use clear language.** Your communication should be direct and easy to understand.

- **Consider your audience.** Be sure to write to the correct reading level.

- **Keep the message focused.** Define the purpose of the message (informational, directive) and include only the points and details that comprehensively support the purpose.

- **Proofread before sharing or sending.** Check proper grammar and spelling. A clean and professional message will limit audience distraction.

A.7 Sample:
Communicate Change Vision

This is an example.

Dear Staff,

Since our last message, we have put together a change team to help improve employee satisfaction. For your reference, the members include:

[PROVIDE COMPLETE LIST OF CHANGE TEAM MEMBERS BY NAME AND TITLE.]

Recently, the team discussed the results of the recent employee satisfaction survey. Over the next few weeks, we will focus on areas for improvement. We hope to make you proud to be part of our nursing home. Upcoming changes will allow us to achieve our vision of *[INSERT VISION STATEMENT].*

We feel that this vision represents the values and desires of our staff. You are a key part of making the change a reality. Information on how to get involved will soon be available.

Please feel free to reach out to any change team member for additional information.

Thank you again for your feedback; we hear you and we are taking action.

Thank you,

[INSERT SIGNATURE]

B.1 Employee Satisfaction Topic Areas

Job Satisfaction

What is job satisfaction?

How an employee feels about the work they do every day.

Job satisfaction is influenced by:

1. Management's recognition of performance

2. A safe and positive work environment

3. Compensation

A negative work environment can lead to unhappy employees and staff turnover, which also have a negative effect on your resident's quality of care and quality of life.

Team Building & Communication

What is team building and communication?

How employees feel about how the organization communicates and builds a sense of community.

Team building and communication is influenced by:

1. Team communication and involvement in work-related decisions

2. Feeling valued as a member of the team

3. A team culture

Employees are more satisfied when they understand their important role in fulfilling the mission and feel valued for their contributions. Effective communication is also key in workplace satisfaction.

B.1 Employee Satisfaction Topic Areas

Scheduling & Staffing

What is scheduling & staffing?

Policies and procedures for how scheduling and staffing decisions are made and carried out.

Employee satisfaction with scheduling and staffing is influenced by:

1. Consistent and reasonable staff workloads
2. Staff input about scheduling decisions

When scheduling and staffing are most efficient, it leads to work-life balance in an employee's personal life. This balance is essential to maintaining staff and improved clinical outcomes for residents.

Training

What is training?

How your nursing home addresses the learning and development needs of staff.

Satisfaction of staff is influenced by:

1. Job-specific training, including onboarding
2. Professional development opportunities

When leadership invests in job-specific training and development opportunities, such as certifications and coaching, they communicate to staff that they are valued.

B.1 Employee Satisfaction Topic Areas

Management & Leadership

What is management & leadership?

The relationship between management, leaders and staff.

Employee relationships with management and leadership are influenced by:

1. The visibility, approachability and transparency of management and leadership
2. Whether management and leadership treat staff respectfully and fairly
3. Whether management and leadership value staff ideas

Lack of trust between staff, management and leadership can cause a poor work environment, which can lead to a decline in quality of care and life for residents.

B.2 Sample:
Communicate Priorities to Staff

This is an example.

Dear Staff,

Our nursing home is continuing efforts to improve employee satisfaction. Based on our shared vision *[INSERT VISION STATEMENT HERE]* and our *[INSERT PRIORITIZATION CRITERIA USED]*, we want to understand what action we should take first.

To do this, we need your valuable feedback. If you have an idea of how to improve **[INSERT TOPIC AREA],** please reach out to one of the change team members.

Please see a list of change team members below:

[INSERT LIST OF CHANGE TEAM MEMBERS]

As a valued member of our nursing home, we greatly appreciate your hard work, dedication and ideas for change.

Thank you,
[INSERT SIGNATURE]

B.3 Sample:
Focus Group Invitation

This is an example.

Dear [**INSERT NAME OF CHOSEN STAFF MEMBER**],

I recently shared that we are committed to **[INSERT CHANGE VISION STATEMENT HERE],** and we are taking the next step in our improvement efforts.

The change team is excited to begin this process and we are **inviting you** to join a focus group to discuss how we can improve **[INSERT PRIORITY TOPIC AREA].**

You are a key part of making the vision a reality! Within the next couple of days, you will receive information about participating in the focus group, including when and where the first focus group will meet.

If you have any questions or concerns please let one of the change team members know. As a reminder here is a list of the change team members:
[INSERT LIST OF CHANGE TEAM MEMBERS]

Your experiences and ideas will help us identify actions to improve, and we look forward to hearing your perspective.

Thank you,
[INSERT SIGNATURE]

B.4 Focus Group: Job Satisfaction

Summary

Job satisfaction focuses on factors that make the staff of your nursing home feel valued and excited to provide residents with the highest quality of care every day. Employee recognition, working in a safe and positive environment and compensation are some examples.

What Matters?

1. **Recognizing employees** who exceed expectations, whether in caring for a resident, supporting other team members, or by sharing their ideas to improve care is critical to making sure staff feel valued for their hard work.
   - In a 2016 report by the Society for Human Resource Management, nearly half of all employees reported that a supervisor's recognition of their performance is a key factor in job satisfaction.
2. **Providing a safe and positive work environment** will improve job satisfaction and quality of care.
   - It is an expectation of staff that their personal safety and protection will be provided when at work.
   - The 2016 report by the Society for Human Resource Management (SHRM) found that nearly half of all employees stated that safety at work was important to their job satisfaction. On the job, safety was even more important to female employees than their male coworkers.
   - Nursing home culture influences the attitudes and actions of your staff when providing care and services, and also how staff interact with each other. This factor is important to job satisfaction of all staff and impacts recruitment and retention.
   - Forty-four percent of employees reported corporate culture as having a strong influence on job satisfaction, as presented in a 2016 report by the Society for Human Resource Management.
   - A negative work environment leads to poor job satisfaction, reduced quality of care and increased employee burnout and turnover.
3. **Compensation:** Compensating your staff fairly ensures that staff feel valued within their profession and promotes long-term care as a quality career choice.
   - While compensation is an important factor in job satisfaction, it alone is not enough to show staff that they are valued employees.

B.4 Focus Group: Job Satisfaction

Sample Open-Ended Questions

- What are some of the things you would change about working at your nursing home?
- Tell me about some of the things you like best about working at your nursing home.
- How does your supervisor let you know they respect the work you do?
- What are your equipment needs?
- Are supplies always available on the unit or in your work area for you to do your job
- What suggestions do you have to make needed equipment or supplies more readily available to you?
- What safety issues do you see and how can we correct them?
- What have you heard from other people in your field about wages and benefits?
- What suggestions do you have for your nursing home?

B.4 Focus Group: Employee Team Building and Communication

Summary

By looking at employee team building and communication, we are focusing on characteristics of our nursing home's teams; specifically, do our teams communicate effectively and do we share a team-centered quality focused mission? These two characteristics are critical factors for satisfied employees and quality of care and can be linked to improved outcomes.

What Matters?

1. **Effective communication** is at the core of our teams.
   - Weak communication among staff can cause low morale and may contribute to higher stress levels, burnout and low employee satisfaction. Poor communication with residents can contribute to a higher number of medical errors and adverse events.
   - More than 40 percent of employees say that teamwork and positive relationships with co-workers is very important to their satisfaction at work.
2. **A team-centered quality focused culture** is important for our nursing home to achieve our goals and build improvement processes by using teams that are empowered to share and act.
   - Quality focused staff and teams understand how their time, efforts, and everyday responsibilities contribute to our nursing home's broader mission of improving the quality of care for residents.
   - 39 percent of employees say that contributing to their organization's goals and mission is a very important factor in job-related satisfaction.

Sample Open-Ended Questions

- How do you like to get information? What communication styles work/don't work?
- What can we do to improve communication? From your supervisor? Among your co-workers? From leadership?
- Where did you learn about our mission? How are you involved in working toward our mission in your daily work?
- How do you know that you are an important part of the team of our nursing home?
- Who are some of your trusted co-workers? What did they do to earn your trust?
- How can we better work together?

B.4 Focus Group:
Scheduling & Staffing

Summary

With the physical, mental, and emotional stress of working in long-term care, work-life balance is of the utmost importance to our staff. Without this balance, staff may have increased risk for burnout and turnover may rise. If staff members do not have reasonable and consistent workloads, mistakes such as medical errors, employee and resident injuries, and decreased quality of resident care are more likely. Employee dissatisfaction and turnover will also increase. We can promote a healthier work-life balance through purposeful scheduling, reasonable workloads, and meaningful input.

What Matters?

1. **Consistent assignments:** Nurses and CNAs benefit from consistent assignments, which allow for professional relationship building and a more in-depth understanding of residents and their needs. Consistent unit assignment for dining, housekeeping, laundry, and life enrichment promotes development of relationships with nurses and CNAs. Friendships with residents and their families can be fostered, too. When consistent assignments are in place there are less attendance issues, improved resident care outcomes, and better staff retention and satisfaction. Staff involvement in scheduling decisions is frequently effective in ensuring that workloads remain consistent and manageable across our teams.

Sample Open-Ended Questions

- Are there enough staff on duty to help you get your job done properly? What can be done to address any needs?
- What suggestions do you have for recruitment and retention?
- How do you learn about your schedule? How far in advance do you receive your schedule? Does your assignment frequently change after it is posted?
- What do you like/dislike about the way scheduling and staffing is done?
- How do you like to learn about open shifts?
- Are you mandated to work into the next shift? Do you have suggestions to make the process fair for all caregivers?
- When you feel stress building, what do you do?
- How can we improve our efforts to support our staff members dealing with work stress?

B.4 Focus Group: Training

Summary

By expanding knowledge and improving skills, our employees will grow in their current roles. Providing other types of education, such as support for staff who continue their formal education or seek to obtain special certifications, we know that our staff will be better prepared to accept new responsibilities in our nursing home. Our nursing home includes both formal and informal training focused on job-specific skill development. In addition, more general training to improve the knowledge and skills of our team are available to meet the learning needs of staff at all levels.

What Matters?

1. **Staff with skills to perform work assignments:** Job-specific training, including orientation to the nursing home and their assignment, is critical for staff success. A well-trained team is more effective and engaged in their roles. Through skill training our team develops the self-confidence and abilities needed to work together and provide quality care and services in our ever-changing work environment.

2. **Abundance of learning and development opportunities:** We value our staff and are invested in their growth as long-term care professionals. By investing in development opportunities and providing career counseling, we show our employees that we are interested in their goals and support their ongoing development. A 2016 report by the Society for Human Resource Management indicates that 42 percent of employees view both job-specific training and professional development opportunities as important to their employee satisfaction.

Sample Open-Ended Questions

- In what ways are you educated when new equipment is available, new skills needed are needed, or changes in processes are introduced?
- How does the nursing home ensure you feel confident and well-trained before you take on new skills?
- When you started with our nursing home, what was your general orientation like? What about orientation to your work area and responsibilities?
- What opportunities are you provided for ongoing education? Advancement? New skill development?
- What ways do you prefer to receive in-service and education? What are your suggestions for improvement?
- What challenges do you have in completing required education? How can these challenges be overcome?

B.4 Focus Group:
Management & Leadership

Summary

Management is responsible for creating a work environment in which strong, positive, and respectful relationships are built among all team members. Through visibility, approachability, and transparency of a management team who shows appreciation for staff, the attitude of a team centered approach to care is shown to be an expectation for all staff. This team centered approach influences the ways different parts of our nursing home interact with each other, shows staff that each person is respected and treated fairly, and promotes high quality.

What Matters?

1. **Visibility, approachability and transparency of the management team:** A positive open relationship between management and staff will build trust and encourage staff to share concerns, suggestions, and ideas openly. Management can demonstrate to staff that they are heard by listening actively to their ideas, being available, and making intentional rounds to seek input. Involving staff in workgroups and asking for their input demonstrates your respect for the employee and their knowledge, increasing trust and building satisfaction through engagement.

2. **Respect throughout our nursing home:** A team centered culture fosters the expectation that staff at all levels show respect for each team member, and for our residents. Respect may start with actions which seek common ground while accepting differences.
    *   In a 2016 report by the Society for Human Resource Management, 67 percent of employees cited respectful and fair treatment from management as important to employee satisfaction.

3. **Staff Appreciation:** Employees who are engaged, respected, and feel appreciated have a sense of belonging and are more willing to share ideas and engage in process improvements. A program to show employee appreciation will encourage employees to provide the most effective ideas and solutions to the problems they face while working directly with job challenges, knowing that their input is heard and will be acted on.
    *   The 2016 report by the Society for Human Resource Management stated that respect for staff ideas was important to employee satisfaction for almost half of employees.
    *   Lack of management support for staff through fair treatment, listening and acting on staff ideas or building a team-centered culture of openness and transparency prevents trust. Dissatisfaction may lead staff to withhold needed input or to change jobs, leading to staffing challenges and decreased quality of resident care.

B.4 Focus Group:
Management & Leadership

Sample Open-Ended Questions

- How often do you see the administrator/Director of Nursing walking around the nursing home? When you see them can you talk with them? Do they listen to what you tell them? When you go to them to talk about issues, what happens?
- How do you find out about what is being done when you share issues with the administrator/Director of Nursing or other managers and supervisors? Do you hear about it right away? How long does it take?
- Does your supervisor listen to you? How do you contribute your ideas?
- How does management let you know you are a respected member of our team?
- If you have a problem in the workplace, who do you talk with and why?
- What are some of the ways management shows appreciation? What other ideas do you have?
- What kind of workgroup could be created to add new ideas for employee appreciation?

B.5 Sample: Fishbone Diagram

How does a fishbone diagram work?

Explaining the diagram
- The head of the fish represents the problem or concern.
- The line leading from the head to the tail is the spine.
- Diagonal lines that extend from the spine represent the bones.
- Along the diagonal lines (the bones) are where you will write the possible reasons for the problem or concern which relate to the broader category topic.

Drawing the diagram
During the session, the focus group will add the factors that they believe contribute to the problem under the applicable category label. The labels are located at the end of each "bone." There will be multiple possible causes identified, and the focus group will discuss and analyze them to determine which of these factors can be changed to correct the problem or concern.
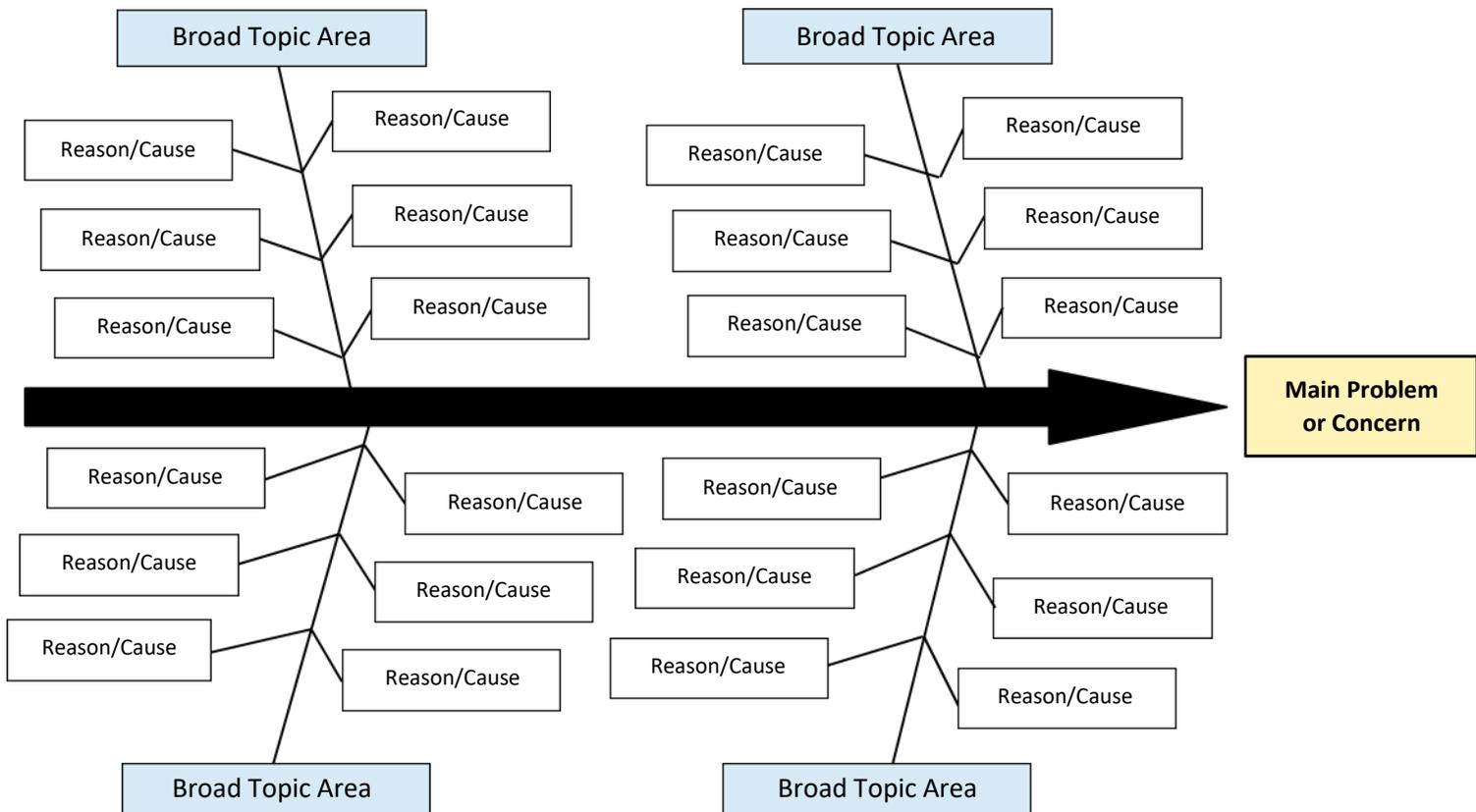
B.6 Instructions for
"5 Whys" Process

1. State the problem you have identified as a strategic problem to work on.
2. Start asking "why" related to the problem. Keep asking why in response to each suggested cause.
3. Ask as many "whys" as you need in order to get insight at a level that can be addressed (asking five times is typical). You will know you have reached your final "why" because it does not make logical sense to ask why again.
4. It is said that only by asking "Why?" five times successively can you delve into a problem deeply enough to understand the ultimate root cause. By the time you get to the 4th or 5th "why," you will likely be looking squarely at management practices (more than five whys may be required for complex problems).
5. This methodology is closely related to the fishbone diagram, and can be used to complement the analysis.

Example   **Problem: Meals cannot be distributed in the required 20 minutes at lunch time.**
Why? Because there are 79 residents and it cannot it all be passed in 20 minutes.
Why? Because we have to wait for the meals to be passed off to nursing staff from the dietary staff.
Why? Because there is only one dietary staff behind the steam table and three nursing staff distributing meals which creates a wait for the meals.
Why? Because dietary staffing patterns only allow one staff to plate meals.
Why? That is our standard policy.

C.1 Tips for Writing SMART Goals

Specific goals clearly define who will benefit from the goal and what the team wants to accomplish.

A specific goal should answer the five "W" questions:
- What do I want to accomplish?
- Why is this goal important?
- Who is involved?
- Where is it located?
- Which resources or limits are involved?

Measurable goals provide direction to your team and allow them to document progress.

A measurable goal should address questions such as:
- How much?
- How many?
- How will I know when it is accomplished?

Attainable goals are achievable, but still require effort.

An attainable goal will usually answer questions such as:
- How can I accomplish this goal?
- How realistic is the goal, based on other constraints, such as financial factors?

Relevant goals align with the team's stated vision.

A relevant goal can answer "yes" to these questions:
- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts/needs?

Time-bound goals provide a timeline for when the team expects to achieve its goals, and are clear and specific to keep teams on track

A time-bound goal will usually answer these questions:
- When?
- What can I do today? Six weeks from now? Six months from now?

Examples of SMART Goals
- In six months (T), we will decrease nosocomial infections (S, R) by 25 percent (M) by implementing hand hygiene practices (A).
- In three months (T), we will see a 20 percent reduction (M) in employee shift call offs (S, R) by involving staff in scheduling (A).

👍 C.2 Job Satisfaction

Short-Term Actions (fewer than 3 months)

What Matters?	Action Ideas	Examples
Employee Recognition	Praise and recognize staff in public	• Write a personal thank you to staff who go above and beyond. • Share positive feedback that you hear from residents, families or other staff.
	Publicize acts of kindness	• Provide a form in various locations that residents, visitors and co-workers can use to thank employees for day-to-day acts of kindness and post the completed forms where everyone can see.
Safe Work Environment	Discuss employee safety at every opportunity and let staff know that you care about their wellbeing and that safety is a priority	• Lead by example – follow **all** protocols. • Post employee safety tips throughout the nursing home and/or in a newsletter. • Dedicate specific weeks of the year to focus on safe work practices. • Establish a safe way for employees to remove themselves from problematic situations. Employees should be able to call for help, or otherwise remove themselves, before an adverse incident occurs between staff and residents. • Conduct hands-on education on protecting yourself from combative residents at least three times per year.
	Establish an active and involved safety committee	• Include staff from all levels to do safety rounds, teach them to identify unsafe practices and allow them to propose solutions.
Positive Work Environment	Decrease institutional noise pollution	• Pay attention to excessive use of the overhead paging system and work to decrease use when possible.
	Facilitate relationship-building between staff to create a sense of community	• Bring residents, staff and management together to regularly engage in activities (e.g., holiday parties).
	Make sure that there are ample supplies at hand for staff to use during their daily tasks	• Set up satellite supply rooms to remove supply access barriers and reduce incentives for hoarding.
Compensation	Offer employees small performance-based rewards	• Offer compensated meals, company-branded gifts, local gift cards, other small gifts and donations to causes.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

👍 C.2 Job Satisfaction

Long-Term Actions (less than 1 year)

What Matters?	Action Ideas	Examples
Compensation	Set up a no-interest emergency loan program	• Designate a committee of peers to review staff emergency loan applications. Consult with a lawyer and an accountant prior to implementing.
	Allow staff to cash out their vacation and/or portions of their sick leave pay at any time	• Before implementing, consult with a lawyer and an accountant.
	Seek to make medical and dental benefits more affordable	• Consider providing richer benefits based on years of service if possible. Consult with a lawyer and an accountant prior to implementing.
Safe Work Environment	Show your staff safety data from your nursing home and compare with data from other facilities	• Present safety data during town hall meetings or in regular newsletters to widen awareness of performance and identify possible actions to fuel improvement.
	Establish policies and protocols to ensure that employees are protected at work from outside harassment	• Review policies preventing any personal employee information from being shared with other persons and update as needed. Consult with a lawyer if needed.
	Ensure that equipment and infrastructure in the nursing home promote safety	• Ensure there is enough equipment at the nursing home (e.g., resident lifts) that the equipment is in proper working order and that employees are properly trained in equipment use. • Ensure that parking lots are well lit and safe.
	Invest in employee health	• Offer free flu vaccines to staff. Go a step further and offer free flu shots to those in staff members' households.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

👍 C.2 Job Satisfaction

Long-Term Actions (less than 1 year)

What Matters?	Action Ideas	Examples
Positive Work Environment	Minimize the institutional environment	• Create a home-like environment that is relaxing and pleasant to live and work in. • Consider creating a hospitality committee or a decor committee comprised of staff of all levels and residents.
	Expand the activity program	• Individualize programs for residents and reduce their loneliness and boredom.
	Offer wellness programs for staff	• Offer smoking cessation classes and/or discount memberships to local fitness clubs for staff. • Bring massage therapists to the nursing home for 15-minute massages. • Change out vending machine items to provide healthy food choices.
	Upgrade the employee lounge and other employee-only areas	• Create an area of peace and quiet to help reduce staff stress levels. • Provide employee lockers to give staff a safe spot to leave their possessions.
Employee Recognition	Enable peer-to-peer public recognition and rewards	• Create a program with prizes for teamwork where staff nominate their co-workers for recognition.
	Reward both individuals and teams for achieving and sustaining quality goals	• Hold occasional appreciation gatherings for the nursing home staff or department.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

C.2 Team Building & Communication

Short-Term Actions (fewer than 3 months)

What Matters?	Action Ideas	Examples
Effective Team Communication	Evaluate communication pitfalls and create an improvement plan	• Assess the current internal communication strategy and identify gaps and solutions, considering nursing home culture.
	Create clear, concise communication protocols for teams	• Promote huddles, shift reports, daily nurse reports and daily stand-up meetings. Institute text message notifications to share appropriate information with staff and teams (e.g., nursing home emergencies).
Team Centered Culture	Make the nursing home mission and vision clear to all staff	• Take the time to explain the values and mission of your nursing home, whether as part of a nursing home training or as a regular reminder to employees.
	Promote collaboration and inclusion on teams	• Lead by example by consulting and working closely with diverse groups of staff.

Long-Term Actions (less than 1 year)

What Matters?	Action Ideas	Examples
Effective Team Communication	Promote transparent information sharing for staff of all levels	• Make internal knowledge and documents easily available. • If able, implement an intranet software and communicate this to staff through posting in the breakroom, near time clocks, and via employee emails or texts. • Institute a bi-monthly newsletter to keep employees up to date on nursing home changes and plans.
	Establish forums to collect regular feedback from employees	• Hold monthly town hall meetings and schedule multiple options to allow for broad staff participation (e.g., one meeting per shift). Encourage questions and discussion.
Team Centered Culture	Institute a mentorship program	• Develop a mentorship program for staff with similar roles, but different levels of seniority, so that team members can coach and support each other.
	Provide direction to staff, but allow autonomy in completing tasks	• Involve staff in finding solutions to problems that need to be improved. • Allow teams the flexibility to determine how they will complete tasks. • Encourage teams to learn about their individual strengths and to identify where an individual can best support the team.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

⚏ C.2 Scheduling & Staffing
Short-Term Actions (fewer than 3 months)

What Matters?	Action Ideas	Examples
Consistent and Reasonable Workload	Post staff schedules in advance and respect posted schedules	• Inform staff in advance if their schedules and assignments need to change to meet organizational needs. • Minimize transferring staff from one unit to another at the beginning of a shift.
	Create a policy of no overtime built into the schedule without employee input and agreement.	• Institute a policy stating that overtime can only be authorized with administrative approval.
	Establish a holiday rotation schedule	• Ask employees to sign up for at least one holiday shift to ensure an even distribution of staff coverage over the holidays.
	Create a culture where staff respond to call lights first	• Implement a best practice in which all staff will respond to call lights and determine the residents' needs.
	Reduce the number of understaffed shifts.	• On a regular basis, review upcoming staffing schedules and ask staff to volunteer to fill available shift openings using direct contact, posting open shifts, and/or electronic means.
	Assess the impact of moving to a consistent scheduling practice. Review actual and planned staffing ratios based on resident acuity.	• Evaluate the number of nursing assistants currently caring for each resident and compare that number to the number of nursing assistants who would care for this resident if there were a primary nursing assistant and consistent back-up nursing assistants. Consider making the schedule by resident group instead of rotating staff across units.
Staff Contribute to Scheduling Decisions	Allow staff time off to attend the visitation or funeral when residents pass away if able.	• Give staff time off to attend visitations, funerals, or memorial services for residents who pass away.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

C.2 Scheduling & Staffing
Long-Term Actions (less than 1 year)

What Matters?	Action Ideas	Examples
Consistent and Reasonable Workload	Consistently assign caregivers to residents	• Move to consistent assignment as opposed to rotating staff, allowing staff to become closer to residents, improving the quality of care and quality of life within the nursing home.
	Invest in scheduling software	• Implement scheduling software to improve the scheduling process and efficiently inform staff of shifts available.
Staff Contribute to Scheduling Decisions; Flexible Management	Involve staff in team meetings and give them the ability to submit suggestions or critiques about schedules	• Pilot a project that allows staff to select the residents they work with, while providing the necessary parameters (e.g., 12-hour shifts, 40-hour work weeks, everyone has to work at least one weekend a month.) Rebalance as organizational needs change.
	Experiment with creative staffing configurations based on staff input	• Consider involving staff to creatively alter shift times so there are greater numbers at peak times, assigning bathing or shower aides, adding activity programming, or if available a unit clerk to support the unit.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

C.2 Training

Short-Term Actions (fewer than 3 months)

What Matters?	Action Ideas	Examples
Staff Have Skills and Equipment to Perform Work Assignments	Provide adequate equipment for staff and training on how to use equipment	• Avoid having staff share equipment between units. Use vendor generated resident-use statistics to determine the number of resident lifts, blood pressure monitors, dining cart, housekeeping carts or other equipment a nursing home should consider. • Provide regular staff education for proper equipment use during orientation and at established times throughout employment. Provide education of staff prior to use of new or updated equipment, including safety protocols to be used.
	Establish a consistent process for reporting issues with equipment	• Follow an established preventive maintenance program for the physical plant and all equipment and document completion of repairs and preventive maintenance. Develop and follow a replacement plan for equipment and physical plant equipment and report conditions. • Educate staff to follow safety procedures, how to remove equipment not functioning normally from use, and ways to report the problem.
	Provide training for all staff on nursing home standard operating procedures	• Publish standard operating procedures and training opportunities in a consistent place and format that is easily accessible to all staff. • Announce changes to nursing home standard operating procedures at town halls.
	Consider reviewing onboarding processes, procedures and trainings	• Provide staff with a robust nursing home- and role-specific onboarding that supports their integration as a member of the community. • Include department head and experienced departmental employees in onboarding activities for new staff. • Assign an experienced employee to train new staff for each shift.
	Ensure that new staff have support even after their formal onboarding is complete	• Implement an "Employee Care Plan" to follow up with new employees at important milestones during their first year (e.g., first week, first month, at three months, at six months) to ensure a smooth transition for new staff.
Abundance of Learning and Development Opportunities	Personalize training	• Ensure that all training is adapted to your specific nursing home and staff needs.
	Establish a committee to address succession planning	• Form and work with the succession planning committee to identify and recruit rising stars in the nursing home and work with these staff to formalize a path to increased responsibility.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

C.2 Training

Long-Term Actions (less than 1 year)

What Matters?	Action Ideas	Examples
Staff Have Skills to Perform Work Assignments	Focus on the skills that non-clinical staff need to perform their jobs.	• For example, cleaning isolation rooms, hand hygiene, temperature monitoring for food, and providing activities to residents with different needs. • Ask staff for their input and how comfortable they are with these skills. Provide training as needed.
Abundance of Learning and Development Opportunities	Institute informal methods of leadership development	• Develop a coaching, mentoring or customized training plan based on identified staff training needs.
	Consider a variety of training approaches	• Create effective training programs using visual, auditory, and hands on learning techniques. • Make programs interactive. Embrace computer-based training modules as practical.
	Ensure training reflects changing skills	• Conduct a training needs assessment for staff every year to identify and track gaps in competencies. Consider using the CMPRP Nursing Home Staff Competency Assessment (https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/LTC-CMP-Reinvestment.html) to identify areas for improvement. Repeat the assessment periodically to determine where to prioritize training efforts and to track the effectiveness of training over time.
	Consider employee needs for professional development (beyond training)	• Ensure that learning and development feedback is part of the staff review process. • Ensure that staff have annual or biannual learning plans that they develop with management. • Provide opportunities for employees to gain additional education and training needed to develop skills needed to achieve future professional goals.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

C.2 Management & Leadership
Short-Term Actions (fewer than 3 months)

What Matters?	Action Ideas	Examples
Visible, Approachable and Transparent Management and Leadership	Provide a clear vision for staff about the nursing home's mission, your leadership style and your expectations for staff	• Try to keep people informed of the big picture and how they fit into it.
	Adopt an open-door policy	• Consider adopting strategies to maximize management's time circulating and talking with staff and residents. Be present on nights and weekends so that staff on these shifts have access to leadership.
	Assist in daily tasks if there is a need	• Provide support when teams are understaffed.
	Know and address employees by name	• Know at least one personal thing about each staff member to be able to have a non-work related conversation with them – maybe something that you have in common.
	Acknowledge when a resident passes and offer condolences to employees who had a relationship with the resident	• If the staff was not working when the resident passed, call to inform them and provide support. Do not let them come into work unaware of this change. • Consider holding a memorial service or a moment of silence at general staff meetings.
Staff Feel Heard	Seek out individuals to "weigh-in" on any decision that involves them	• Invite vendors to show the focus group of staff and residents certain products and let the staff provide input on which products they prefer.
	Establish an "Employee Care Plan" program for new employees	• Consider implementing an "Employee Care Plan" to follow-up with new employees at important milestones during their first year (e.g., first week, first month, at three months, at six months) to ensure a smooth transition for new staff members.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

C.2 Management & Leadership

Short-Term Actions (fewer than 3 months)

What Matters?	Action Ideas	Examples
Staff Are Treated Fairly and Respectfully	Provide clear job descriptions and be upfront with staff about their duties and responsibilities	• Provide job descriptions and responsibility lists during onboarding and provide regular updates as needed. • Ensure that job descriptions are aligned with credible performance evaluation tools.
	Educate staff about how they are being evaluated	• Ensure that staff understand what the different performance categories and ratings address within the performance review.
	Institute staff exit interviews	• Hold staff exit interviews to help management identify and understand reasons for staff turnover.
	Recognize joyful events that occur in staff members' lives and celebrate them at the nursing home	• Celebrate your staff's birthdays, weddings, births of children, and other life milestones. • Acknowledge staff tragedies and incorporate other staff in determining how to best support their co-worker.

Long-Term Actions (less than 1 year)

What Matters?	Action Ideas	Examples
Visible, Approachable and Transparent Management and Leadership	Be transparent and share data with staff	• Share nursing home clinical outcomes, satisfaction survey results, occupancy trends and financial results with staff. • Send a letter to each employee telling them about the actions being taken by the nursing home change team to improve the problem area(s) identified by employees and ask for staff feedback.
	Pilot all changes and work out the kinks before scaling the change nursing home-wide	• During the rollout of any change, be present to provide support and additional information when there are questions from staff.
Staff Feel Heard	Create consistent and formal structured processes to receive employee insights and feedback	• Involve learning circles and hold community and/or neighborhood meetings. Use regularly scheduled employee satisfaction surveys and suggestion boxes. • Post suggestions and responses on a bulletin board close to the suggestion box so that everyone understands that follow-up actions are taking place. • Encourage staff to provide regular anonymous feedback about their supervisor and nursing home leadership. They may provide important information about the workplace that would not otherwise be shared.
	Institute a 360-degree review process for nursing home management	• Share nursing home clinical outcomes, satisfaction survey results, occupancy trends and financial results with staff. • Send a letter to each employee telling them about the actions being taken by the nursing home change team to improve the problem area(s) identified by employees and ask for staff feedback.

*This list of actions is **NOT** exhaustive. These actions should serve as a starting point for considering your own nursing home and what would be most effective based on your knowledge of your nursing home.*

C.2 Management & Leadership

Longer-Term Actions (less than 1 year)

What Matters?	Action Ideas	Examples
Staff Are Treated Fairly and Respectfully	Consider improvements to the performance review process for staff	• Evaluations should be completed on time. Announce upcoming employee anniversaries at management meetings and complete their evaluation by their anniversary date. • Consider implementing quarterly or monthly mini evaluations to provide/receive more timely, constructive feedback to/from employees. • Implement a daily rounding process by leadership and supervisors to provide opportunities for employees to discuss concerns with leaders and supervisors at the time of occurrence. • Observe each employee's performance and seek performance information and evaluations from supervisory staff (example: nursing). If including co-worker input, make sure the employee knows this is being done and has input into who should provide information. • Have the employee complete a self-evaluation and include this evaluation with your own when discussing their performance during the review. • Ensure that reviews are an exchange of information, not a report card. A possible performance review model might include a review of past performance (20%), analysis of the present (30%), and a plan for the future (50%). • At the end of the review, ask if the employee thought that he/she had been reviewed fairly. If the answer is yes, finalize future plans with the employee and a timeline for achievement of goals. If the answer is no, spend time working out the differences in opinion to come to a resolution, per your nursing home's human resources policy.

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C.3 Sample: Action Plan Worksheet

Instructions: This sample worksheet is intended to help you identify specific steps you need to take to achieve your goal. Use your goals and write down each action needed to accomplish each goal.

<u>This is an example.</u>

Change Vision: *"Our vision is a corporate culture characterized by transparency and collaboration between staff of all levels."*	
Employee Satisfaction Topic Area:	Scheduling
Selected Action(s):	In three months (T), we will see a 20 percent reduction (M) in employee shift call offs (S, R) by involving staff in scheduling (A).
Start Date:	01/01/20XX
Target Achievement Date:	01/31/20XX
Actual Achievement Date:	
Goal:	

Steps	Target Achievement Date	Monitoring Tool(s)	On Track (Y/N)	Staff Responsible	Comments/ Progress
1. Develop new policy to allow staff to request two days off during each month.	01/07/20XX	Staffing Schedule & Time Sheets		Staffing Coordinator	
2.Provide staff monthly schedule two weeks prior to beginning of month.	01/07/20XX	Staffing Schedule & Time Sheets		Staffing Coordinator	
3.					
4.					
5.					

C.4 Sample: Action Monitoring Tool

What can this sample tool help you with? Refer to this sample tool to help you determine how you will monitor the effectiveness of actions taken to correct issues identified by the focus group and change team. Analysis of the data obtained through monitoring will help you identify if desired results are present, measure actual progress toward goals, and aid the change team to measure effectiveness.

This is an example.

Action Item Being Monitored: _____ ——	Employee A	Employee B	Employee C	Comments
Example: What you expect to find as a corrective action (Action item is separated into individual steps or responses)	Y/N/ or N/A	Y/N or N/A	Y/N or N/A	Add special information received by interview or observed for change team discussion.
1. Develop new policy to allow staff to request two days off during each month.	Y – decrease from 4 to 2	Y – decrease from 3 to 1	Y – decrease from 2 to 0	Monitoring # of call offs each week to determine if new policy is effective. – Did the number decrease over time? Yes/No

Total and use your results: _In the space below you will total your results and use them to monitor progress toward achieving your improvement goals._

C.5 Sample: Metrics Tracker

Instructions: Refer to the sample table below to help you indicate the percentage of improvement achieved for each of your priority employee satisfaction focus areas. Tracking your progress will help your nursing home meet your goals. The change team will address areas of improvement and opportunities for continued improvement as trends in changes are revealed. The change team will also determine the schedule for data reporting.

This is an example. (The 100 percent improvement was based on three employees. We would recommend using a larger amount of test employees.)

Focus Area Monitored	J	F	M	A	M	J	J	A	S	O	N	D
Employee Call Offs		100%										

Disclaimer: Use of this tool is not mandated by CMS for regulatory compliance nor does its completion ensure regulatory compliance.

D.1 Resource Library

For additional resources, please visit the links below.

Job Satisfaction Resource Name & Link

Improving Job Satisfaction and Lowering Turnover Rates – https://minoritynurse.com/improving-job-satisfaction-and-lowering-turnover-rates/

Factors Associated with High Job Satisfaction Among Care Workers in Swiss Nursing Homes – a Cross Sectional Survey Study – https://bmcnurs.biomedcentral.com/articles/10.1186/s12912-016-0160-8

8 Tips to Becoming a Successful Director of Nursing (Part 2) – https://www.aadns-ltc.org/Resources/Nurse-Leader-Blog/details/post/8-tips-to-becoming-a-successful-director-of-nursing-part-2/2017-02-21

Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce – https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf

Employee Engagement & Team Building Resource Name & Link

Delivering Good Customer Service in Long-Term Care – https://www.mcknights.com/blogs/guest-columns/delivering-good-customer-service-in-long-term-care/

TeamSTEPPS® 2.0 for Longer-Term Care – https://www.ahrq.gov/teamstepps/longtermcare/index.html

Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce – https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf

Effective Interpersonal Communication: A Practical Guide to Improve Your Life – http://ojin.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Vol-19-2014/No3-Sept-2014/Effective-Interpersonal-Communication.html

Starter Toolkit for Engaging Staff in Individualizing Care – https://www.pioneernetwork.net/resource-library/resource-libraryengaging-staff-individualizing-care/

D.1 Resource Library

For additional resources, please visit the links below.

Scheduling & Staffing Resource Name & Link
Staff Scheduling Strategies for Better Care and Better Business – https://www.iadvanceseniorcare.com/article/staff-shifts-scheduling-strategies-better-care-and-better-business
Tip Sheet: Consistent Assignment – https://www.pioneernetwork.net/wp-content/uploads/2016/10/Consistent-Assignment-Tip-Sheet.pdf
Starter Toolkit for Engaging Staff in Individualizing Care – https://www.pioneernetwork.net/resource-library/resource-libraryengaging-staff-individualizing-care/
Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce – https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf
National Nursing Home Quality Improvement Campaign: Consistent Assignment – https://www.nhqualitycampaign.org/goalDetail.aspx?g=CA

Training Resource Name & Link
7 Best Practices for Hospitals' Training and Development Programs – https://www.beckershospitalreview.com/hospital-management-administration/7-best-practices-for-hospitals-training-and-development-programs.html
Succession Planning for Nursing Leadership – https://www.cna-aiic.ca/~/media/cna/page-content/pdf-en/succession-planning-for-nursing-leadership.pdf?la=en
Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce – https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf

D.1 Resource Library

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Management & Leadership Resource Name & Link
Effective Leadership in Long Term Care: The Need and the Opportunity – https://achca.memberclicks.net/assets/docs/ACHCA_Leadership_Need_and_Opportunity_Paper_Dana-Olson.pdf 8 Tips to Becoming a Successful Director of Nursing (Part 2) – https://www.aadns-ltc.org/Resources/Nurse-Leader-Blog/details/post/8-tips-to-becoming-a-successful-director-of-nursing-part-2/2017-02-21 Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce – https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf

Implementing Change Resource Name & Link
"Leading Change" by John P. Kotter. Harvard Business Review, 2012. Kotter's 8 Step Model of Change — https://www.managementstudyguide.com/kotters-8-step-model-of-change.htm Change Management in Health Care – https://pdfs.semanticscholar.org/fd5c/f11e42ff1adf514014f75e65764b38207b66.pdf

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