MANAGEMENT LISTENS TO EMPLOYEES

Improvement Recommendations

1. Regularly measure and take action on staff satisfaction survey results.
   - Share results with staff (e.g. use a bulletin board in the staff break room.)
   - Celebrate successes and improvements.
   - For areas that need further improvement develop a plan with staff and share it
   - Get back to staff on progress and completion.
   - Consider sending a letter to each employee summarizing the actions being taken to enhance the areas of improvement gained from their feedback.

2. Use survey data to better understand the employee experience:
   - New Hire Survey - gather the first impressions in the first 30 days of employment and feedback on orientation and training. This allows you to quickly address any issues.
   - Employee Commitment Survey - to understand the level of employee engagement.
   - Employee Exit Survey - to learn why employees leave.
   - Drill down Surveys - to gather insight into why employees scored items on the employee survey the way that they did. These surveys can be used in focus groups as discussion points or to distribute for individual feedback.

3. Methods to improvement communication with the staff:
   - Staff meetings (e.g. all staff, departmental, unit/neighborhood.)
   - Rounding to hold impromptu opportunities to communicate with staff.
   - An old fashioned “memo”.
   - An employee newsletter and/or intranet to assist in promoting management and staff communication.
   - Be certain that communication is not just “sent” but that it is also understood and internalized (intellectual and emotional acceptance.)

4. Facilitate a process to have CNAs attend and participate in resident care conference meetings.
   - Formally invite the CNAs and help them prepare for the meetings by providing important information for them to share.
   - Work with CNAs who are part of the interdisciplinary team, to schedule care conferences times that will work for everyone including families.
   - This could mean, including the CNA in the first five minutes of the care plan meeting so they can return to their residents.
   - If it is impossible for the CNA to participate in the care planning meeting for even a few minutes; at the least, ask the CNA if they have something they would like to contribute.

5. Seek out individuals to “weigh-in” on any decision that involves them:
   - Changes in the way things are done
     - Schedules for bathing, eating, activities, therapy etc.
     - Policies and procedures
     - Benefit programs
     - HR issues
     - Hiring practices
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6. Supplies and equipment.
   - Invite vendors in to your home to show groups of staff (including CNAs who would be using the products) and residents; options for certain products and their prices and let them provide feedback on which works best for them.
   - Give staff a voice in the products they will be using (e.g. CNAs-wheelchairs and beds; maintenance staff-cleaning supplies and equipment; nurses-medication systems; dietary staff-menus and dietary equipment etc)

7. Be honest with the staff.
   - Don’t raise expectations and say “maybe” to suggestions that they make that you know are unlikely to come to fruition.
   - Professionally say, “No” and then explain why.
   - Under promise and over deliver.

8. Share the facility goals and strategic plans with the staff.
   - Make a sincere effort to keep people informed of the big picture and how they fit.
   - Get staff involved in the creation of the vision and the plan on how to attain the vision so they are totally bought into the process.
   - Share your values, your vision with the staff so they can align their commitment with yours.
   - Report on progress toward specific goals to the staff during meetings or through other forms of communication.

9. Be transparent and share all data with staff—e.g., clinical outcomes, satisfaction survey results, occupancy trends, and financial results.
   - Maintain a bulletin board either public or in the break room where all of this data is made available for the staff to understand.

10. Have facility leaders adopt an open door policy but recognize that most staff will not walk into a manager’s office unless invited.
   - Leaders and supervisors need to get out among the staff in order to maximize their efforts to listen to the staff.

11. Conduct regular and frequent rounds to visit with and talk with the staff. Ask questions and be 100% interested in the answers.
   - Slow down during rounds, linger, and be present. No matter how busy you are, if a staff person stops to talk with you, focus totally on them during that time.
   - Do NOT look at your smart phone during conversation with staff-leave it in your office or put it in your pocket when making rounds and interacting with staff members.

12. Ask relationship building questions to show you see your staff as more than just workers and that you want their input.
   - Focus on them: “How are your beautiful kids doing?” or “How is your husband doing, I heard he was ill?” or How old are your children? What are their interests?”
     - You may need to write the information down in order to remember.
   - Focus on the positive: “What is working well today?”
     - Make sure to pass on the positive response to appropriate people.
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- Positive feedback loop: “Is there anybody you are working with who has gone above and beyond the call of duty today?”
  - Make sure to pass on the positive response to the respective staff person.
- Quality Improvement—systems focus: “Is there anything we can do better?” or “What is frustrating you today?”
  - Consider the information they share is probably affecting more than one person so bring this information to the next QAPI committee meeting.
- Equipment and supply needs: “Do you have the tools and equipment to do your job?”
  - Act on the information they share and always get back to them and let them know what you did/will do to make sure they have the right equipment and supplies to do their job well.

13. Create consistent, formal, structured systems to receive employee insights and feedback such as:
   - Learning circles
   - Community meetings and/or neighborhood meetings
   - Regular employee satisfaction surveys
   - Suggestion boxes
   - Be sure to check frequently and post the suggestions and your responses on a bulletin board next to the suggestion box

14. Know one thing about each staff person that you can talk about when you meet—perhaps something you share in common with them.