

# Vaccination Module 1 & Staff Morale PIP

Continuation Phase, Session 20

1

Today

IHI Curriculum

• **Vaccinations What's New**  
(from late May/early June)

Staff Morale

Staff Morale PIP

Vaccination Presentation

2

How does your leadership team receive up to date information regarding vaccines?



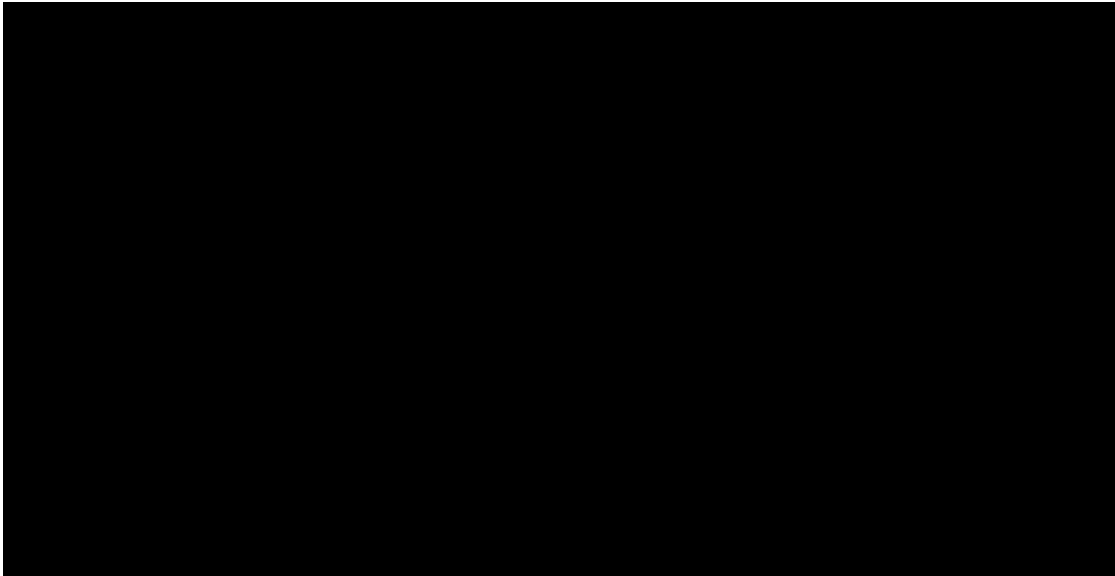
3

How do you notify you staff, residents and family members about these updates?



4

## IHI Video: Vaccinations What's New



5

**McKnight's**  
LONG-TERM CARE NEWS

Your needs are evolving.  
So is Clorox.<sup>®</sup> Find out how →

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News • [Clinical Daily News](#)

July 23, 2021

### Online tool helps take guesswork out of COVID-19 testing in long-term care facilities

Alicia Lasek

Long-term care operators can compute the risk for COVID-19 infections in their facility with a new [online simulation tool](https://lpcf-covid.shinyapps.io/snf_testing_abm/). They simply plug a proposed testing schedule and other facility information into the simulator and receive information to make the most informed decisions.

[https://lpcf-covid.shinyapps.io/snf\\_testing\\_abm/](https://lpcf-covid.shinyapps.io/snf_testing_abm/)

**REGISTER NOW!**  
**NADONA**  
94th National Conference  
August 7-11, 2021  
Pre-Conference August 7, 2021  
Completion August 11, 2021  
The Conference is held at the Sheraton Grand Hotel  
Chicago (Chicago, IL)  
Chicago, IL, near O'Hare  
[Click here to register or view the site.](#)

Tweets by @mcknightltn

**McKnight's LTC News**  
@mcknightltn  
Meet Kristin Harris, Rising Star honoree  
#McKnightWORLD on #LTCERSIFEMMY

6



7

<http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

- The importance of joy in work (the “why”);
- Four steps leaders can take to improve joy in work (the “how”);
- The IHI Framework for Improving Joy in Work (the “what”);
- Key change ideas for improving joy in work (& successful examples); and
- Measurement and assessment tools for gauging efforts to improve joy in work

INSTITUTE FOR HEALTHCARE IMPROVEMENT

WHITE PAPER

IHI Framework for Improving Joy in Work

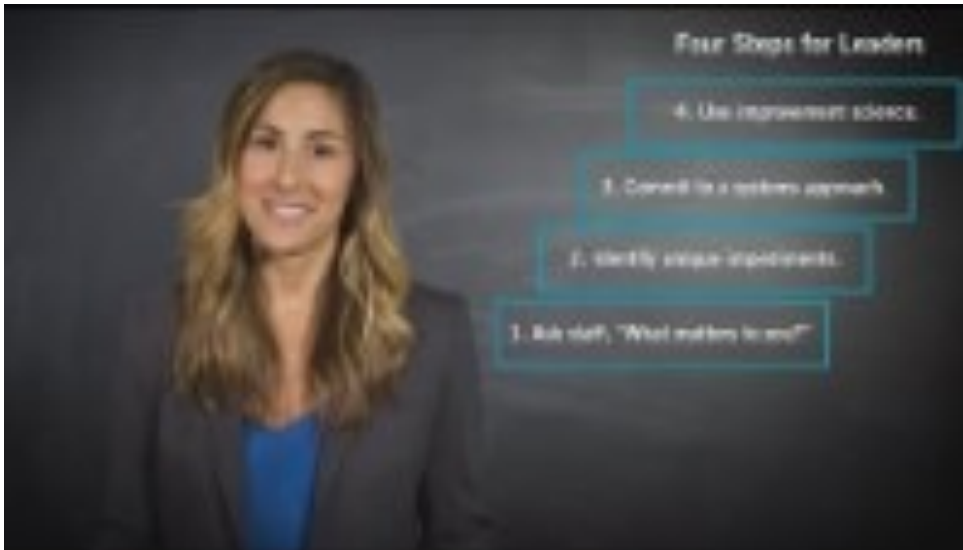
AN IHI RESOURCE

200 University Road, Cambridge, MA 02138 • ihl.org

How to Cite This Paper: Perle, J., Bull, S., Brennan, S., Kahrmann, A., Landman, J., Pinsky, D. (2017) Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement. 2017. Available at <https://doi.org/10.1198/ihlwp.2017.00001>

8

# FOUR STEPS LEADERS CAN TAKE TO INCREASE JOY IN WORK



9

## Performance Improvement Project (PIP) Guide



Start Date	Review Date(s)	Complete Date	PIP Squad Members
7/28/2021	8/14/2021	09/28/2021	1. Click or tap here to enter text. 2. Click or tap here to enter text.
Project Leader	8/28/2021	10/28/2021	3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text.
Key Area for Improvement	Staff morale		
Goal: Specific Measurable Action-Oriented Realistic Time Bound	Improve employee joy in work by 15% in 3 months as evidenced by comparison of pre- & post-assessment tool (IH Framework for Improving Joy in Work, Appendix C)		
What is the Root Cause(s) for the problem? Ask "Why is this happening?" 5 times. If you removed the root cause, would this event have been prevented?			
Collect barriers/root causes from "what matters to you?" and impediments to joy conversations			
Barriers: Click or tap here to enter text.			

## Staff morale/ Joy in Work PIP

- GPQIN PIP template: <https://greatplainsqin.org/wp-content/uploads/2020/04/Performance-Improvement-Project-Fillable-Form.docx>
- CMS QAPI tools: <https://www.cms.gov/Medicaid/Provider-Enrollment-and-Certification/QAPI/Downloads/ProcessToolFramework.pdf>

10

Plan	Do			Study and Act	
List the tasks to be done	Responsible Team Member	Start Date	Actual Completion Date	Comments/Lessons Learned	Adopt/Adapt/Abandon
Meet as PIP team to develop charter (Review "Get Ready" action steps)	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Collect staff satisfaction surveys (e.g. Pinnacle)	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Launch conversations – (10 individuals) Appendix A – Conversation Guide	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

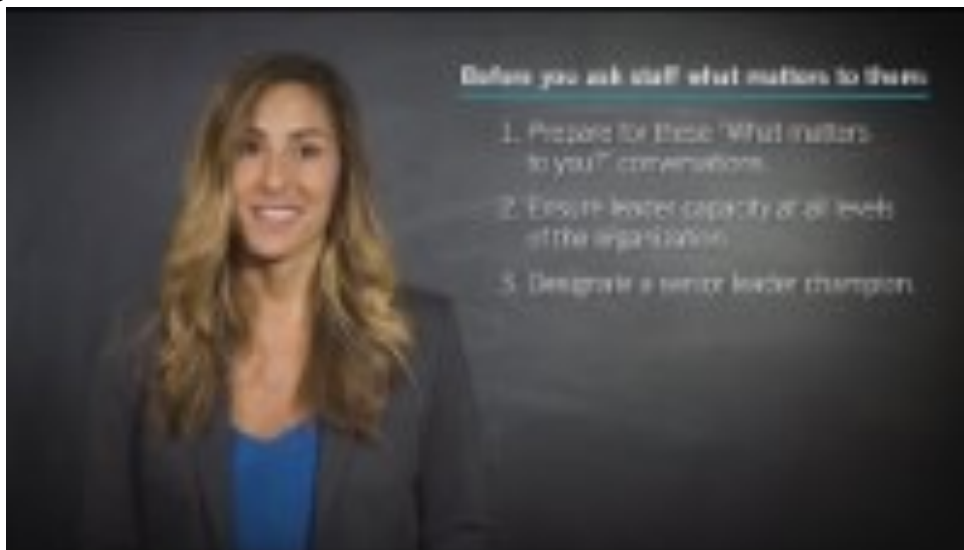
Study and Act					
Benchmarks/metrics [how will we measure progress?]	Baseline Date	First Measurement Date	Second Measurement Date	Final Measurement Date	Comments
Pre-PIP & Post-PIP assessments (e.g. Pinnacle, CMS Employee Satisfaction Survey or Appendix C tools)		Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
	07/28/2021-08/11/2021	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

## Staff morale/ Joy in Work PIP (cont.)

- Use most current staff satisfaction survey results
- OR if you haven't done one,
- CMS CMPRP Employee Satisfaction Toolkit: <https://www.cms.gov/files/document/cmprp-toolkit-2-employee-satisfaction-survey.zip>
- Other examples in IHI Joy in Work, Appendix C

11

## How to get ready for “what matters to you?” conversations



12

## Staff Morale Homework



\$50/  
submission

- Meet as PIP team
- <http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>
- Review “Get Ready” action steps, p. 9
- Collect staff satisfaction survey results
- Document baseline data
- Conduct 10 “What Matters to You?” conversations

13

If you would like additional technical assistance, please let us know.

You can work with our mentors one-on-one.

14

# Trends in vaccination policies

15

## CORONAVIRUS

**Unvaccinated nursing home staff linked to increase in COVID cases, deaths**

**COVID outbreaks happening in nursing homes again -- thanks to unvaccinated staffers**

16



# Veterans Affairs mandates the COVID jab for all



17

## State and city governments

- ▶ Mandate vaccine or get tested weekly



ap news

California to require vaccine or testing for state workers

AP Associated Press 2h

18

## Health care systems now increasingly require COVID-19 vaccination

Hospitals

**41 health systems requiring mandatory COVID-19 vaccines for their workforces**

19

## Health system issues

- ▶ Lost time due to COVID-19 infections puts unnecessary pressure on remaining staff
- ▶ Lost productivity reduces health system revenues that support staff
- ▶ Reduced staffing impacts customer services

20

## Legal issues

- ▶ Government currently is not prosecuting or penalizing facilities for COVID-19 deaths due to under vaccinated staff, but may change this policy.
- ▶ Nursing homes are exempt, for now, from litigation for negligence and wrongful death due to COVID-19 but this may change.
- ▶ Non vaccinated staff may be personally libel for wrongful death of residents and staff

21

## Personnel issues

- ▶ Unvaccinated staff stress vaccinated staff who appreciate the fact that unvaccinated staff are vectors of COVID-19
- ▶ Unvaccinated staff reveal their lack of concern for their clients and reduce shared mission of staff to protect vulnerable residents
- ▶ Bottom line: unvaccinated staff are not altruistic which is a key character in high quality health care.

22

## Implications

- ▶ Remember that the biggest spread of COVID-19 during the early phase of the pandemic was healthcare workers who infected family, friends and colleagues.
- ▶ By nature, health care facilities are vortexes of COVID-19 and need to optimize infection control, including high vaccination rates

23

## Implications

- ▶ Healthcare workers have an obligation to protect their patients, colleagues and family.
- ▶ Healthcare systems increasingly are unwilling to assume liability for unvaccinated healthcare workers as well as tolerating disruptions due to avoidable sick leave.

24

## Options for managing the unvaccinated:

Pay raises for vaccinated staff only and advertise this fact vigorously

Require unvaccinated staff to be tested for COVID-19 weekly or more frequently if county COVID-19 cases increase

Gradually replace unvaccinated staff with more committed people

Incentivize the medical director and DON to achieve 90% staff vaccination rate.

Celebrate each new unvaccinated convert ! For example, free lunch for facility.

25

## Managing the unvaccinated

- ▶ IN CHAT BOX LIST YOUR IDEAS FOR IMPROVING VACCINATIONS AMONG STAFF

26