# Building resilience:
Maintaining quality care
in nursing homes during COVID



Great Plains - Mountain
GWEP Consortium

https://www.dakotageriatrics.org/great-plains-mountain-consortium

HRSA funded Geriatric Workforce Enhancement Programs

## Disclosure

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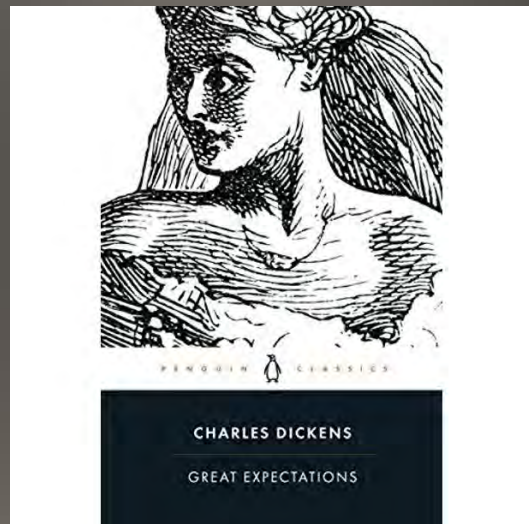RN

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# Expectations

- Attend all 12 sessions

- Recruit staff, especially CNA's

- Share your experiences

- Conduct QAPI on the fly

CHARLES DICKENS

GREAT EXPECTATIONS

# A Culture Change Moment

## Culture Change is QAPI

**Change Ahead**

Carmen Bowman, MHS, BSW
Regulator turned Educator
Edu-Catering: Catering Education for Compliance and Culture Change

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# Emotional Intelligence Summary
## (Session 1)

1. Self-Awareness: Take steps in owning one's emotions.
2. Self-Reflection: based on experiences and emotions based on those experiences.
3. Self-Regulation through networking: Continually build network of persons who value empathy & self-awareness.

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# Resiliency in Long Term Care

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# What is Resiliency?

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# Resiliency

The ability to withstand adversity and bounce back from difficult life events.

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# Resiliency in health care settings is…

- a health worker's ability to adjust prior to, during, or following changes and disturbances.
- to sustain performance under both expected and unexpected conditions

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### Case Study – Older Adults 65+ after Hurricane Katrina

Older adult survivors described (1) finding personal gratification, (2) realizing their ability to cope, and (3) developing a new interest in life through their novel experiences contributed to their resilience.

Langer, N. (2004). Resiliency and spirituality: Foundations of strengths perspective counseling with the elderly. *Educational Gerontology*, *30*(7), 611-617.

# Case Study Reflections

Providers can benefit from understanding the roles of...
- self-efficacy,
- internal locus of control
- ability to find meaning

...to develop effective assessments and interventions with staff & older adults

## Case Study Quote

"…to reframe negative experiences into opportunities for growth, and therefore, to value those experiences."

# Applying Resiliency practices: Leaders

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*My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humor, and some style.*

*Maya Angelou*

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## Use Trickle-down (up & side by side) effect to your advantage:

# Model Behavior

Langer, N. (2004). Resiliency and spirituality: Foundations of strengths perspective counseling with the elderly. *Educational Gerontology*, *30*(7), 611-617.

# Leadership "to do's"…

- Listen to staff needs.

- Listen to team's suggested solutions to problems

- Suggest positive perspectives, outlooks, and solutions when faced with challenges.

# Leadership "to do's" ...

Be transparent, approachable and inquisitive
"What is going well"
"What is not going so well"
Provide a space for staff to express their feeling & ideas
(Look for affirming moments).

# Applying Resiliency: How can staff (you) develop resiliency?

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# Locus of Control

- Encourage staff (yourself) to problem solve and...
  - Self-reflect: ask yourself "What issues do I perceive as internally and externally controlled?"

Langer, N. (2004). Resiliency and spirituality: Foundations of strengths perspective counseling with the elderly. *Educational Gerontology*, *30*(7), 611-617.

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# Remind Yourself...

- ◍ ...of your gifts, talents, and abilities (often!)
- ◍ ...to pay close attention to your own needs and tend to them regularly (put it in the calendar!)
- ◍ ...to set S.M.A.R.T. and reasonable goals

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# Only Constructive Relationships, Please!

- ◍ Ask yourself, "Is this relationship constructive?" "Is it helping me see more of my strengths, gifts and abilities?"
- ◍ **Balance** "tough" relationships with **more** encouraging and constructive ones.

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"Remember that work and life coexist. Wellness at work follows you home and vice-versa. The same goes for when you're not well, fueled, or fulfilled. Work and life aren't opposing forces to balance; they go hand-in-hand and are intertwined as different elements of the same person: you."

— **Melissa Steginus, Self Care at Work: How to Reduce Stress, Boost Productivity, and Do More of What Matters**

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# "Take Aways"

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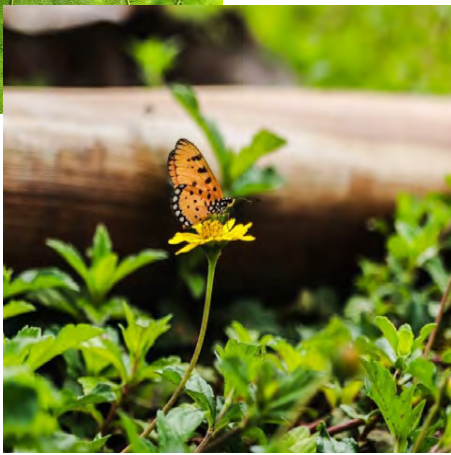
## Take Aways

- Remind yourself of your gifts, talents, and abilities, and nurture them often.  Put your hobbies and interests on the calendar!
- Build an AMAZING supportive social network.
- Listen to and study your needs
- Listen to needs of others.

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## Take aways

- Set attainable goals.
- Be transparent and vulnerable (often).
- Gratitude, Gratitude, Gratitude.

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# What does Resiliency mean to you?

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## Discussion

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# Action Steps to QAPI
## Step 2: Develop a Deliberate Approach to Teamwork

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## Quality Assurance/Performance Improvement (QAPI)

*"Transforming the lives of nursing home residents through continuous attention to quality of care and quality of life"*

## Teams and TEAMWORK



## Institute for Healthcare Improvement (IHI)

A **team** is a group of people that works together in a coordinated way, maximizing each team member's strengths, to achieve a common goal. Such a group can anticipate mistakes, overcome obstacles, and navigate difficult situations.

## Characteristics of an effective team…

A clear purpose

Defined roles

Commitment to active engagement
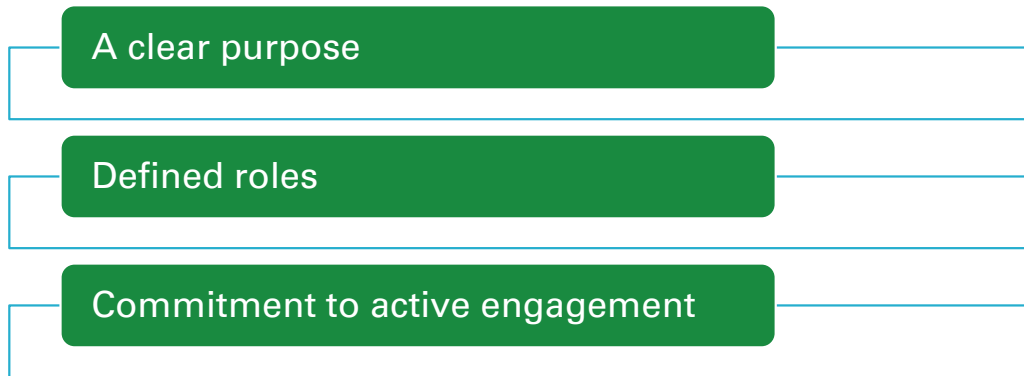
# Clear Purpose

- Defined in PIP Charter
- Adds strength, importance, structure, and formality

# Defined Roles

Key roles....

1. Someone in a decision-making capacity

2. Someone close to the problem

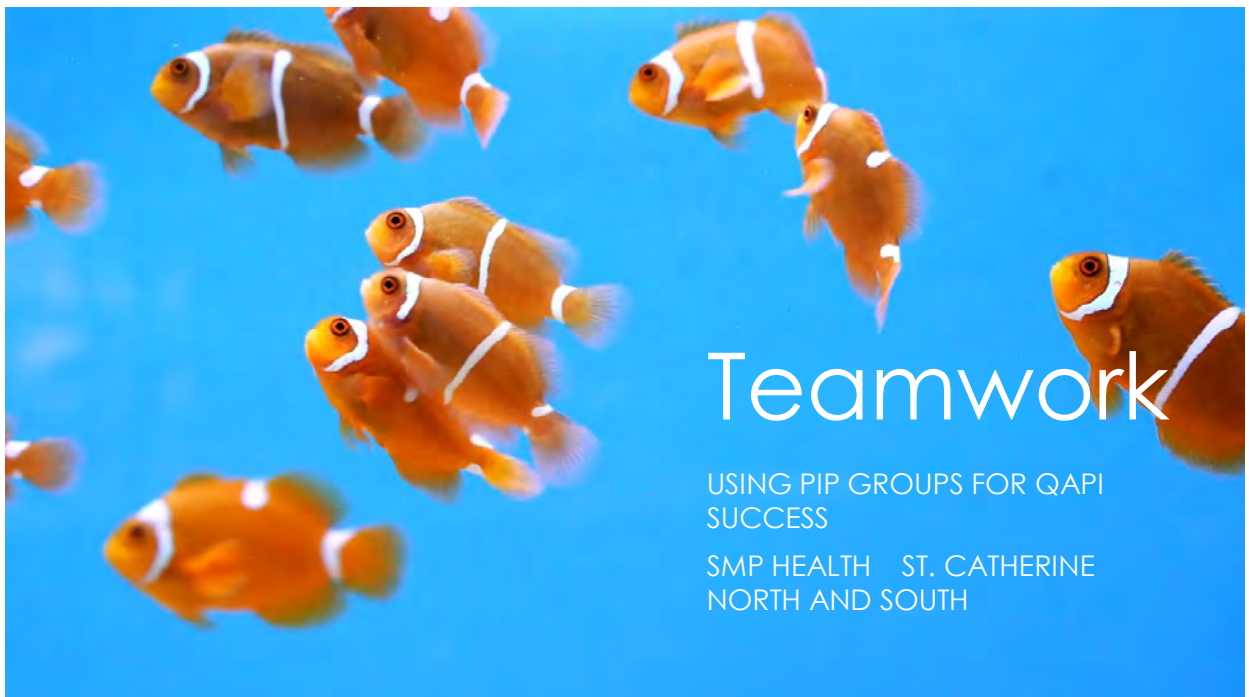3. Someone to conduct day-to-day functions

# Active Engagement

• Willingness to participate

• Clear and ongoing communication

# QAPI Relies on TEAMWORK

❖ Task-oriented Teams

❖ PIP Teams

❖ Multidisciplinary Teams

❖ Families and Residents

❖ Communication

❖ Leadership Support



# Teamwork

USING PIP GROUPS FOR QAPI SUCCESS

SMP HEALTH    ST. CATHERINE NORTH AND SOUTH

## Choosing the Team

- Interdisciplinary   Nursing, Care Management, CNA, Activities
- Collaborative   everyone s voice is important
- Common Goal   to decrease falls
- Dedicate time to meet



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Characteristics of an effective team include the following:

- Having a clear purpose
- Having defined roles for each team member to play
- Having commitment to active engagement from each member

The roles of team workers may grow out of their original discipline (e.g., nurse, social worker, physical therapist) or their defined job responsibilities.

From QAPI at a Glance – CMS, U of M, StratisHealth

- Set Goals for the team – overall goal was to reduce falls
- Define Roles and Responsibilities – team lead, recorder
- Clear Communication – everyone's voice is important on the team
- Prioritize the Work – determine where to start and path to meet goal
- Smaller teams may form from the PIP team to look at a particular problem – ie activities, nighttime routines, toileting routine

Transforming the lives of nursing home residents through continuous attention to quality of care and quality of life

# QAPI
## at a Glance:

A Step by Step Guide to Implementing Quality Assurance and Performance Improvement (QAPI) in Your Nursing Home

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# PIP Team – Falls
# 2 areas identified

**Evening Routine/Bedtime**

▶ Activities right after dinner    done by 5:30p

▶ Staff interaction/when they start to get residents ready for bed

▶ Earlier bedtime, residents are awake and getting up during the night when there is less staff

▶ We create the habit of residents wanting to go to bed earlier

▶ Medications then are given earlier and residents are spending more time in bed

▶ Challenged Nursing staff to change

**Activities**

▶ Most activities are during the day

▶ Same residents attend

▶ Many of the same activities week to week

▶ Many residents wanting to stay in their rooms more

▶ Challenged Care Management, Activities, and Nursing to find new activities that residents want to attend and focused on many different types of residents

# Approaches used by the Team

- Audits
- Observations
- Interviews
- Pinnacle Surveys
- Face to face meetings to review findings and discuss next steps

- Piloting changes on one unit or floor   team member on that unit
- Review success or weaknesses before rolling out to the facility
- All team members involved   not relying on one to do the work

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What changes are we going to make based on our findings?

What exactly are we going to do?

Act   Plan

Study   Do

What were the results?

When and how did we do it?

**http://go.cms.gov/Nhqapi**

*"Individual commitment to a group effort — that is what makes a team work, a company work, a society work, a civilization work."*

- Vince Lombardi

## In summary…

- QAPI is team driven
- Interdisciplinary teams are a must
- Communication should be open and ongoing

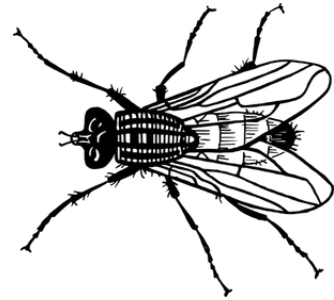## QAPI on the fly poll…. (Zoom Poll)

Over the next 4 weeks, which of the following topics do you want to focus upon

A) Safety (eg infection control)

B) Resident Centered Care (eg reducing social isolation)

C) Quality Care (eg fall reduction)

## Homework

Check out Resources including
*QAPI at a Glance*

Review your current approach
to forming QAPI teams.
(eg Are CNAs included?)

# Questions

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Culture Change is QAPI

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