



Achieving Sustainable 5-Star Care and Culture:

Projects and Methods to Use when Reaching for the Stars

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VINCENTIAN
It's All About Living!

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Vincentian Collaborative System

Pittsburgh, PA

- ✓ **650 Employees**
- ✓ **3 Skilled Nursing Facilities**
358 Beds
- ✓ **2 Personal Care Homes**
110 Beds
- ✓ **2 Independent Living**
155 Apartments/Homes
- ✓ **2 Childcare Centers**



Vincentian Collaborative System



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Our Mission, Our Work

Mission: Compelled by the love of Christ, Vincentian Collaborative System nurtures and sustains a ministry of compassionate care that preserves the human dignity of persons within a diverse and changing society.



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Changing Times



SILVER TSUNAMI



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Nick Vizzoca

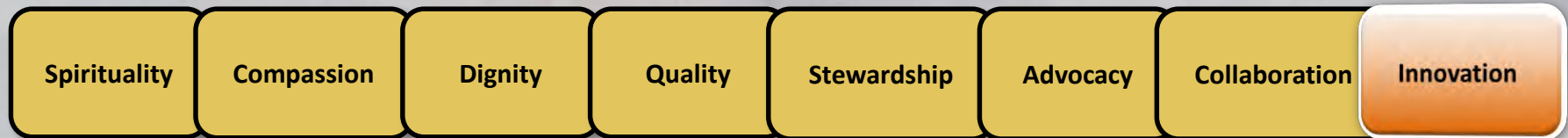
CEO and President, Vincentian Collaborative System



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Values



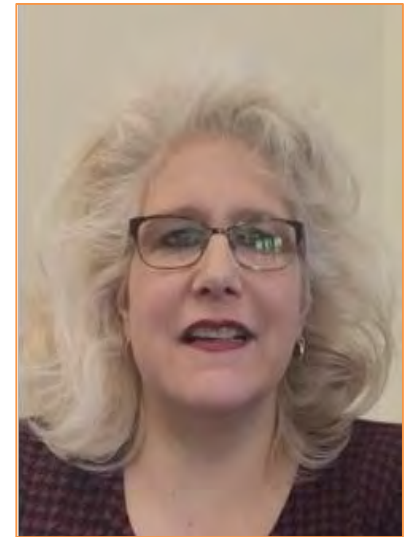
A New Value: Innovation

Vincentian must foster a culture of innovation to ensure continued growth and sustainability. In an ever-changing healthcare environment, organizations who are nimble, forward-looking and accepting of change will thrive. This progressive approach must permeate all facets of our ministries.

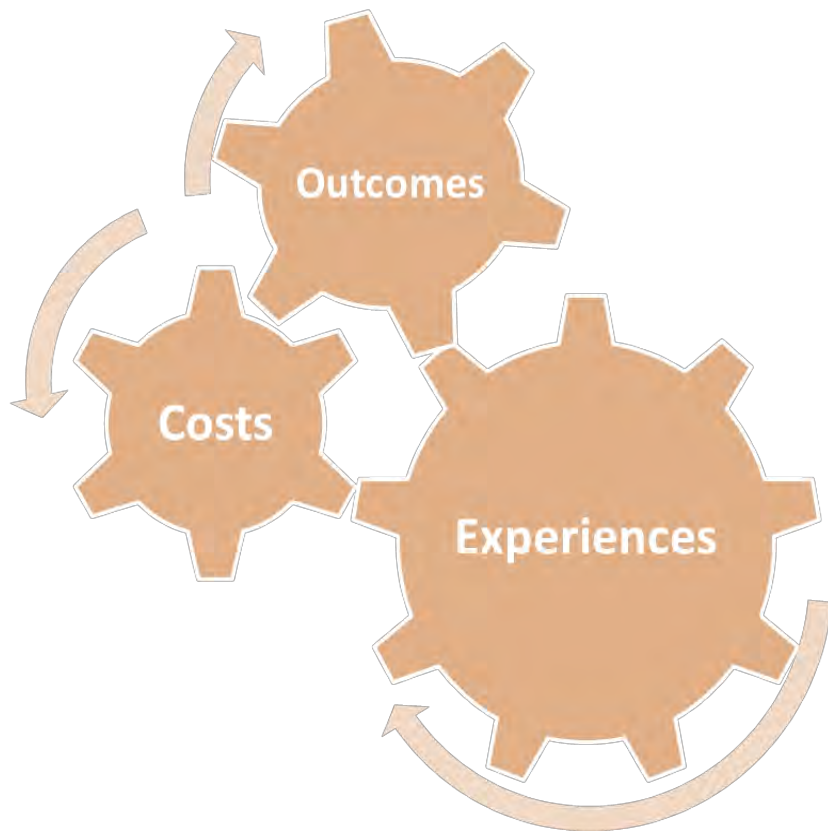
Vincentian Collaborative System



Patty Embree



Michelle Bulger



Defining Value

Residents and Families
are the only way for us to
understand and deliver
value



**Value for Residents and Families
Results in Value for Care Givers and Organizations**

What's in our Toolbox?

Traditional Tools:



Resident and Family
Stories



Resident Councils



Care Flow Mapping



Satisfaction Surveys



Comments



Letters



What more do we need?

- Understand our current state
- View care through our residents eyes
- Build high performing teams
- Create urgency
- Engage our staff at all levels
- Have the infrastructure to make rapid change
- Be able to communicate to our staff
- Evaluate processes and efficiencies




Vincentian CARES



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Vincentian CARES

- 
- Resident Experience
 - Employee Experience

Vincentian CARES

Resident Experience

- Experience Working Groups
- Leadership Rounding
- Engagement Surveys*
- Voice of Resident (Letters, Feedback, etc.)
- Resident Council Meetings

Employee Experience

- Vincentian RISE
- InSight (Empathy)
 - Sensitivity
 - Shadowing
- Engagement Surveys*
- Inclusion Groups*
- Communication Skills
- THRIVE
- Onboarding
- Mentor
- Enrichment and Development



VCS Transformation: A Culture of Excellence

Star Rating Comparison	October 2015	May 2018
Vincientian Home		
Vincientian Marian Manor		
Vincientian de Marillac		



Five Star Rating= Top 10% facility as rated by CMS
Marks first time that we have recorded with all
Vincientian Senior Communities are rated five stars

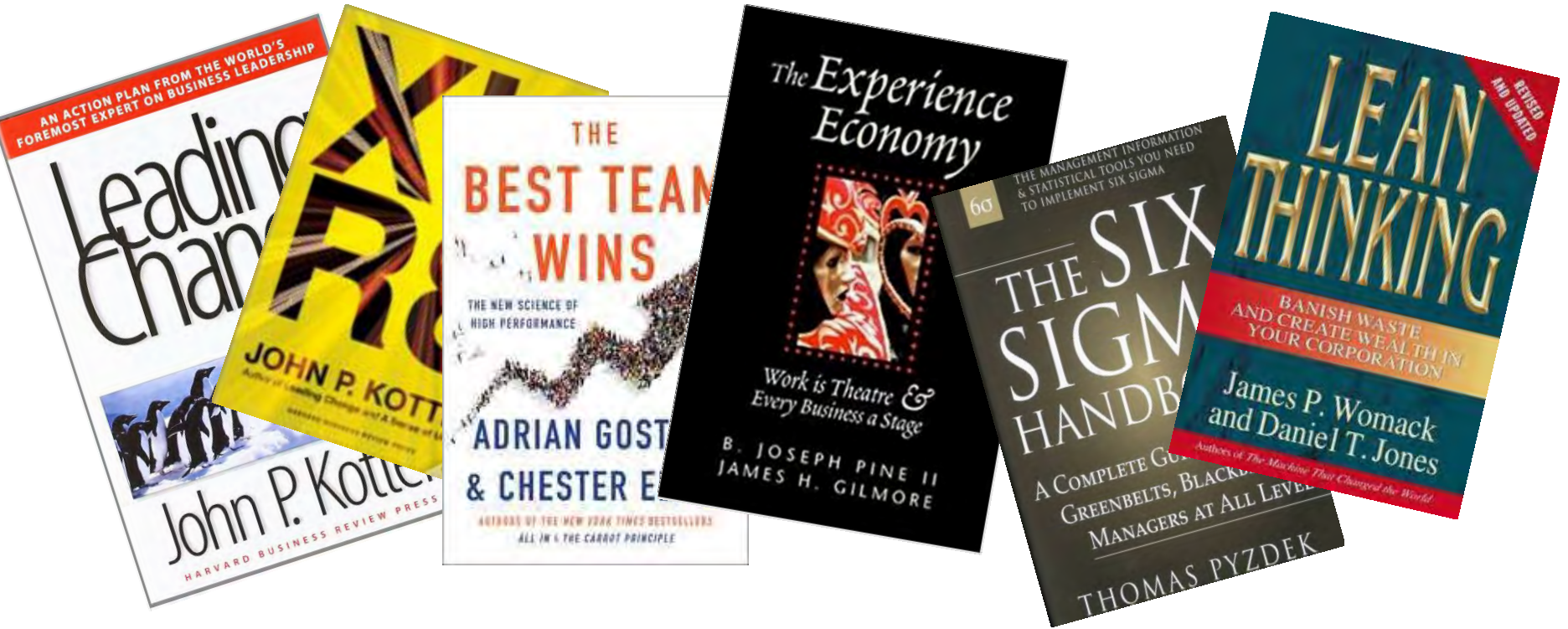
All Three Facilities are 5 Stars



Five Star Rating= Top 10% facility as rated by CMS
Marks first time that we have recorded with all
Vincentian Senior Communities are rated five stars

1. Care Experience Work Groups

Systematic Approach



 PFCC Step-by-Step

Define and Build Unique Teams



Care Giver

Any person within a care setting whose work directly or indirectly touches a resident's or family's experience.

Touchpoints

Key moments and places within the care setting where resident and family travel during their care experiences.



Improve Residents Experiences

Communication Boards

- Sets Rehabilitation Goals
- Personalized care
- Encourages creativity
- Relieves anxiety
- Improved communication
- Prevents loss of resident's identity

Welcome to
VINCENTIAN MARIAN MANOR
It's All About Living!

Room Number

Today's Date

Care Team

Nurse:
Aide:
Social Services:

Family Communications

Laundry: ___ Facility: ___ Family: ___

CALL
DON'T FALL

About Me

Reminders

My Discharge Plan

My Estimated Discharge Date: _____

My Therapy Goals

Managing My Pain

My Next Scheduled Date: _____

Improve Clinical Experiences

Pain Management

- Alternate therapies to reduce opiate dependence
- Aromatherapy, meditation, Tens units, ice
- Distraction techniques
- Collaboration between residents and staff



Reduce Costs

- **Employee Wellness Program**
 - Healthier workforce
 - Reduced healthcare costs
 - Potential for
 - Decreased absenteeism
 - Reduced stress
 - Improved morale



2. Leadership Rounding

For the resident...

- Improve Satisfaction
- Opportunity for Service Recovery
- Open Lines of Communication

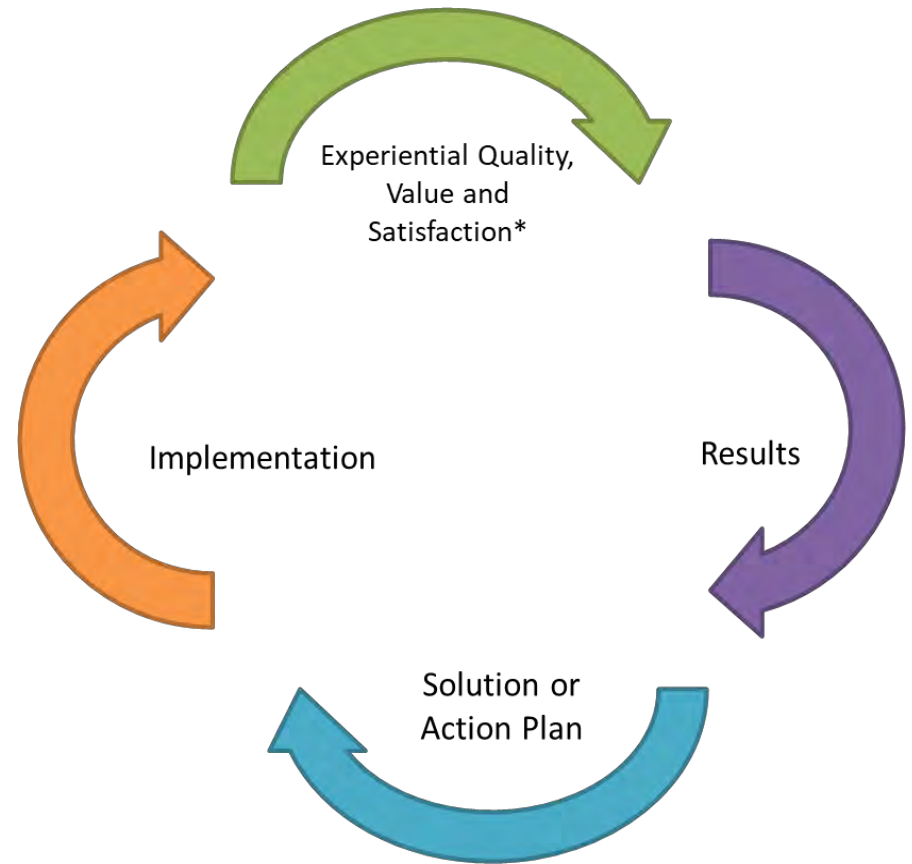
For the staff...

- Develop Relationships
- Accountability
- Assist with Problem Solving
- Reward and Recognize
- Builds Engagement



Program Goals/Objectives

- Leadership Visibility
- Employee Recognition
- Improvement Opportunities
- Collect and Report Findings
- Establish Infrastructure
- Spread Best Practices



Program Logistics

Our Leaders:

CEO, VP's, Administrators, and Quality Director

- A Leader conducts 2 rounding sessions a month
- Rotation schedule
 - Assigned to one community for one month
 - Rotate shifts
- Leadership Rounding Tools



Leadership Rounding Tools – 3 Components

1.

Resident Interviews

View in full email to my Region at [link.com/links](#) **CONFIDENTIAL** RESIDENT SURVEY KEY POINTS DEPARTMENT OF HEALTH SURVEY QUESTIONNAIRE RESIDENT 1 - Room # _____

FACILITY: VDM_VH_MM DATE: _____ SHIFT: _____ COMPLETED BY: _____
 COMMUNITY: _____ BUILDING: _____ FLOOR: _____ FAVORABLE FOR DOH INTERVIEW: Yes_ No_

ROOM	QUESTION	YES	NO	COMMENTS	REMARKS
	Please tell me about your room & how you feel about it.				
	Do you enjoy spending time in your room?				
	Is there enough light for you?				
	Is the room temperature comfortable?				
	Is there anything you would like to change about your room? If yes, what?				
	Have you used a different room in the facility? If no, skip to next question.				
	What was the reason for the room change?				
	Did you have a choice about changing rooms?				
	Where was your other room? (What was it like?)				

ENVIRONMENT	QUESTION	YES	NO	COMMENTS	REMARKS
	I realize being in a nursing home is not like being in your own home, but do you try to make this facility seem like home?				
	Do the other places you use (kitchen, room, dining room) seem homelike?				
	Is there anything that would make this facility more comfortable for you?				
	Is it generally quiet or noisy here during the day? As noisy?				
	Is the facility usually clean and free of bad smells?				

PRIVACY

QUESTION	YES	NO	COMMENTS	REMARKS
Are you a person who likes to have privacy sometimes?				
Are you able to have privacy when you want it?				
Do staff and other residents respect your privacy?				
Do you have a private place to meet with visitors?				
Where do you make phone calls?				
Do you have privacy when you are on the phone?				

2.

Employee Interviews

View in full email to my Region at [link.com/links](#) **CONFIDENTIAL** LEADERSHIP ROUNDING ABSOLUTE INTERVIEW QUESTIONNAIRE

FACILITY: VDM_VH_MM DATE: _____ SHIFT: _____ COMPLETED BY: _____
 COMMUNITY: _____ BUILDING: _____ FLOOR: _____

Opening Script: Hello, my name is _____ and I am visiting with staff today on behalf of the leadership team at Vincentian. I wanted to thank you for the great work you do and make sure that things are going well for you and ensure your needs are being met. Is now a good time to speak?
 Closing Script: Thank you _____ for taking time to speak with me today. I enjoyed hearing your thoughts and ideas. If there is anything that I can do for you, please don't hesitate to contact me.

EMPLOYEE 1 NAME: _____ TITLE: _____

QUESTION	YES	NO	COMMENTS	REMARKS
What is working well today?				
Is there anyone I should recognize for doing great work? If yes, who?				
Are there any systems or processes that need improvement today?				
Do you have all the equipment and information you need to do your job?				
Is there anything that can help with right now?				

EMPLOYEE 2 NAME: _____ TITLE: _____

QUESTION	YES	NO	COMMENTS	REMARKS
What is working well today?				
Is there anyone I should recognize for doing great work? If yes, who?				
Are there any systems or processes that need improvement today?				
Do you have all the equipment and information you need to do your job?				
Is there anything that can help with right now?				

EMPLOYEE 3 NAME: _____ TITLE: _____

QUESTION	YES	NO	COMMENTS	REMARKS
What is working well today?				
Is there anyone I should recognize for doing great work? If yes, who?				
Are there any systems or processes that need improvement today?				
Do you have all the equipment and information you need to do your job?				
Is there anything that can help with right now?				

Thank you card(s) given to: _____

3.

DOH Internal Tool

View in full email to my Region at [link.com/links](#) **CONFIDENTIAL** INTERNAL SURVEY KEY POINTS DEPARTMENT OF HEALTH SURVEY QUESTIONNAIRE

FACILITY: VDM_VH_MM DATE: _____ SHIFT: _____
 COMMUNITY SURVEYED: _____ COMPLETED BY: _____
 BUILDING: _____ FLOOR: _____

RESIDENTS' RIGHTS

CRITERIA	YES	NO	NOT ASSESSED	COMMENTS	REMARKS
Respecting choice. Residents are treated with respect and dignity.					
Staff knocks on door and introduces yourself - other HOME before the DOH SURVEY.					
Staff respects privacy - pulling private curtains, treatments not given in dining room.					
Staff addresses residents by preferred name.					
Staff respects residents' personal property.					
Examinations are appropriate in terms of location and time of day.					
Call lights are within reach of resident when applicable. (assessed timely within 5 min)					

MED CART - MED ROOM

CRITERIA	YES	NO	NOT ASSESSED	COMMENTS	REMARKS
Med cart checked when appropriate.					
Medications not left on top of cart when unattended.					
MPAA - Screen is in hide mode when unattended, no resident information left on cart.					
Hand wash or sanitizer is used prior to med pass and in between residents.					
Lines are checked at all times.					
Surge containers - must be below the line. Only 1/4 of the way full.					
NAHRS SURVEY ONLY: Med room checked for all outdated meds and medical supplies.					
NAHRS SURVEY ONLY: Unchanged residents medications removed and documented on MAR.					
NAHRS SURVEY ONLY: Staff/governance log complete.					

Jan. 2017

3. Leadership Development

Leadership Development and Mentorship Program

- Program will provide...
 - Experiences
 - Opportunities
 - Exposure
- 18 Months
- Project-driven Initiative



4. Employee InSight

- **A. Sensitivity Training**
- **B. Shadowing**



Sensitivity Training

- **Experiential exercises**
- **Sensory impairment simulation**



Shadowing

Shadowing:

Shadowing is the repeated, real-time observation of residents and families

- Walk the walk of residents and families
- Record observations and insights
- Identify care experience flow



Why Shadow?

Engage Residents, Families and Care Givers

- Creates **empathy** and **urgency** to drive change
- Engages residents and families as full partners in **co-design** of care
- Establishes the **true vs. assumed** current state



Who Can Shadow?

Anyone can Shadow

- Guiding Council members
- Any care givers
- New hires
- Light duty staff
- Students, volunteers, interns, resident advocates



- open-minded • unbiased • good listener • attentive to detail •



Are You Ready to Shadow?

- Have your worksheet ready
- Record care givers, touchpoint and observations
- Note what is going well and any opportunities for improvement

TIME	TOUCHPOINT	CARE GIVER(S)	OBSERVATIONS, COMMENTS, OPPORTUNITIES, EMOTIVE RESPONSES
Example: Start 6:13AM End 6:18AM	Example: Same Day Surgery Check-in Desk	Example: Registrar	Example: Registrar smiled and greeted patient, did not introduce self Presented him with medical history form to complete



Shadowing Results

What did you notice?

Remember...



Questions?

