

STRATEGY 4:

NOURISH

TEAMWORK & COMMUNICATION



Change Concepts

- 4.a Expect and support effective communication with staff and between staff.
- 4.b Be a team player.

4.a Change Concept: Expect and support effective communication with staff and between staff.

Action Items

- 4.a.1 Hold short daily stand-up meeting between manager/supervisor and staff on each shift to share information needed for care, such as information about a new resident or interventions to support well-being and to share any organizational news, and use the time to identify concerns, resource needs, etc.
- 4.a.2 Implement a formal method for communication between shifts, and if there is not a shift overlap, then at the start and end of each shift. For example, face to face meetings or huddles, Nursing Assistant shift-to-shift bedside report.
- 4.a.3 Establish the use of learning circles and huddles to foster relationships and create an opportunity for all to be heard and to determine action needed. Use these methods as part of every day work, for example to learn about or discuss a new resident. When communication is about real day to day work, it will foster good working relationships.
- 4.a.4 Establish a process of updating care plans that supports effective communication. Measure and monitor that care plans are updated and support staff in providing individualized care for the resident.
- 4.a.5 Conduct regular staff surveys and share results with staff, including opportunities for staff response and questions.
- 4.a.6 Develop communication plans that use multiple approaches (e-mail, verbal, newsletters) based on content and audience to ensure a consistent message is disseminated throughout the organization and across all shifts. Do not rely on word-of-mouth.
- 4.a.7 Create systems that support teams to function even when they do not have the luxury to meet. For example, use email or staff journals, taking care to follow all data confidentiality requirements.
- 4.a.8 Remove boundaries between departments. For example:
 - Establish regular neighborhood meetings on each shift for the purpose of identifying what is working well as well as opportunities to improve. Include all departments, including dining services, maintenance, and housekeeping

- Use interdisciplinary teams for problem solving. Include “all voices” from all shifts that have a stake in what is being discussed. For example, if you are discussing an issue that pertains to a unit/neighborhood/household you need to include the nursing assistants, dining, housekeeping, nurses, residents, families, etc. Use methods that encourage open and honest communication, especially to get at concerns. Provide a positive response and follow through when staff voice concerns.
- Have housekeepers huddle with CNAs and nurses during shift report, which fosters communication and understanding among staff serving in different roles.

4.b Change Concept: Be a team player.

Action Items

- 4.b.1** Provide training in systematic methods for teamwork, so the team focuses on the project or issue at hand, not on figuring out how to work together as a team. For example:
- Use templates or methods for consistency and to support shared expectations of process, such as use of common agenda and minute templates.
 - Use organizational resources. For example, have a place to put information on a common intranet site.
 - Use team tools such as brainstorming and multi-voting techniques.
 - Train on TeamSTEPPS® LTC to promote effective teamwork and communication.
- 4.b.2** Model executive teamwork in interactions with each other and the rest of the organization. Do not delegate teamwork in crisis situations. For example, in a natural disaster, the management stays in the building along with the other team members - maintaining teamwork even when things go wrong.
- 4.b.3** Involve all staff in changes and improvement to increase their experience of ownership and accountability. For example, when tackling a problem such as removing all audible alarms, start by discussing with staff to learn about their needs and recommendations.
- 4.b.4** Look for opportunities to coach to help strengthen team relationships. For example:
- Help staff sit down face to face with each other when they have a conflict and help them talk it through to a good honest resolution
 - Teach and model giving constructive feedback that is timely and specific and respectful, to help team members improve
 - Teach and model offering and accepting help.
- 4.b.5** Encourage all staff to do whatever is necessary to support residents. For example, expect anyone to assist a resident that is requesting help, and leadership team models this. Let people know do’s and do not’s such as not giving a resident something to eat or drink without knowing of any restrictions.
- 4.b.6** Encourage staff to help and support each other on and off the job. For example, having a practice in place to make sure staff is able to attend life events of other staff, such as funerals.
- 4.b.7** Involve managers in work of the neighborhoods. For example, everyone assists periodically in dining room during a meal.
- 4.b.8** Reward, and recognize teamwork.
- Performance evaluations can include feedback on collaborative practices as much as individual contribution and achievement.

- Encourage and reward staff for supporting each other. Create a real-time reward or recognition program to highlight when staff models this behavior.

4.b.9 Enable management and administrative staff to be as close to the residents and direct care staff as possible to foster shared focus on resident needs. For example, place offices in neighborhoods rather than by department.

4.b.10 Create opportunities for people across departments to pitch in and to break down job divisions, for example, encourage everyone to:

- Take part in activities based on their interests and abilities in order to build relationships with the residents and the other team members
- Help with transport to an event or with clean-up after an event. Involving staff in different roles promotes higher levels of cooperation and collaboration among staff members.

4.b.11 Look for opportunities for cross training of staff, for example nursing assistants, housekeeping, activities.

4.b.12 Include interdepartmental collaboration in job descriptions.

Use this extra space to jot down brilliant ideas and action items!

