



## Engaging Staff in Individualizing Care

### Step One: Foundational Organizational Practices Introduction

This section provides how-to information on four foundational practices essential for high quality individualized care. These practices include:

1. Consistent Assignment
2. Huddles
3. Involving CNAs in Assessment and Care Planning
4. QI Huddles Closest to the Residents

Two basic premises of quality improvement are that:

- ∞ Quality, the result, is a function of the quality of the process; and organizations cannot continuously improve interdependent systems and **processes** until they progressively improve interdependent, interpersonal **relationships**
- ∞ The “end user” and the people closest to the “end user” have essential contributions to make to quality improvement. In nursing homes, the end users are residents and the people closest to the residents are their consistent caregivers.

The theory of relational coordination, as developed by Jodi Gittel, applies these quality improvement principles to nursing homes and finds that relationships are the foundation for individualized care and for quality improvement. She found that staff’s relationships with the resident are shaped by the staff’s relationships with each other. It is the *community* of staff relationships that shapes the resident experience. Gittel found that when organizations have systems that facilitate frequent, timely, accurate, problem-solving communication among staff, they then have shared goals, shared knowledge, and mutual respect as they work together for shared solutions to meet residents’ needs. Gittel’s research confirmed that the relationships

closest to the resident matter most and that when homes secure these relationships and align resources so that these staff closest to the resident can meet residents' needs, nursing homes have better outcomes for residents, staff, and the organization.

The systems in this section (consistent assignment, huddles, involving CNAs in care planning, and QI closest to the resident) build the staff's relationships with each other and with residents by ensuring that they have the time and place for talking through aspects of care that need to be shared and thought through together. This way of being in it together with shared goals and knowledge is the bedrock of solid communication and the means for quality improvement.

The fifty-two incubator homes started with these four foundational practices. Many of the homes already had some aspects of these practices in place but few had all of them fully functioning. Their experiences are incorporated into this starter toolkit, to help you put these foundational practices in place.

## **Consistent Assignment**

Consistent Assignment Tip Sheet

Consistent Assignment Starter Exercise

Consistent Assignment Video Clip - Hear from the team at incubator home Cornerstone Care Options in Portland, OR, how they went from consistent assignment in theory to dedicated assignments in practice. <http://www.youtube.com/watch?v=DuptM81aF3Q>

## **Huddles**

Huddles Tip Sheet

Huddles Starter Exercise

Huddles Video Clip - Hear from the team at Glenridge Living Communities in Augusta, ME, how they use huddles for teamwork and problem solving to provide high quality individualized care. <http://youtu.be/tWrKyKY2i70>

## **Involving CNAs in Care Planning**

CNAs in Care Planning Tip Sheet

CNAs in Care Planning Starter Exercise

Involving CNAs in Care Planning Video Clip - Hear from the team at incubator home Rose Villa in Portland, OR, how they involved CNAs in care planning and the benefits of doing so.

<http://www.youtube.com/watch?v=5yO2CVYY6Pw>

## **QI Huddles Closest to the Resident**

QI Huddles Closest to the Resident Tip Sheet

QI Huddles Closest to the Resident Starter Exercise

QI Huddles Closest to the Resident Video Clip - Hear from two incubator home teams from Lutheran Senior Services in St. Louis, MO, how they use QI huddles involving staff closest to the resident to improve quality of care and quality of life outcomes for residents.

<http://www.youtube.com/watch?v=n8teFIKGLHg>