

Employee Retention Through Effective Leadership

4 Hours of CEU's for RCFE and
ARF Administrators

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Course Outline

This course's goals include:

- ✓ Learning the qualities excellent leaders share;
- ✓ Tips for inspiring and motivating your employees
- ✓ Learn your responsibilities as leaders of RCFE's and ARF's;
- ✓ Review training regulations for staff
- ✓ Learn what to do with your challenging employees!
- ✓ Proper termination techniques

Definitions

RCFE = Residential Care Facility for the Elderly

ARF = Adult Residential Facility

DSS = Department of Social Services

DNR = Do Not Resuscitate

H&S = Health and Safety Codes

Sources

Many sources were consulted to prepare this course.

At the end of the course, these sources are listed.



Being a Leader



Peter Drucker famously stated that "management is doing things right; leadership is doing the right things."

Why?

Why is it important that you be a good leader to your team?

If you do not guide your team properly, then they will not be able to provide sufficient care and attention to your residents which is our number one goal in an RCFE and ARF.

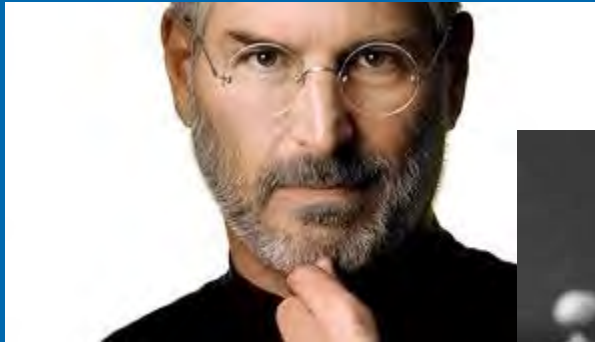
We will be discussing in this class the role of the Administrator in the facility, including a review of the Title 22 regulations pertaining to Administrators.

Why?

As a business owner, you have probably realized that finding and keeping good employees is getting more difficult. Sometimes employees will leave you for a facility down the street that is paying 5 cents more per hour!

If you are not a good leader, you will not be able to recruit and keep good employees. How are you going to operate your facility without employees??

Great Leaders



Famous Great Leader Quotes

“No man will make a great leader who wants to do it all himself or get all the credit for doing it.”

~ Andrew Carnegie, Industrialist

“The most important single ingredient in the formula of success is knowing how to get along with people.”

~Theodore Roosevelt, American President

Famous Great Leader Quotes

“If you can dream it, you can do it.”

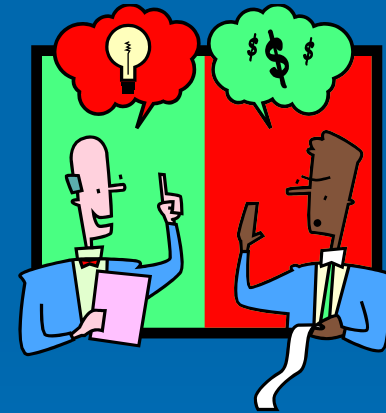
~Walt Disney



Great Leader Characteristics

What do all of these leaders have in common?

1. A vision
2. Passion
3. Empowering
4. Confidence
5. Honesty and Ethics



Great Leader Characteristics

Before we discuss the “good” characteristics, let’s brainstorm some “bad” characteristics, like.....

Dishonesty

Treating employees poorly

Your ideas:



Great Leader Characteristics

Discussion:

Have you ever worked for a bad manager?
What made them bad? How did you feel?

Have you ever worked for a great manager?
What made them good? How did you feel?

Great Leader Characteristics - Vision

OK – let's go back to the “good” characteristics.

Vision and focus: Extraordinary leaders plan ahead and are focused on their goals.

What should your goals be? Fully facility?
In full compliance with DSS? Other?

Great Leader Characteristics - Vision

The answer to the previous questions are yes, yes and yes:

1. Full facility
2. Happy, well taken care of residents
3. In full compliance all regulatory agencies

Great Leader Characteristics - Vision

Great leaders – vision and focus (etc.):

Great leaders establish strategies, processes, policies and procedures and communicate their plans to key players and have contingency plans in the event last-minute changes require a new direction (which they often do); otherwise known as “Plan B”.

Great Leader Characteristics - Passion

Passion and Optimism:

- Great leaders are enthusiastic about their mission. They are positive and confident about their goals.
- People want to work for winners – the excitement results in greater worker productivity and increased morale.

Great Leader Characteristics - **Passion**

What makes it possible for people who might seem ordinary to achieve great things?

Fact: More than 50% of all CEOs of Fortune 500 companies had C or C- averages in college

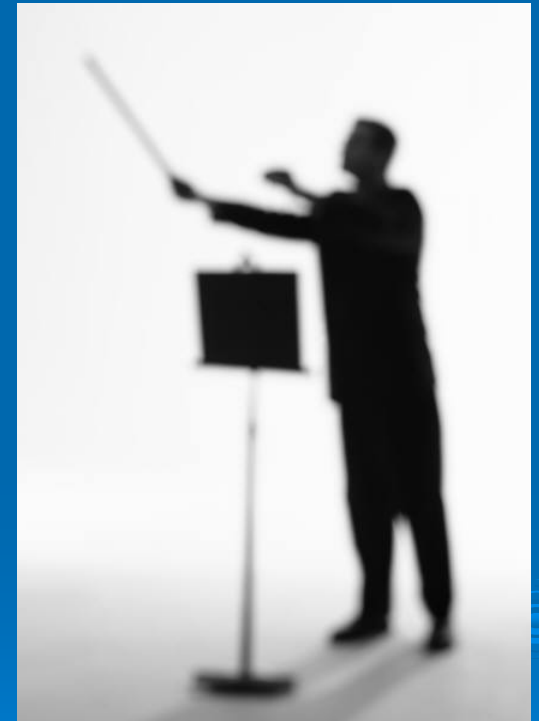
Fact: Nearly 75% of all U.S. Presidents were in the bottom half of their school classes

Fact: More than 50% of all millionaires entrepreneurs never finished college

But they All Had Passion - It Makes A Difference!

Great Leader Characteristics - Empowering

Good leaders challenge their team members by setting high but attainable standards and expectations, and then giving them the support, tools, and training to pursue those goals and become the best employees they can possibly be.



Great Leader Characteristics - Confidence

Not only are the best leaders confident, but their confidence is contagious.

Employees are naturally drawn to them, seek their advice, and feel more confident as a result.

But when proven wrong they take responsibility and quickly act to improve the situations within their authority.

Great Leader Characteristics - Ethics

Setting a good example. How?

Strong leaders treat people how they want to be treated. They are extremely ethical and believe that honesty, effort, and reliability form the foundation of success. They embody these values so overtly that no employee doubts their integrity for a minute. They share information openly and include their team in the vision.

Leading your Team

Question: What is your job as a manager?

Answer: A manager's real job is to inspire employees to do their best and establish a working environment that allows them to reach their goals.

First – Setting Expectations



Questions: Do you have written policies and procedures? Do you *have* to?

Answer: In a 6-bed RCFE, you do not need to have a written policy and procedure manual although it is recommended. In an RCFE for 16+ residents, then you must have written medication policies and procedures.

First – Setting Expectations



Questions: Do you have a mission statement? What are your goals? How will you achieve them?

Answers: You should write a mission statement because that sets the tone and expectation for your staff. Figure out what your goals are and how you will achieve them (for example, a full facility = marketing).

Second – Training

Train them well....and document!

- ✓ State-required training
- ✓ OSHA-required training
- ✓ DOJ-required training
- ✓ Annual training



Training Requirements

You are required to provide training, per:

the Department of Social Services

the Department of Justice

OSHA

Training will be discussed in upcoming slides.

Third - Energize

How do you energize your team?

Are YOU excited about your job? If not, then how do you expect your team to be?

Find out what motivates your team. Is it money? Is it recognition – public or private?

Third - Energize

If you never take the time to thank and appreciate your employees for a job well done, all your top performers will eventually realize that doing their best work is not in their best interest.

They'll either leave you to find a place that will appreciate them or simply stop working so hard!

Fourth - Empower

1. Set expectations and the vision.
2. Train.
3. Step back and allow them to do great work.
4. Allow them to apply their personal creativity to their job.
5. Give feedback.

Fifth - Communicate

- This goes back to “Set Expectations”
- Look and listen
- Step away from the computer
- Talk with your employees and get to know them on a personal level
- Hold regular meetings with your staff
- Positive consequences bring about positive results

Fifth - Communicate

1. Are you holding regular meetings with your staff? Suggestion: hold all-staff meetings once a month, discuss issues and do 30-60 minutes of staff training (if you are a qualified trainer; if not, invite one in). Remember to document all training! ½ hour here, ½ hour there adds up!

Sixth - Support

- ❑ Provide the necessary training
- ❑ Maintain the “open door” policy and encourage them to come to you – create trust
- ❑ Encourage them to share ideas – who says YOUR way is the right way?
- ❑ Positive, constructive criticism instead of talking down (i.e., “You’re so dumb!”)

Seventh – Counsel/Discipline

Does this sound familiar?

You have two employees, Bob and Mary. Bob is fantastic with the residents and can convince them to shower, is a great cook, etc. Mary, on the other hand, isn't so great. In fact, she's really slow and not a favorite of the residents. Because of this, now YOU have to step in and help.

What's wrong with this picture? Well, you've shown Mary that she doesn't need to step it up and you've rewarded her by being slow by doing her work for her. How do you think Bob feels about this???

Seventh – Counsel/Discipline

When Bob sees that Mary doesn't have to work hard, now he'll start slacking off....or, he'll just end up quitting.

Nothing is more unfair at work as the equal treatment of unequal performers.

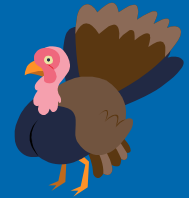
Motivating Employees

First, find out what motivates them.

Two, do it (well,
within reason).



Motivating Employees



Here's a great story about how an intended positive consequence can and does go wrong:

A large California aerospace manufacturer decided one year to thank all of its employees at Christmas with a turkey for the holidays. Sounds great, right? Well.....some employees noticed that their turkeys were smaller than their co-worker's turkeys. Soon the complaints reached the executive suites – employees with smaller turkeys thought they were being punished for poor performance.

Motivating Employees

Naturally, management couldn't overlook this misconception. The following year, management instructed the supplier of the Christmas turkeys to supply turkeys of the same weight. The turkey supplier responded that all turkeys were not created equal. Supplying thousands of identical-weight turkeys would be impossible. Faced with this dilemma, management did what only management could do: it attached a printed note to each turkey stating, "The weight of your turkey does not necessarily reflect your performance over the last year."

Complaints continued, and the situation got worse. Some employees wanted a choice between a turkey and a ham; others wanted a fruit basket, and so on. Eventually, the annual turkey program came to a crashing halt when management discovered that certain employees were so disillusioned that they were dumping their turkeys of the boxes, filling the boxes with company-owned tools and sneaking them past security!

Motivating Employees

So, did this aerospace company achieve its goal of equal reward for all? Obviously not.

Not only did this lower employee performance and morale, but it created a new set of management problems!

Motivating Employees

What's the most popular line from the movie "Jerry Maguire"?

"Show me the money!"

Does money *really* motivate people?

Motivating Employees

Money is basic need, yes. You need to pay your employees fairly and competitively.

Ask yourself this: if you were happy in your job, would you move to work for the competition if they offered you 50 cents more an hour? \$1 more an hour?

Motivating Employees

Rewarding your employees without breaking the bank:

- Gift cards from Target, Chevron, etc.
- Plaques or pins
- Time off
- Gift card for a massage, spa, etc.
- Take them out to lunch
- Bagel Friday
- Holiday parties



Motivation (cont'd)

Recognizing achievement

- ☺ people crave recognition
- ☺ learn everyone's name and use it
- ☺ public vs. private – may depend on the person
- ☺ recognize everyone as an individual
- ☺ show you care – everyone has interests outside of work – find out what they are

Motivation (cont'd)

Making praise effective

- 😊 human beings thrive on praise
- 😊 don't praise so much that it becomes worthless
- 😊 public vs. private – may depend on the person
- 😊 be sincere and specific

Motivation (cont'd)

Putting praise in writing or dollars

- ☺ ideas: thank you cards, gift cards, “GEM” awards (“Go the Extra Mile”)
- ☺ do you really want to give them a raise?
- ☺ employee of the month
- ☺ consider *everyone*, not just employees people see

Motivation (cont'd)

Motivators that work:

- ✓ encourage participation in setting goals and determining how to reach them;
- ✓ keep all employees aware of how their job relates to others;
- ✓ share the big picture!;
- ✓ provide all employees with their essential tools and training to succeed with their job;

Motivation (cont'd)

Motivators that work (cont'd):

- ✓ pay them competitively;
- ✓ provide good, safe working conditions;
- ✓ laugh, have fun;
- ✓ give employees clear direction;
- ✓ allow people to make decisions related to their jobs (if appropriate);
- ✓ have an open door policy – and mean it;

Motivation (cont'd)

Motivators that work (cont'd):

- ✓ give credit and praise for a job well done;
- ✓ treat employees fairly and with respect;
- ✓ help them with work problems;
- ✓ learn what motivates each person and deal with them individually;
- ✓ show interest and concern for your employees;
- ✓ keep people challenged and excited by their work;

Motivation (cont'd)

Motivators that work (cont'd):

- ✓ encourage employees to acquire additional knowledge and skills, like college;
- ✓ make each person an integral part of the team;
- ✓ consider their opinions, ideas and suggestions;
- ✓ keep people informed of their job performance; and
- ✓ encourage people to do their best.

Motivation (cont'd)

Avoiding **negative** motivation

“If you don’t work faster, you’re fired!”

It might work, but how much faster will they work? Probably only enough to keep from getting fired.....

Be specific!

Things Bad Bosses Say

The wrong words said can destroy employee morale and motivation. Here's what NOT to say:

“You don't need to know what this is for – just do what I tell you to do.”

This is very demeaning and demoralizing. You create a team that will stop thinking for themselves and you will lose the good ones who DO want to understand “why?”.

Things Bad Bosses Say

“You are so much better than Sarah is!”

Never put down another staff member, even if you feel like you're complimenting them by doing so. They will wonder when you will do the same thing behind their back and you lose their trust.

“That's a dumb idea.”

OK, maybe it was – but don't say this to the employee! Your staff will be afraid to give any feedback or ask questions and great ideas come from an environment where it's safe to think out loud and brain storm.

Stress and Burn-out

- ✧ Yes, working with residents with dementia and developmental disabilities can cause stress and burn-out.
- ✧ When *stress* becomes *distress*, it needs to be addressed.
- ✧ Loss of enthusiasm, energy, motivation, physical issues, such as ulcers, negativity

Stress and Burn-out (cont'd)

- ✧ Be supportive – ask them why are they feeling this way
- ✧ Consider changing jobs or their job functions
- ✧ Give them an opportunity to acquire new skills, get them re-focused
- ✧ Managing stress – exercise, change of pace, taking a break

Your Responsibilities per DSS

RCFE's – Title 22, Section 87405 Administrator -
Qualifications And Duties

ARF's – Title 22, Section 85064 Administrator -
Qualifications And Duties

So what does it mean to be an Administrator in a DSS-licensed facility? The following slides will discuss the requirements.

Your Responsibilities per DSS

1. All facilities must have a certified Administrator.

Q: How much time does an Administrator have to be at the facility? 24/7? 40 hours a week?

A: There isn't a specific timeframe in the regulations (define "sufficient"), but it is rumored to be at least 20 hours per week by the LPA's. *Note: if you do not know what is going on in your facility, then you are not spending enough time there.*

Your Responsibilities per DSS

2. When the administrator is not in the facility, there shall be coverage by a designated substitute who shall have qualifications adequate to be responsible and accountable for management and administration of the facility as specified in this section.

Q: Does this person need to be a certified Administrator?

A: No, but it would be a good idea.

Your Responsibilities per DSS

3. Qualifications –

- ARF - be at least 21 and have a high school diploma or GED (there are exceptions for this) plus additional educational and training requirements for 7+ capacity facilities
- RCFE – same as above for 1-15 capacity facilities, more educational and experience requirements for 16-49 and 50+ facilities

Your Responsibilities per DSS

4. Knowledge of and ability to conform to the applicable laws, rules and regulations.
- This pertains to both Title 22 and the Health and Safety Codes, per DSS.
 - This also means that the Administrator must keep up to date on, and comply with, new Assembly and Senate Bills that pass each year, along with other new laws (i.e., labor).

Your Responsibilities per DSS

5. When applicable, the ability to direct the work of others.

Definition – be a great leader



Your Responsibilities per DSS

6. Recruit, employ and train qualified staff, and terminate employment of staff who perform in an unsatisfactory manner.

Q: Am I qualified to train my own staff?

A: Possibly. Review RCFE Title 22, Section 87411 for caregiver training requirements.

TRAIN THEM

Training Requirements




You are required to provide training, per:

the Department of Social Services

the Department of Justice

OSHA

Staff Training - DSS

-  Training conducted by a person qualified to do so per Title 22, Section 87411 (4) (A-C) (see next slide)
-  Training may include use of books, tapes, CD's and similar materials.
-  Document all training.

Staff Training (cont'd)

All training shall be conducted by a person who is knowledgeable in a subject that is relevant to the subject area in which training is to be provided, and who satisfies at least one of the following criteria related to education and experience:

- a. Both a four-year college degree, graduate degree or professional degree, and two (2) years of experience in an area relevant to caring for the needs of the elderly, or

Staff Training (cont'd)

...education and experience (cont'd):

- b. License to work as a health care provider in California, or
- c. At least two years of experience in California as an administrator of an RCFE, within the last eight years, and with a record of administering facilities in substantial compliance, as defined in Section 87101(s)(9).

Staff Training (cont'd)



Are YOU a qualified trainer?

If not, you must find one because if your trainer is not qualified, your training does not count!

Staff Training - 2016

AB 1570 and SB 911 went into effect January 1, 2016, affecting RCFE's.

Both Bills were signed into law as companion Bills with complimentary provisions that greatly increased both initial and ongoing staff training.

Staff Training - 2016

All RCFE Caregivers (regardless of facility size):

All **NEW** caregivers must receive at least 40 hours of initial training and 20 hours of ongoing training (up from 10 and 4).

This training is separated into 2 phases: training before working independently with residents and training within the first 4 weeks of employment.

Staff Training - 2016

The training coursework may utilize various methods of instruction, including, but not limited to, lectures, instructional videos, and interactive online courses.



Staff Training - 2016

First, caregivers receive 20 hours of training before working independently with residents.

These 20 hours are comprised of:

The current 10 hour training requirements (see next slide) plus 10 hours of new topics (see following slide).

Staff Training - 2016

DSS Required Training:

Title 22, Section 87411

Initial **10** hour training for personal care staff to include:

1. **2** hours of the aging process, physical limitations and special needs of the elderly;
2. **3** hours of importance and techniques of personal care services (grooming, bathing);
3. Resident Rights;
4. **2** hours of medication policies and procedures;
5. Psychosocial needs of the elderly, such as independence, companionship; and
6. Recognizing signs and symptoms of dementia.

Staff Training - 2016

The 10 new topic hours include:

- 6 hours of dementia care training – regardless if the facility advertises or promotes dementia care; and
- 4 hours of training on postural supports, restricted conditions and hospice care – regardless if the facility has a hospice waiver.

Staff Training - 2016

Also included in the initial training must be cultural competency and sensitivity in issues relating to the LGBT community (per Assembly Bill 1570) and building/fire safety.



Staff Training - 2016

Dementia care topics need to include, but are not limited to:

- The use and misuse of drugs such as antipsychotics
- The non-pharmacologic, person-centered approach to dementia care
- Hydration
- Assisting with ADL's
- Skin care
- Communication
- Therapeutic activities
- Environment
- Recognizing symptoms that may cause or aggravate dementia behaviors
- Recognizing the effects of medications commonly used to treat the symptoms of dementia; and
- Security and supervision of the residents.

Staff Training - 2016

4 hours of postural supports, restricted conditions and hospice care training should include, but not be limited to:

- What is a postural support and what is a restraint?
- Define restricted health conditions and prohibited health conditions and procedures to follow if a resident has skin breakdown

Staff Training - 2016

4 hours of postural supports, restricted conditions and hospice care training should include, but not be limited to (cont'd):

- Hospice - repositioning the resident, incontinence care, ADL's, proper hydration and nutrition and infection control.

Staff Training – 2016

- Caregivers must also receive an additional 20 hours of training within the first 4 weeks of employment. This includes 16 hours of hands-on shadowing.
- Of these additional 20 hours, at least 6 must be dementia care training.
- What should the rest be in?

Staff Training – 2016

Annual caregiver training:

20 hours =

- 6 hours must be in dementia care training
- 4 hours must be in postural supports, restricted health conditions and hospice care

Staff Training - 2016

Exceptions for CNAs and Nurses:

The preceding training is not required in full, but they will need to receive:

- 8 hours of training on resident characteristics, resident records, and facility practices and procedures prior to providing direct care to residents; and
- a CNA shall also receive the 12 hours of dementia care training and the annual training.

Staff Training - 2016

New medication training:

- ✓ 16+ facility = 24 hours of initial training within the first 4 weeks of employment and pass a test of the required subjects
- ✓ 1-15 facility = 10 hours of initial training within the first 2 weeks of employment and pass a test of the required subjects
- ✓ Annual training will be 8 hours for all employees

Staff Training - 2016

16+ facility = 16 hours of hands-on shadowing training and 8 hours of other training or instruction.

1-15 facility = 6 hours of hands-on shadowing training and 4 hours of other training.

Staff Training - 2016

What is “hands-on shadowing”?

This does not mean you just follow them around during their normal job routine.

This means that you assign them tasks and see if they accomplish them properly. If not, then you must retrain them and have them demonstrate the task again until it is done right.

Staff Training - 2016

Note:

Per the Health and Safety Codes, all of the hands-on shadowing training must be developed by, or in consultation with, a licensed nurse, pharmacist or physician.

Staff Training - 2016

Examples of tasks to perform for shadowing:

- Sample med pour
- Discontinue order – indicating this on the MAR and communicating with other staff
- Change in prescription order

Staff Training - 2016

Note: The initial training applies to just new hires, but the new annual training hours will apply to **all** employees.



Staff Training - 2016

Can I hire an already-trained caregiver from another facility and not have to re-train them? Not exactly. Some topics are transferable (portable) and some are not.

The following slides outline what topics can and cannot be transferred.

Staff Training - 2016

Portability of training - the 2016 Implementation Plan states:

- Licensees must maintain documentation that all RCFE general direct care staff complete the initial and annual required training.
- Certain initial and annual general training topics CAN be portable (or transferred to) another RCFE. The Licensee has the right to accept or not accept this training.

Staff Training - 2016

Portability of training - the 2016 Implementation Plan states:

The following initial and annual general (or core curriculum) training topics **CAN** be transferred to another RCFE **with appropriate documentation**:

- Cultural competency (LGBT training)
- Personal care services (ADL training)
- Physical limitations and needs of the elderly (i.e., falls)
- Psychosocial needs of the elderly (i.e., socialization)
- Resident rights
- Postural supports, restricted health conditions and hospice care, if initial or annual training is general and not resident-specific

Staff Training - 2016

Portability of training - the 2016 Implementation Plan states:

The following initial and annual general (or core curriculum) training topics **CANNOT** be transferred to another RCFE (and must be repeated in the new RCFE):

- Building and fire safety and appropriate response to emergencies
- Dementia care, as required in Title 22, Section 87707(a)(1)(A)
- Medication training, as required in the Health & Safety Codes Section 1569.69(a)(8).

Staff Training - 2016

Portability of training - the 2016 Implementation Plan states:

If the Licensee is part of joint ownership or joint management and use the same training plan at all of their RCFE's, then the initial and annual training topics are portable between connected facilities, EXCEPT building and fire safety and appropriate response to emergencies, which may vary among facilities.

Additional DSS Training

Title 22 also states:

All personnel shall be given on the job training or have related experience in the job assigned to them. This training and/or related experience shall provide knowledge of and skill in the following, as appropriate for the job assigned and as evidenced by safe and effective job performance:

1. Principles of good nutrition, good food preparation and storage, and menu planning;
2. Housekeeping and sanitation principles;

Additional DSS Training

- 3. Skill and knowledge required to provide necessary resident care and supervision, including the ability to communicate with residents;
- 4. Knowledge required to safely assist with prescribed medications which are self-administered;
- 5. Knowledge necessary in order to recognize early signs of illness and the need for professional help; and
- 6. Knowledge of community services and resources.

Additional DSS Training

Also, per Title 22:

In facilities licensed for sixteen (16) or more, the requirements of Section 87565(d) shall be met with planned on the job training program that utilizes orientation, skill training and continuing education.

Elder Abuse - DOJ

Staff training:

The Welfare and Institutions Code requires RCFE's to provide training to facility staff on recognizing and reporting elder abuse. All employees must be trained within **60 days** of hire.

Elder Abuse – DOJ (cont'd)

The good news – the DOJ has created a video for you to use for training.

The bad news is that is no longer sent to new facilities; you will need to access this video online. You can view it on our website: www.assistedlivingeducation.com

Elder Abuse – DOJ (cont'd)

In addition to watching the video, you need to have a discussion with the employee to determine whether or not they understand what elder abuse is and when and how to report it.

- Review the different types of elder abuse;
- Discuss how and to whom they must report this; and
- Discuss the timeframes they must report by.

Sexual Harassment Training

The EEOC states that employers must train their employees on sexual harassment. The EEOC defines sexual harassment as:

- ☹️ unwelcome sexual advances;
- ☹️ requests for special favors; and
- ☹️ other verbal or physical conduct of a sexual nature.

Staff Training - OSHA

OSHA-Required training:

Bloodborne Pathogens

Personal Protective Equipment

Hepatitis B

MSDS



Bloodborne Pathogens

OSHA requires us to train our employees on bloodborne pathogens. This training includes:

1. Bloodborne diseases
2. Proper hand washing techniques
3. Gloving procedures
4. Use of protective barriers
5. Universal precautions
6. Proper disposal of Sharp items
 1. Must keep a Sharps Injury Log

Bloodborne Pathogens – Hep B

All employees in the Health Care Industry who perform procedures that involve inherent at-risk potential for bloodborne pathogens must be offered the Hepatitis B vaccine within 10 days of hire. If the employee declines, they must sign a declination form – keep this in their employee file.

Training Documentation

- It is *imperative* that any training that you do with your staff is documented properly.
- Prepare a staff sign-in sheet, listing the trainer's name, qualifications, date and time of training and the training agenda (topics).
- Make a copy of this sign-in sheet for each employee's file.

Employee Problems and Problems with Employees

What's the problem?

- Absenteeism
- Sensitive, temperamental and negative people
- Stress and burn-out



Absenteeism

Costs you:

loss of productivity

overtime

disgruntled co-workers

crime = punishment

reward good attendance

Sensitive Employees

Over-sensitive employees: cannot accept criticism, get defensive, create a negative workplace, low self-esteem

How do you help these employees?

Sensitive Employees

No one likes to be criticized. Be gentle. Be diplomatic. If they do something good, praise them – this will build up their self-esteem.



Sensitive Employees

How would you handle this scenario?

Bob is a good employee but his fear of being criticized has made him unable to make a decision. Because of this, the team has been forced to work harder because of Bob.

[Group discussion]

Temperamental Employees

Temperamental employees: potential temper tantrums, fights between employees, create a negative workplace

If this person starts to throw a tantrum, walk away. Remind the employee that this type of behavior is not allowed at your facility.

Temperamental Employees

How would you handle this scenario?

You tell an employee how to complete a task and they yell, stomp their feet, and walk out of the room. This was witnessed by the resident and their family.

[Group discussion]

Negative Employees

Negative employees: tears down your team with pessimism, resistant to change, “I told you so!”

This can lead to low team morale because negativism spreads from one person to another.

Negative Employees

How would handle this scenario?

“No, I’m not going to do it that way. We’ve been doing it this way for years and it has been working just fine.”

[Group discussion]

Terminating Employees

Terminating Employees

Unfortunately, sometimes that negative or angry employee needs to go.

The following slides discuss how to terminate an employee legally and fairly.

Terminating Employees

Possible grounds for termination:

- ☹ abusing the residents
- ☹ fighting
- ☹ lying
- ☹ insubordination
- ☹ stealing
- ☹ violating company policies and procedures
(as stated in the employee handbook)

Terminating Employees (cont'd)

Certain activities are protected by the law, and you may not terminate employees for participating in the activities listed below:

- having wages garnished;
- participating in jury duty;
- military service;
- disclosing or refusing to disclose wages;
- refusing to authorize disclosure of medical information;
- voluntarily participating in alcohol or drug rehabilitation program;
- political activity;

Terminating Employees (cont'd)

- acting as a volunteer firefighter, reserve police officer or emergency rescue personnel;
- refusing to commit an illegal act;
- taking time off for a child's school or day care activities;
- taking time off to appear in a child's school due to a suspension;
- refusing to patronize employer;
- taking time off as a victim of domestic violence to obtain a restraining order, to receive care/counseling or to relocate;

Terminating Employees (cont'd)

- refusing to take a polygraph test;
- maintaining privacy of arrest records that do not lead to convictions;
- enrolling in an adult literacy program;
- serving as an election officer on election day;
- Health care workers reporting apparent victims of abuse or neglect as an exercise of statutory obligation, without suffering discharge or discipline; and
- preventing an employee from disclosing information about a violation of law to a government or law enforcement agency.

Terminating Employees (cont'd)

Termination Decision Checklist:

- Step 1:** Consider your facility's/company's policies and documents
- Step 2:** Consider oral or implied contracts of employment
- Step 3:** Consider State/Federal laws protecting employees
- Step 4:** Review documentation
- Step 5:** Consider legal ramifications of NOT terminating the employee

How to Terminate Correctly

1. A termination should never be a surprise to the employee.
2. Only alert direct supervisors that the employee is about to be fired and have them join you in the office with the employee for privacy.
3. Be the ultimate professional. Stick to the facts, review the employee's performance review, going over the areas that were lacking, and the failure to improve performance. State the cause for termination clearly.

How to Terminate Correctly (cont'd)

4. Keep your cool, and maintain a proper dialogue and language, even if the person being fired doesn't.
5. Be firm but fair and avoid belittling the person being fired.
6. Getting fired is an emotionally charged situation for anyone and maintaining your professional distance and language without showing negative emotion may help the employee being fired to accept the situation better than they might otherwise. Also, by not engaging the employee in an argument, you may still reduce your chances of a wrongful discharge lawsuit.

How to Terminate Correctly (cont'd)

7. When possible, terminate the employee at the end of the day or at a shift change; this reduces the impact on fellow employees.
8. If the employee has access to classified information or you are concerned they may remove company property, have someone accompany them to their office or locker to remove their belongings before they are escorted from the building.
9. Immediately have the employee's access to the computer, emails, etc. removed.

How to Terminate Correctly (cont'd)

Suggestion:

Do not terminate someone in your office. If the employee breaks down or becomes belligerent....

you can walk out

You can't fire me, I quit!!!

Rather than firing someone, you make their life so miserable that you force them to quit.....

This can be construed as a **constructive discharge** and you could possibly lose an unlawful discharge lawsuit.

Avoiding Workplace Violence

- ? Were you firm and fair in your termination?
- ? Did the employee really understand why they were being terminated?
- ? Did you engage in an argument with the employee while terminating them?

Termination Video

Let's watch a very informative video now about terminating employees properly.

This video, titled “Successful Termination” is 39 minutes long.

Termination Video

In this video, we learned:

- Proper termination procedures
- Steps to take when an employee needs to be terminated
- Discipline methods (verbal, written, etc.)

Managing a Diverse Workplace



Managing a Diverse Workplace

You may have diversity in your team – different religions, race or national origin.

You must set the tone with both your team and residents that you do not tolerate discrimination or harassment in your facility. Any type of harassment could be terms for eviction or termination.

Keeping the Leader healthy

Why is it important to stay healthy?

1. If you are not healthy, you cannot come to work to lead.
2. If you come to work sick, you might get residents, family or your team sick.
3. If you are not healthy, you are probably not happy – this will effect your team.
4. If you are stressed, you are probably not happy – this will effect your team.

Staying Healthy

1. Eat well.
2. Stay hydrated.
3. Exercise.
4. Reduce your stress.
5. Have hobbies.
6. See friends and family.
7. Laugh.
8. Cry.



Stress and Burn-out

- ✧ Yes, working with residents can cause stress and burn-out.
- ✧ When *stress* becomes *distress*, it needs to be addressed.
- ✧ Loss of enthusiasm, energy, motivation, physical issues, such as ulcers, negativity

Stress and Burn-out (cont'd)

- ✧ Be supportive – why are they feeling this way?
- ✧ Consider changing jobs or their job functions
- ✧ Give them an opportunity to acquire new skills, get them re-focused
- ✧ Managing stress – exercise, change of pace, taking a break

Managing Anger

Anger is a completely normal, healthy, human emotion.



But when it gets out of control and turns destructive, it can lead to problems—problems at work, in your personal relationships, and in the overall quality of your life. Remember, you are the Leader!

Managing Anger (cont'd)



When you get angry, your heart rate and blood pressure go up, as do the levels of your energy hormones and adrenaline.



Anger can range from mild irritation to intense fury and rage.

Managing Anger (cont'd)

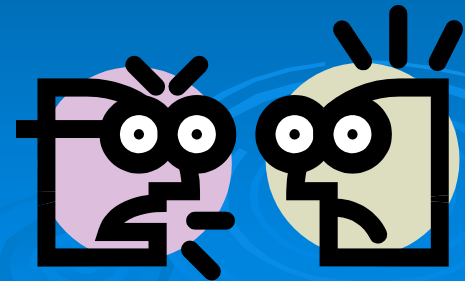
- ✓ Anger can be caused by both external and internal events.
- ✓ You could be angry at a specific person (like your team or a family member) or event (like bad traffic), or your anger could be caused by worrying or being anxious about your personal problems.

Managing Anger (cont'd)

- ☹️ Suppressed anger can cause problems.
- ☹️ Anger turned inward may cause hypertension, high blood pressure, or depression.
- ☹️ It can also lead to passive-aggressive behavior (getting back at people indirectly, without telling them why, rather than confronting them head-on).

Managing Anger (cont'd)

- It is easy to become frustrated and even angry at residents who are resisting care, being combative or non-cooperative.
- If this happens, you should remove yourself from the situation, take a deep breath and try to calm yourself – take a “time-out!”



Managing Anger (cont'd)

Tips to keep anger at bay:

- ❖ Relaxation skills – deep breathing.
- ❖ Slowly repeat a calm word or phrase such as "relax." Repeat it to yourself while breathing deeply.
- ❖ Visualize that you are in a calm place, such as the beach or in the mountains.
- ❖ Gentle stretches can relax your muscles.

Managing Anger (cont'd)



People get angry when they do not feel like they are being heard.



Try to think before you speak when you are angry – if not, you may say something you may regret later. It may end up in a lawsuit that you lose!



Also try not to become defensive when criticized. Talk about the problem in a constructive manner.

Case Studies for Discussion

Kathy is late to work again. This is the 4th time this month. You have already given her a verbal and written warning.

Because of Kathy's tardiness, you've had to ask Bob to stay later and now he's working overtime.

What do you do?

Case Studies for Discussion

Mary doesn't agree with your company policies on medication refusals. She continues to argue with you but you stand your ground. Now she's calling the families to tell them about these disagreements and you're getting angry phone calls from the families.

What do you do?

Case Studies for Discussion

Barbara just arrived from another country. She is a great employee but her English skills are weak. She is unable to converse well with the other employees and they are starting to harass her and make fun of her.

What do you do?

Case Studies for Discussion

You have a live-in couple. The wife is great, the husband is not. In fact, the husband is so bad that you need to fire him. Now what do you do? Fire just him and have HIM move out and she stays? Evict them both?

What do you do?

Conclusion

“The most important single ingredient in the formula of success is knowing how to get along with people.”

~Theodore Roosevelt, American President

Sources

Many sources were consulted in developing this course. They include:

- Department of Social Services
- OSHA
- Managing for Dummies
- Forbes.com
- Entrepreneur.com

Conclusion



Assisted Living Education
thanks you for attending its
course.

We look forward to seeing you again at
another of our courses!