



Development of Person-Centered Care Leadership with Practical Applications for the Customer Experience

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BACKGROUND

- A culture change opportunity exists to reconstruct long-term care systems to be more responsive to residents' preferences and needs.
- With aging senior demographics and dwindling fiscal resources, long-term care is positioned for growth and a demand for culture change toward more person-centered care.
- While long-term care leaders may understand and believe in the value of person-centered care, sometimes operationalizing practices to ensure its delivery can be challenging.
- Delivering care that focuses on improving communication, dignity, and autonomy can enhance resident satisfaction and quality in long-term care.

PURPOSE

- Students who have been educated in long-term care administration participated in an experimental activity that allowed them to experience living as a nursing home resident for a day.
- This experience allowed them to identify operational goals and practices that can lead to positive resident experiences.

METHODS

- Over three years, 158 undergraduate long-term care administration practicum students lived as residents for 24 hours in nursing homes.
- 75% of the participants were Female.
- 25% of the participants were Male.
- Participant experiences were in states including Wisconsin, Minnesota, Massachusetts, Iowa, Illinois, and Oregon.
- Participant experiences were in a variety of sizes and types of organizations.
- As part of a subsequent assignment, based on the Planetree framework, each participant justified an "Always ExperiencesSM" they thought every resident should experience in their facility, along with several specific practices (Always EventsSM) and measures to ensure each resident was having this Always ExperiencesSM.
- Always ExperiencesSM were sorted into related categories as part of a thematic analysis.
- Amalgam exemplar action plans of the Always ExperiencesSM, measures, and Always EventsSM for each category were generated.

SAMPLE FINDINGS

ADMISSIONS

- **Always Experience**
 - Residents should feel welcomed and comfortable when they first arrive.
- **How Measured?**
 - Resident (and family) satisfaction surveys of the admission process within 72 hours of admission.
- **Always Events**
 - Have a greeter in the lobby, with a wheelchair available, when the resident comes in to the facility.
 - Welcome the new resident with a smile and a genuine, warm greeting.
 - Give the resident a tour of the facility with introductions of all key staff.
 - Assign each new resident a staff "buddy" to help get them settled in with their belongings and periodically check in on them during their first few days/weeks.
 - Provide an easy-to-read summary of key information along with a list of department contacts for residents and families in case they have any questions.
 - Complete the majority of admissions paperwork prior to admission whenever possible.

CARE PLANNING

- **Always Experience**
 - The resident should be involved, informed, and have input in all decisions about their care.
- **How Measured?**
 - Resident (and family) satisfaction surveys.
 - Chart audits.
- **Always Events**
 - The resident (and family) is invited to attend all care conferences held with their care team.
 - Allow the resident to voice their opinion.
 - Develop individualized care plans that incorporate the resident's preferences and communicate them with all caregivers.
 - Inform the resident (and family) when the resident's treatment changes.
 - Properly document all care provided.

CARE



- **Always Experience.**
 - Residents should always be given the best care possible in keeping with their dignity and respect.
- **How Measured?**
 - State survey results and F-tags.
 - Resident (and family) satisfaction surveys.
- **Always Events.**
 - All staff should answer call lights or any resident requests/concerns in a timely manner.
 - Before entering a resident's room always knock, wait to be invited in, and be polite.
 - Accommodate the resident's preferred schedule such as, waking up, eating, activities, toileting, and going to bed.
 - Staff should talk the resident through any procedures being performed so they know what to expect.
 - Staff should respect the resident's privacy by shutting doors, pulling curtains, and covering parts of their body not being addressed during provision of care.



RESULTS

- The 158 students yielded seven exemplar action plans of desired outcomes, operational practices, and relevant measures to evaluate implementation.
- Over a broad range of participant "Resident for a Day" experiences, the top seven areas recommended for operationizable Always ExperiencesSM included:

- **Admissions**
- **Care Planning**
- **Care**
- **Dining**
- **Activities**
- **Health and Safety**
- **Responsive Facility**

CONCLUSION

- Long-term care providers are being compelled to advance culture change by promoting person-centered care strategies.
- Administrators can put necessary practices into place that will generate important patient-centered experiences for residents.
- When administrators better understand residents' wants and needs, they can develop and implement practices within their organizations to maximize customer satisfaction.
- Any administrator could implement these action plans at their facility.

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