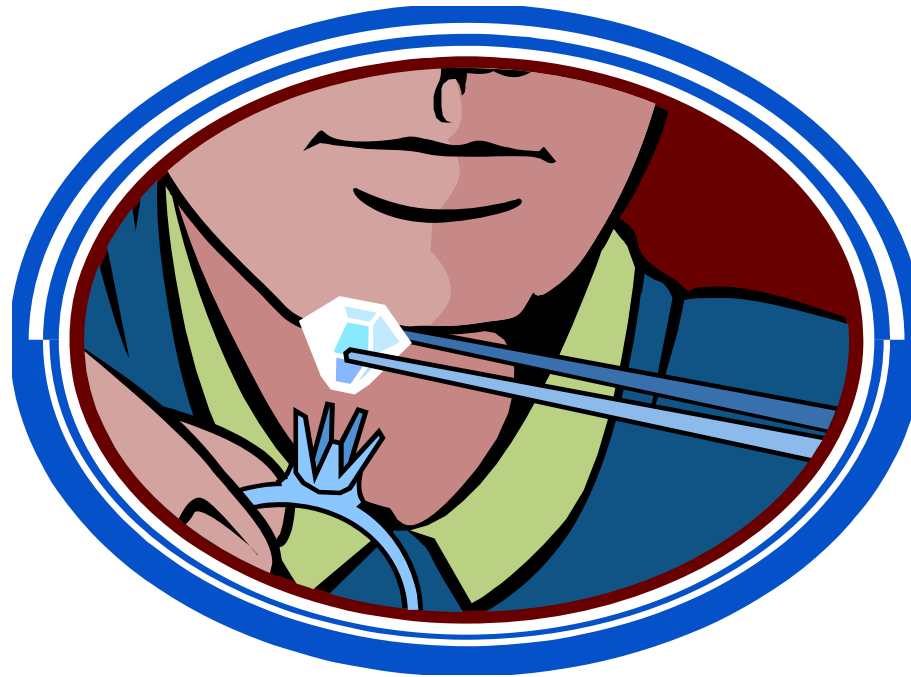
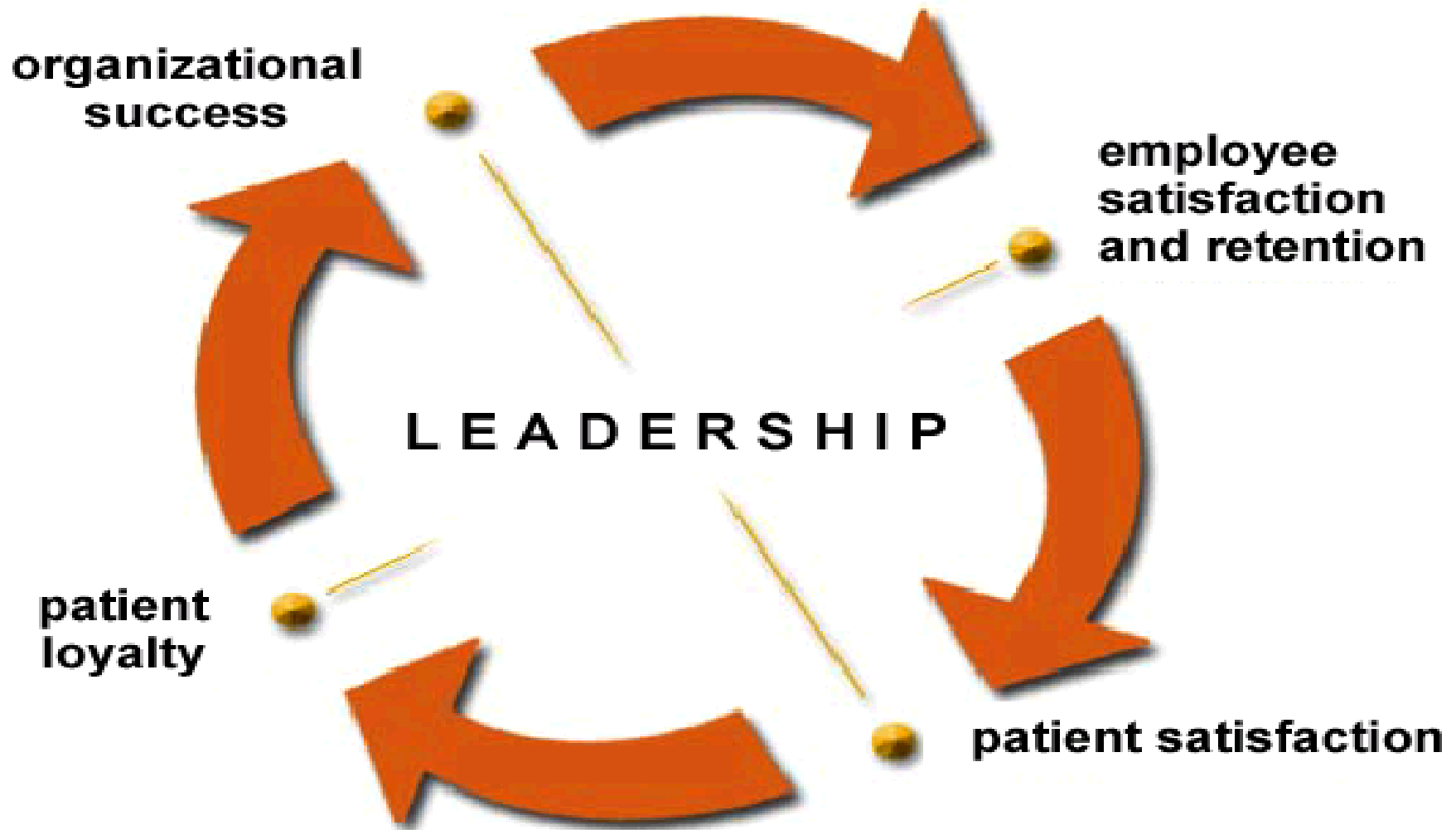


Lead CNAs

The Hidden Gem



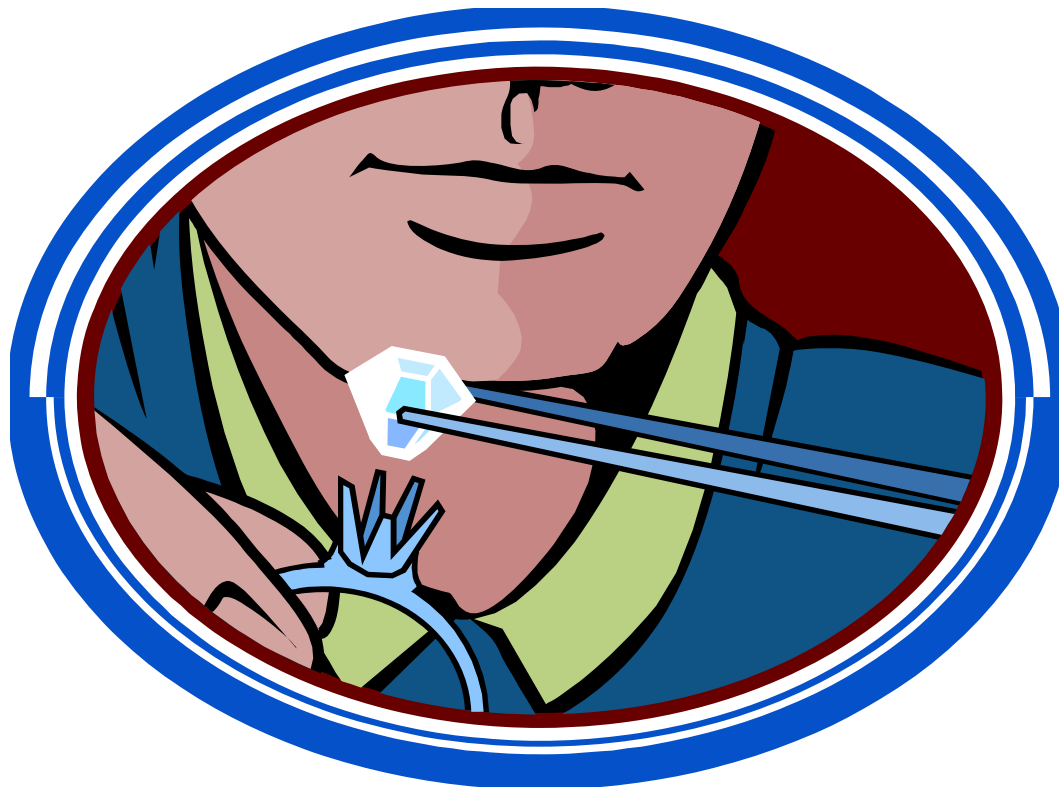
Secret for success



Christian Health Care Center created neighborhoods in 2009 to:

- ☯ increase resident input;
- ☯ enhance the physical environment;
- ☯ reorganize wings and staff roles by developing a team concept – department and interdepartmental;
- ☯ enhance the leadership skills of the Charge Nurse;
- ☯ create, develop, and establish the role of **Lead CNAs** within the neighborhoods;
- ☯ increase activities and teamwork with support areas;
and
- ☯ create innovative systems to sustain satisfaction.

Before we placed a Lead CNA



Christian
Health Care
Center

ESTABLISHED 1911

Team reorganization!



☐ Neighborhood structure

- Consistent assignment
- Grouped under one Charge Nurse



☐ Interdepartmental Teams

- Each support area worked within the neighborhood.

Christian Health Care Center formally introduced the Lead CNA position in 2009.



Lead CNA responsibilities

- Receive morning report to pass onto CNAs.
- Provide input to Charge Nurse regarding assignments (now completes assignments).
- Ensure assignments are complete as per person- and family-centered care.
- Ensure quality of services of CNA to resident.
- Coach for improvement and educate staff for results.
- Manage the new CNA and float CAN.
- Work with support services to ensure quality of services on the unit (e.g., admissions, activities).
- Attend meetings for patient satisfaction (new products, processes, ideas, etc).
- *As of November 1, 2010, complete evaluations on CNAs.*

Lead CNA

☛ Coordinator of the neighborhood



☛ CNAs

☛ Housekeeping

☛ Activities

☛ FANS

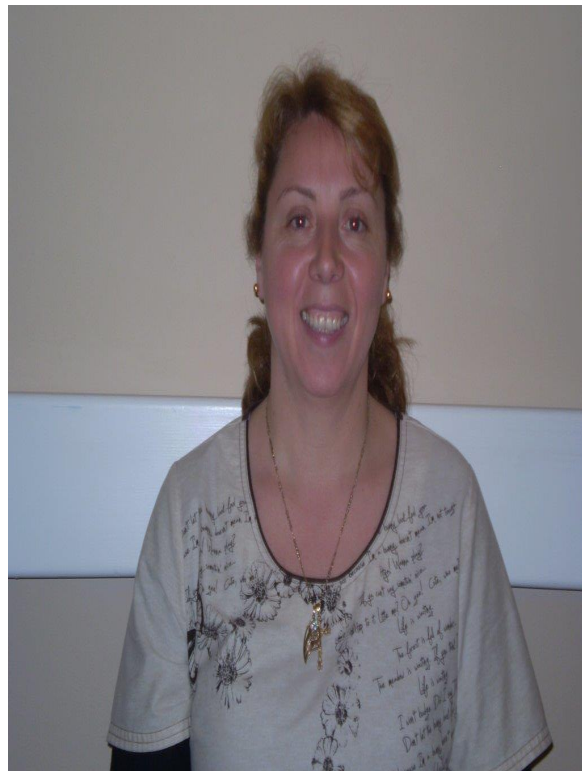
☛ MDS Coordinator

☛ Float

☛ Wing Nurse

☛ Admissions

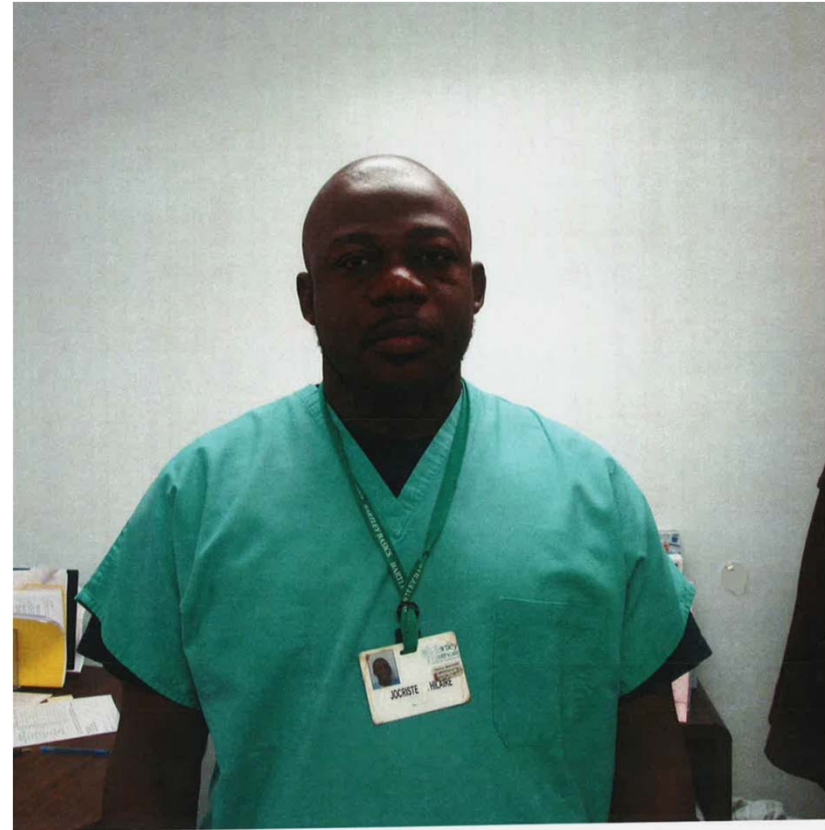
Hospicomm's Lead CNA



Hospicomm: Lead CNA/Peer Mentor

1. Provide on-the-job training for new, rehired, and existing employees.
2. Support newly hired aides for a minimum of five shifts, increasing the orienteer's caseload as his/her progress and experience allows.
3. Train/educate all newly hired staff regarding departmental procedures, safety and health issues, and other information.
4. Complete an orientation and competency check on new hires upon the completion of the orientation period.
5. Provide constructive feedback to the new hire.
6. Serve as liaison to the administrative staff and the new employee.
7. Observe and monitor CNA's resident assignment.
8. Coordinate with the Unit/Hall's manager huddles prior to the CNAs start of shift and when necessary.
9. Monitor CNA's completed assignment via POC (Plan of Care) dashboard.

Bartley's Lead CNA



Bartley Lead CNA

- ☒ Arrive 15 minutes before shift to ensure that rooms are clean and clutter-free.
- ☒ Review staffing for the day and make the assignments based on staffing.
- ☒ Assist other CNAs with getting their assignments completed.
- ☒ Attend Infection Control meetings.
- ☒ Provide education to CNAs on his/her unit.
- ☒ Bring issues to DON's or unit manager's attention.
- ☒ Bring new ideas to the nurse management team that will help to improve care on the unit.
- ☒ Act as mentors for new hires.

Common

Conduct is a model of each organization's employee standards.

- CHCC ASPIRE Standards
- Hospicom – standards of performance
- Bartley – PRIDE standards

If you are thinking of adding a Lead CNA position



Prepare the organization



Preparation for the Leads



Prepare the Charge Nurse or Unit Manager.

Leadership small group

Build a circle of influence

Team building skills

Meeting management

Customer satisfaction

Coaching-coaching-coaching

Evaluation skills

Conflict resolution

Empowerment

The art of the question

Prepare support services.



Prepare the CNA staff.



Train your Lead CNA.

☛ Leadership Small Group

- Communication
- Coaching
- Executive decisions/staff decisions
- Morning meeting management - huddles
- Team building skills
- Supervisor challenges
- Personality styles
- Conflict resolution
- Customer-service skills

Implementation

- 🍃 Organizational Development and Service Excellence met with the Lead CNAs every other week for 1.5 hours. We discussed:
 - leadership topics,
 - what was going well, and
 - what challenges they continued to have.
- 🍃 Schedule meetings with Charge Nurses to strengthen the circle of influence

After two years, the Lead CNA BECAME THE HIDDEN GEM IN OUR ORGANIZATION.

- Increased employee satisfaction
- Increased patient satisfaction by knowing the residents
- Increased the teamwork on the wings and enhanced the skill of the CNAs
- Became the main “go-to” person on processes and improvement changes for the resident/staff
- Is the liaison between:
 - the CNA and Charge Nurse,
 - families, and
 - supporting departments.

Our gems - CHCCs Lead CNAs



Linda Williams, Lead CNA Legend Quarterly All Star



- ☞ Linda Williams has been an incredible role model in for the 3 to 11 p.m. long-term care staff. Recently I meet with her to discuss her role with her staff and her huddles. Over the past three years she has conducted meetings for the group and tackles tough subjects to elevate the skills and behaviors of Lead CNAs. In May we developed a Lead CNA Huddle Book for the Leads. The Leads and the Nurse Executive Leadership Council then participated in developing skills for Leads to discuss with their staff. Linda's efforts and her work with me were the catalyst for this idea. She presented how she handled these huddles at our annual meeting in May. Her efforts led to the idea to create a book, develop a standard, and create a team to develop the content. We now have a Lead CNA huddle book for all Lead CNAs in CHCC

Christian Health Care Center

LEAD C.N.A Huddle Book



Leadership

- My own definition of leadership is this. The capacity and the will to rally men and women to a common purpose and the character which inspires confidence. —General Montgomery
- Leadership is the capacity to translate vision into reality. —Warren Bennis
- Leadership is influence. —John C. Maxwell
- To command is to serve, nothing more and nothing less. —Ande Mairoux
- Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand. —General Colin Powell
- Earn your leadership every day. —Michael Jordan

Norma Tate, CNA

Legend Quarterly All Star



Norma consistently models the values of Christian Health Care Center (CHCC). Nearly every day, families of Heritage Manor West 4 Nursing Home residents comment about her caring and understanding nature. Norma has been working with Organizational Development and Service Excellence on Person- and Family-centered Care and easily understands the concept of this new culture because it's already her model of caring. CHCC recently moved residents from Heritage Manor West 4 to Heritage Manor East, and Norma stepped right up to a very difficult task. She is currently assisting the Lead CNAs on Heritage Manor East to organize their new work structure, as well as working in both locations. Norma has always been a great CNA. She is true a leader, a team player, and a role model. Many CNAs speak to her when they feel upset or need advice - another true indication of a role model and leader.

Lead CNAs are:

- ☒ Problem = Solution people
- ☒ Coaches
- ☒ Teachers
- ☒ Person- and Family-centered Care representatives
- ☒ Our staff representative and Neighborhood leader
- ☒ Coordinators of state surveys

LEAD CNA CODE



- ☛ *I am a coordinator of good harmony.*
- ☛ *I embrace my team.*
- ☛ *I am a role model of good skill and attitude.*
- ☛ *I am a coach.*
- ☛ *I coordinate efforts through team participation.*