

Family and Friends Council
Education Day – June 8, 2016



Perley Rideau

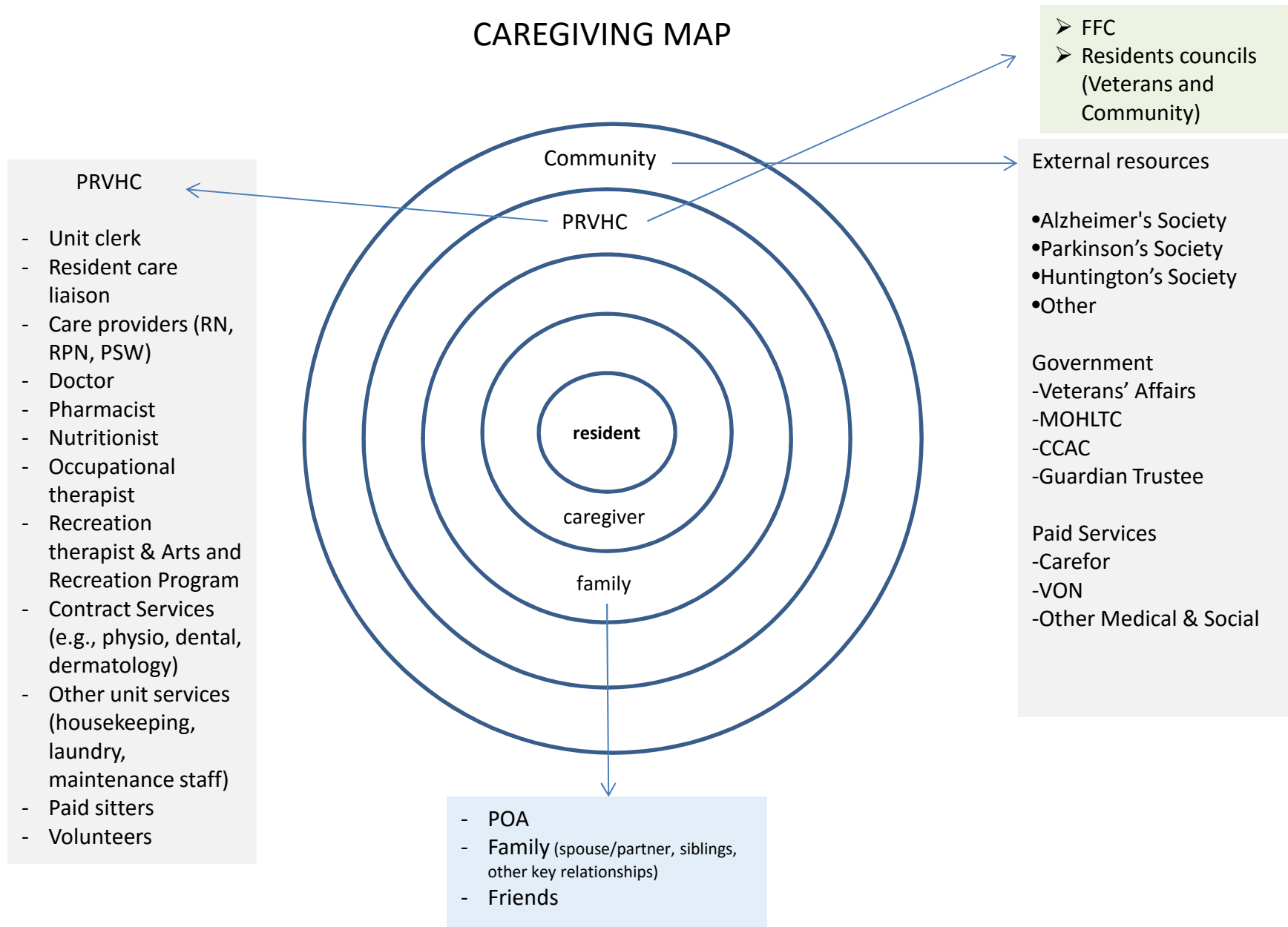
**The Perley and Rideau
Veterans' Health Centre**

Circle of Care Caring for the Caregiver

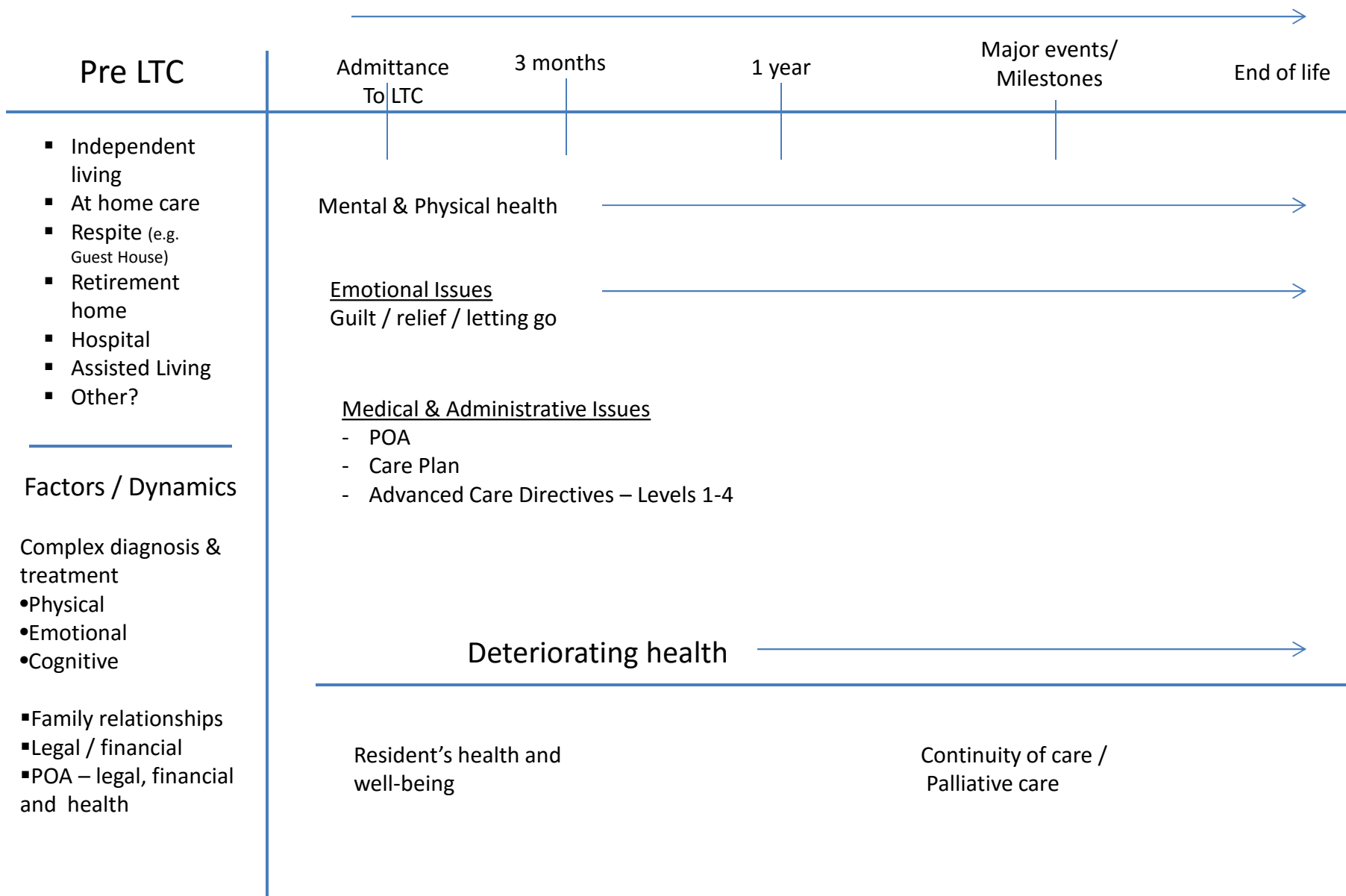


Together...we improve the well-being of the people we serve

CAREGIVING MAP



Caregiving – Navigating the Journey in LTC at the PRVHC

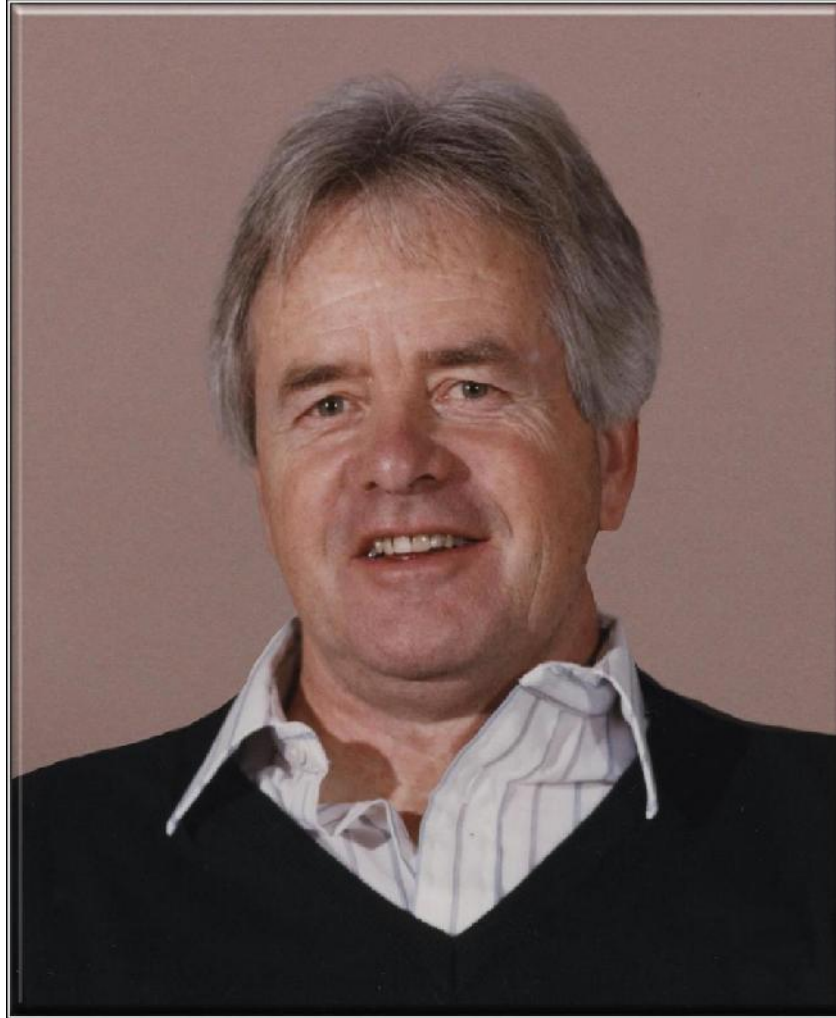


Circle of care

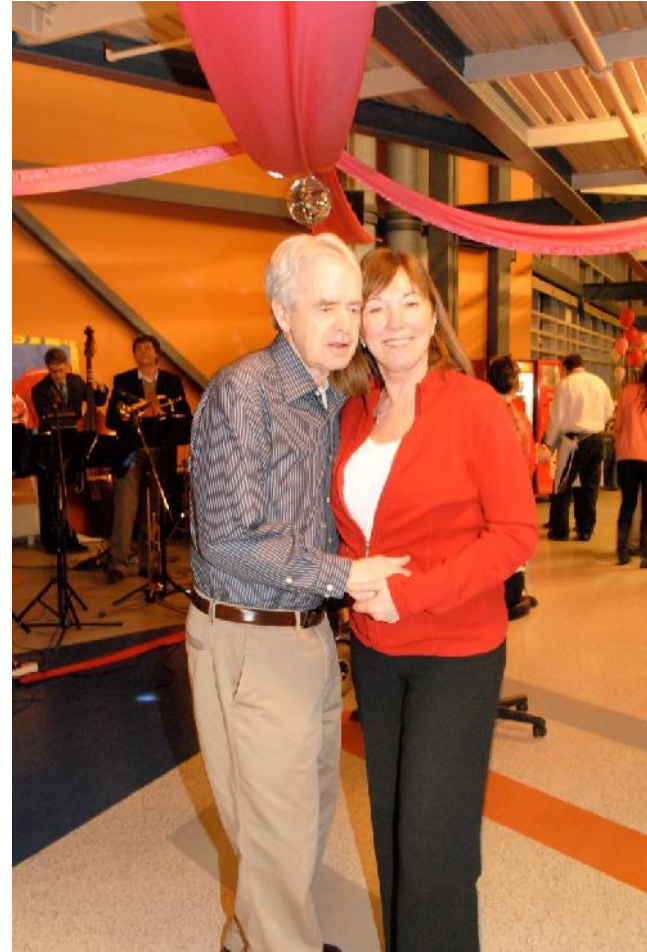
Caring for the Caregiver

A spouse's perspective

Lived Experience 1944 to 2013



Life at the Perley 2005 to 2013



Birthdays and visits



Circle of care

Caring for the Caregiver

Perspective of a family caregiver



August 2005 – At home in Halifax
Evette and son, Mark



Evette with daughter-in-law, Wendy



Feb 2014 – Visits with Bubbie





September 2015 at the Perley



October 19, 2015 – 10th anniversary at the Perley

Perley Staffing Model of Care

Linda Hunter, Chief Nursing Officer

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of the people we serve*



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What organizations expect and want

- Happy, productive employees
- High morale
- Employees understanding their responsibilities
- A respectful working environment
- The job getting done
- High quality service



What staff expect and want

- Respectful workplace environment
- Resources and support
- To be listened to
- To be able to bring concerns forward
- To be part of the planning process
- Transparent communication
- Kudos for a job well done
- Appropriate compensation



How organizations can cause staff stress

- No ‘overall picture’ of why and what it means
- Giving responsibility, but little discretion
- Too much work and not enough resources to do it
- Not enough face-to-face time
- Everything is a priority
- **Unclear expectations of responsibility**
- Ambiguity around who is charge
- Skills and jobs not well-matched – **scope of practice**
- No voice in priority-setting and **expectations**

Ottawa Citizen June 2 2016



Self care for staff

- Give staff **power** to make change
- **Consult** with staff to set expectations and behaviours
- **Train** staff to full scope of practice
- **Support** staff with appropriate resources
- Allow staff to work to **full scope**
- **Standardize** approach to care delivery



Clinical Care Needs

1. To define Scope of Practice
2. Delineate Role Clarity
3. Standardize Expectations and Behaviours

Across the Home!



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Model of Care

Having a clearly defined and articulated model of care will help to ensure that all health professionals are all actually ‘viewing the same picture’, working toward a common set of goals and, most importantly, are able to evaluate performance on an agreed basis.

(P. Davidson, 2005; Australia)



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Principles of Care

- Resident centered care
- Continuity of care
- Appropriate staff mix
- Quality and safety of care
- Sustainable and affordable
- Scope of practice

(Modified from RNAO Nursing Leadership BPG, 2013)



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Participants (22 groups)

- Nursing Operations:
 - RN, RPN, RAI RPN, PSW, Unit Clerks
 - Director, Managers, Supervisors
- Programming and Support:
 - Recreational Therapists and Programmers, Spiritual Care, Occupational Therapy, Rehabilitation Assistant, Resident Care Liaison, Artists and Musicians
- Support Services:
 - Dietician, Food and Nutrition Supervisors, Food and Nutrition Aids, Cleaner, Housekeeping Aid, Maintenance
- Seniors Housing and Assisted Living Services



Critical to Quality

Wins for resident/family/staff
and organization

What is valued?

How would we know we are
successful?



Nursing Operations - Value Statement

- Through open **communication, trust and respect**, we will **engage** the care team, staff, and the **resident and their family**, in providing **innovative and safe** care using a **quality improvement** approach. We will work together to build **capacity and excellence** in the care of residents with **dementia** and the care of the **frail elderly**.



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Programming and Support – Value Statement

- The resident is provided with a **safe** and **nurturing environment** that promotes **autonomy** and a **holistic approach** to care.



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Support Services – Value Statement

- The resident is provided with a **friendly home environment** that is **clean, safe, private** and is personalized where all their **needs are met** with as much **choice** as possible.



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Seniors Housing and Assisted Living Services

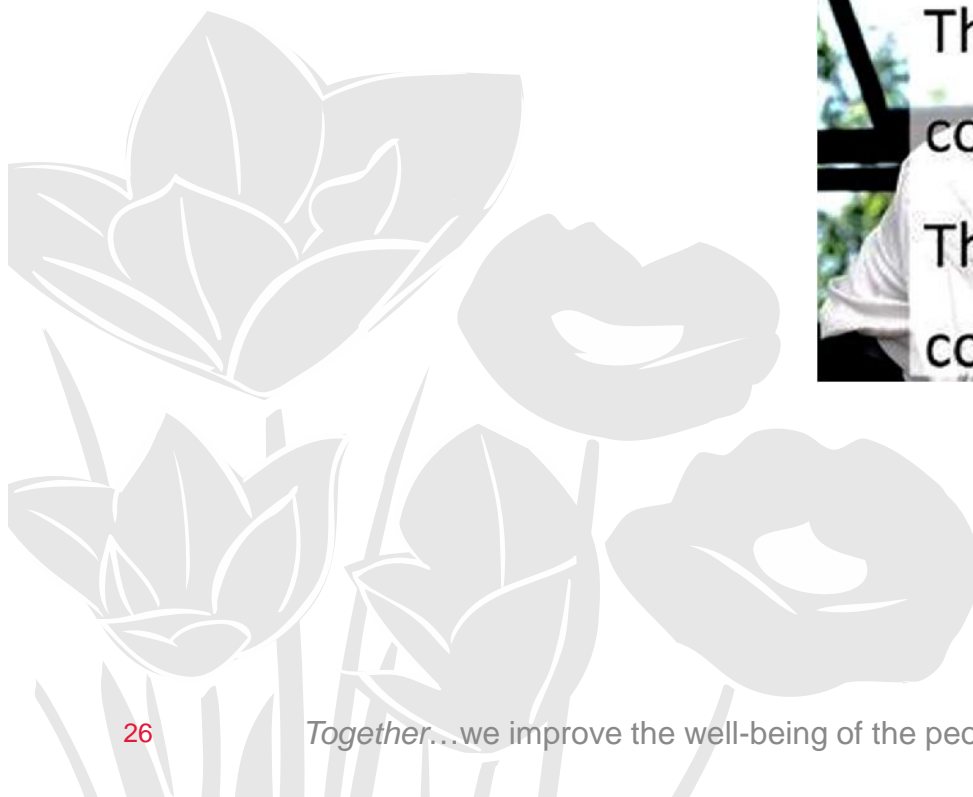
- Create and promote a **consistent and safe environment** for Seniors to **age in place** by maintaining **dignity** through the transition of care needs with **full access to services** that promote **quality of life**.



Expectations and Behaviours

key notes from my keynotes

clemmergroup.com



Commonalities seen in Expectations

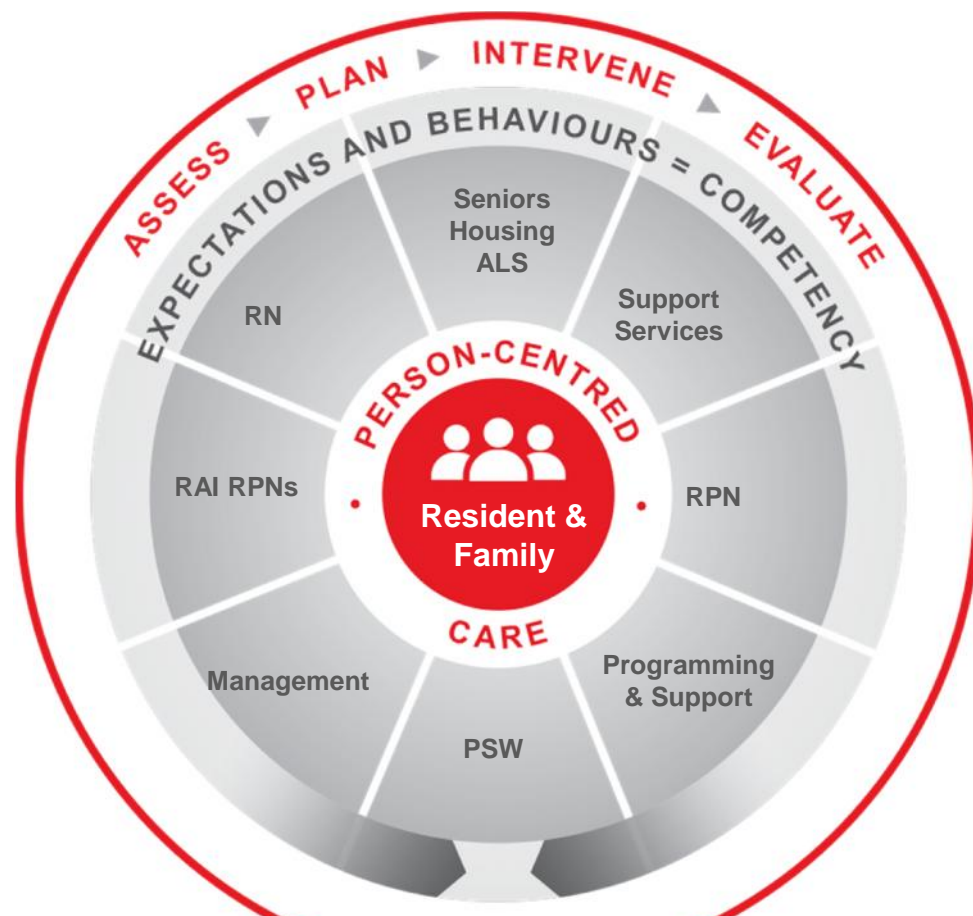
- Resident centered
- Prioritization of activities
- Rounds for safety
- Communication
- Documentation



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The Perley Rideau Model of Care



Servant and transformational leadership with authenticity

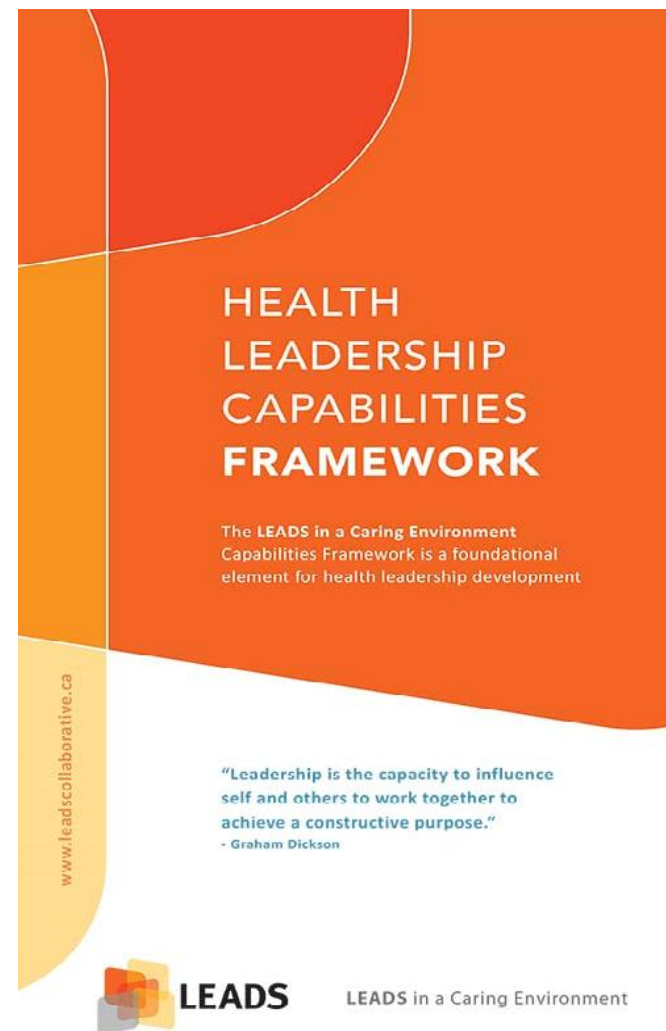
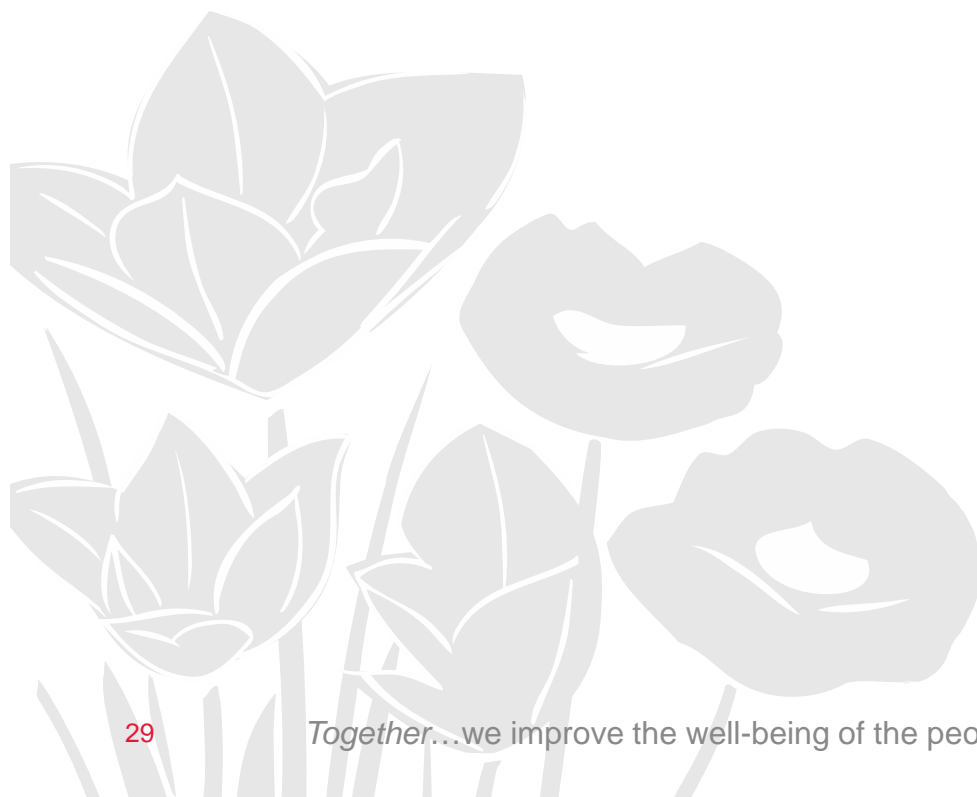
LEADERSHIP MODEL



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LEADS in a Caring Environment



LEADS in a Caring Environment

- Describes the key skills, behaviours, abilities and knowledge required to lead in all areas and **at all levels** within the health sector
- Gives a common understanding and language for what good leadership looks like
- Emphasizes **CARING...** for residents, for staff, for each other



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LEADS in a *Caring* Environment



LEAD SELF

Self-motivated leaders...

Are self aware
They are aware of their own assumptions, values, principles, strengths and limitations

Manage themselves
They take responsibility for their own performance and health

Develop themselves
They actively seek opportunities and challenges for personal learning, character building and growth

Demonstrate character
They model qualities such as honesty, integrity, resilience, and confidence



ACHIEVE RESULTS


Goal-oriented leaders...

Set direction
They inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes

Strategically align decisions with vision, values, and evidence
They integrate organizational missions and values with reliable, valid evidence to make decisions

Take action to implement decisions
They act in a manner consistent with the organizational values to yield effective, efficient public-centred service

Assess and evaluate
They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate



SYSTEMS TRANSFORMATION

Successful leaders...

Demonstrate systems / critical thinking
They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems and design, and implement effective processes across systems and stakeholders

Encourage and support innovation
They create a climate of continuous improvement and creativity aimed at systemic change

Orient themselves strategically to the future
They scan the environment for ideas, best practices, and emerging trends that will shape the system

Champion and orchestrate change
They actively contribute to change processes that improve health service delivery



ENGAGE OTHERS

Engaging leaders...

Foster development of others
They support and challenge others to achieve professional and personal goals

Contribute to the creation of healthy organizations
They create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities

Communicate effectively
They listen well and encourage open exchange of information and ideas using appropriate communication media

Build teams
They facilitate environments of collaboration and cooperation to achieve results



DEVELOP COALITIONS

Collaborative leaders...

Purposefully build partnerships and networks to create results
They create connections, trust and shared meaning with individuals and groups

Demonstrate a commitment to customers and service
They facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service

Mobilize knowledge
They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system

Navigate socio-political environments
They are politically astute, and can negotiate through conflict and mobilize support

DISTRIBUTED LEADERSHIP

Do these capabilities apply to all leaders regardless of role or formal position?

Yes... All leaders – regardless of their role, or position in the health system – must be able to lead themselves, engage others, achieve results, develop coalitions, and conduct systems transformation in order to create the Canadian health system of the future.

and No... For each of the five LEADS domains, 'leader effectiveness' differs, depending on the context in which an individual exerts influence. In different contexts, capabilities differ in expression.

To create a leadership culture, each person in the system, regardless of position or title, must exercise leadership when it is required. This is distributed leadership.

"Existing roles and functions of decision-makers need to be evaluated to ensure they meet the leadership needs of the new and emerging healthcare paradigms."
- Don Briscoe

"The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development."
- James Kouzes & Barry Posner, The Leadership Challenge



Where do we go from here?

- Celebrate the successes and the work so far
- Continue with focus groups to establish expectations and behaviours
- Develop competencies for care
- Training on resident/person-centered care
- Training and education on scope of practice
- Upgrading of skills as required
- Formalize Model of Care by December 2016



Discussion and Feedback



Circle of Care

Self-Care for the Volunteer

*Together...*we improve the well-being
of the people we serve



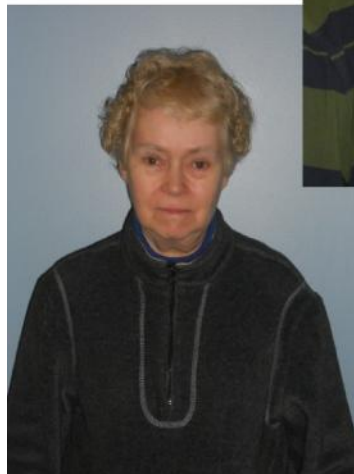
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Volunteers and the Caregiving Journey



Who are Perley Rideau Volunteers?

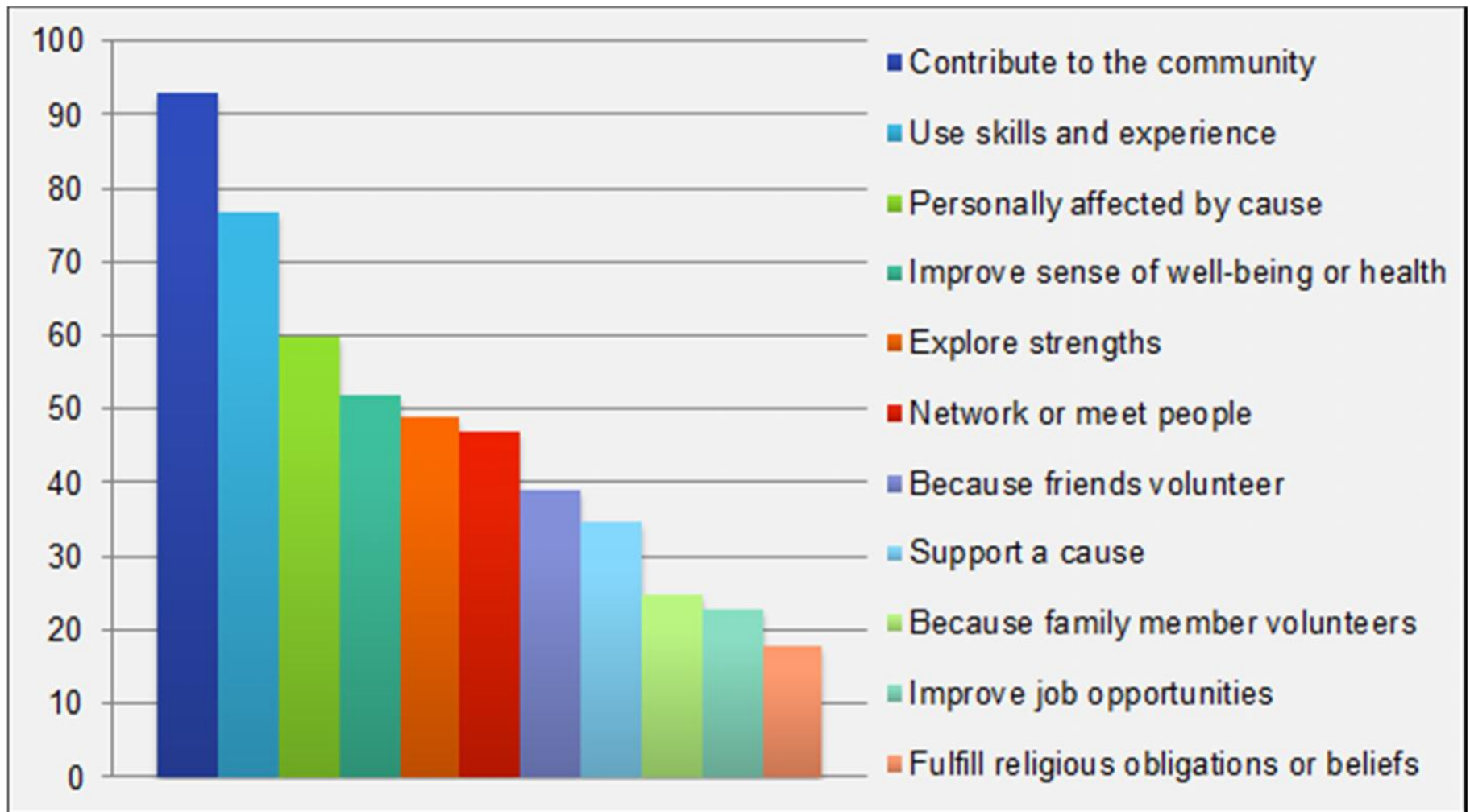


Reasons for Volunteering @ Perley Rideau

- Give back to a cause that has impacted one's own life
 - Family members, tenants, former residents
- Connect with others
 - Decrease social isolation
- Gain or practice skills
 - Underemployment
- Life transition
 - Newly retired, new to Ottawa
- Respite from caring for others



Reasons for Volunteering – National Survey



Volunteering as a Form of Self-Care

- To make an impact/develop sense of self-worth
- To help cope with loss
- To improve mental, physical and/or spiritual health
- To provide a change focus from other stressors



Support for Volunteers

- Orientation: rights and responsibilities
- Position descriptions, policies
- Training on specific duties
- Staff supervision
- Open door in Volunteer Services
- Fellowship
- Flexible scheduling



Self-Care

- Say no when you need to
- Take breaks
- Seek clarification, support, understanding
- Know that you are part of a circle of care
- Maintain boundaries in relationships with residents
- Ask for a change of role

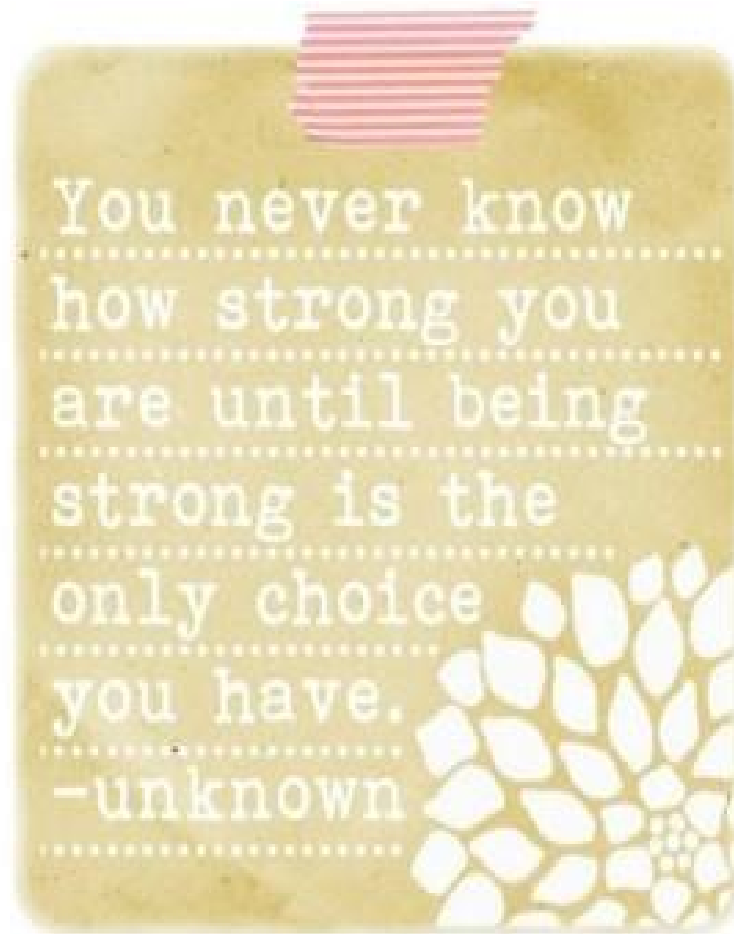


Circle of care

Caring for the Caregiver

Perspective from resource expert
Vonnie Kline

PERSONAL POWER



PERSONAL POWER

	CAN CONTROL	CANNOT CONTROL
TAKE ACTION	Mastery good and strong	Ceaselessly Striving frustrated and irritated
No ACTION	Giving Up helpless and desperate	Letting Go relief and acceptance

What can you control?

What action can you take?

What can you do to Let Go?

D. Jaffe and C.
Scott

THINGS YOU CAN CONTROL

- Your beliefs
- Your attitude
- Your thoughts
- Your perspective
- How honest you are
- Who your friends are
- What books you read
- How often you exercise
- The type of food you eat
- How many risks you take
- How you interpret situations
- How kind you are to others
- How kind you are to yourself

- How often you say 'I love you'
- How often you say 'thank you'
- How you express your feelings
- Whether or not you ask for help
- How often you practice gratitude
- How many times you smile today
- The amount of effort you put forth
- How you spend/invest your money
- How much time you spend worrying
- How often you think about your past
- Whether or not you judge other people
- Whether or not you try again after a setback
- How much you appreciate the things you have

Ruben Chavez

TO LET GO...

doesn't mean stop caring... it means I can't do it for someone else.

is not to cut myself off...it is the realization that I can't control another.

is not to enable...but allow learning from natural consequences.

is to acknowledge powerlessness'...which means the outcome is not in my hands.

is not to try to change or blame another...I can only change myself.

is not to regret the past...but to grow and live the moment; for the future.