

Leadership in
a Care
Community:

Elevating the Art

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VIVAGE

TIMES ONLINE

From The Times - March 30, 2007

Woman drank bleach to avoid
nursing home

A woman aged 89 died after drinking bleach
the night before her family were to move her
into a nursing home, an inquest was told
yesterday.

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CBS News 4/15/2007

- Eighty-three percent of elderly Americans would stay in their homes until the end if they could. Thirty percent say they'd rather **die** than go into a nursing home.
- A question for all of us...

What are they afraid of?

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What they are afraid of...

- The loss of identity
- The loss of freedom and autonomy
- The loss of meaning
- The loss of growth
- The loss of their God-given right to the pursuit of happiness
- The loss of their right to Folly

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The Institutional Model

- Gave us a context and culture that has led to 30% of Americans being so afraid of us that they would rather die than access our services
- Gave us a name, blame, shame culture where no one wants to work.
- Gave a Language that objectifies the elder rather than honors her.

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Something to Ponder...

- "The Stone Age did not end because people ran out of stones."
- Fritjof Capra (from Z. Yamani)

Person-Directed Care

- Creating a context and culture where people want to live and work
- Redefining accountability
- Recognizing the power of the formal leadership in that process

Understanding the Problem: Clouds or Clocks?

- All problems are either clouds or clocks.
- To understand a clock, you can take it apart, look at its individual pieces and you study the pieces and then you can understand how a clock works.
- You can't take apart a cloud. A cloud is a dynamic system. A cloud you can only study as a whole.

Organizational Culture

- Cloud or Clock?



Emergent Systems

- Organizational culture is like a cloud. It is an emergent system.
- **Emergence** is the way complex systems and patterns arise out of a multiplicity of relatively simple interactions.
- To change it and to sustain that change, you can't just fix the parts.
- There's no one person who exemplifies institutional culture, but the interaction of all of us who have worked in the institutional system create this thing called institutional culture. And by its very existence it has an influence on the rest of us, it shapes our behavior.

Poverty

- Poverty is an emergent system.
- You can't just give the impoverished money and solve the problem of poverty.
- The problem with an emergent system, you don't have those kinds of straight causal relationships. It's all about the interplay. It's all about the dance.

Person-Directed Care

- We are fighting Poverty - the impoverishment of the human spirit.
- You can't just put in a dining program and consistent assignment and expect to solve the problem. (As soon as you go away, so will it.)
- We must address the whole by creating a new emergent system to replace the old one.

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It begins with the formal leaders

- You change first.
- You can't convince others to endure the pain of personal behavior change, and the uncertainty of organizational change unless you are willing to change yourself first.
- To change your behavior, you have to change your beliefs, the context, and your routines.

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The NHA & the DON:

- Are the context creators in a care community.
- The context you create will drive all behavior.

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Leadership is an art

- But to elevate and master that art, we must understand the science.

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The Science of Leadership

- Human Behavioral Psychology
- Neuroscience
- Social Science

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Disclaimer

- What I know about these sciences could be put on the head of a pin.

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Understanding Human Behavior: 3 Truths

1. The vast majority of human behavior, yours and others', is influenced and directed by things that happen on a subconscious level.
2. Human behavior is based more upon context than character.
3. Knowledge does not change behavior.

#1 The Automatic Mind

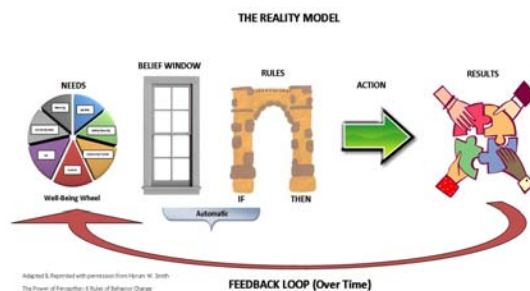
- Most of us would like to believe that we are in control of our own behavior. We assume that we are rational beings who use our brains to think, analyze, plan and act.
- But you will be surprised to know that most often we have very little control over what we do. We are driven to behave the way we do, and we are seldom in control.

The Elephant & the Rider

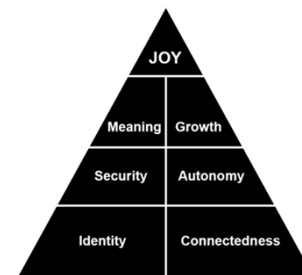


Jonathan Haidt: *The Happiness Hypothesis*

The Power of Perception



Well-Being Needs



The Eden Alternative Domains of Well-being™

Sustainability

- If we want to change human behavior, and make that change sustainable, we have to understand the underlying beliefs that are driving the current behavior and change those.
- Sustainability requires a shift in our thinking and beliefs.
- It also requires direction and motivation (we will get to that later)

#2 Context vs. Character

- Fundamental Attribution Error (FAE)
- Robber's Cave – Famous Social Science experiment
- Break out of our Constituencies and come into Community

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Watch Your Language!

- Words make worlds
- Creating a new culture begins with changing our most basic behaviors
- That includes the words we use

Avoiding a Scarcity Mindset (Belief)

- New research into scarcity reveals the tremendous impact it has on cognitive capacity and self control.
- It does not matter what kind of scarcity belief – money, food, time, etc.
- The most dangerous words a leader can say might be, "We can't afford that."
- That creates constituencies and a false belief that the leader doesn't care.
- It creates a context of scarcity.

Sendhil Mullainathan & Eldar Shafir: Scarcity: The New Science of Having Less and How It Defines Our Lives

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Rethinking Complaints

- In a human community, people complain.
- But only if they feel safe to complain and that they believe something will change because they have complained.
- Complaints are good!!!
- But only if we create a context where we respond effectively to those complaints by getting to the root cause and creating a process of improvement that includes hands-on staff

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Redefining Our Measures of Success

- Zero Deficiencies ≠ a Place where people want to live and work
- Success = Well-being

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Changing the context

- Organizational Redesign
- Break down the constituencies
- Blend roles
- Cross-train to create flexibility
- Create team instead of department and shift

#3 Knowledge doesn't change behavior

- Don't stop training
- Need to combine education with understanding of the power of habits on our behavior
- Change habits to change behavior

The Power of Habit

- By Charles Duhigg
- HABITS are the choices that all of us make at some point, and then stop thinking about but continue doing, often every day because the behavior has become automatic.
- Organizational culture is our collective habits.

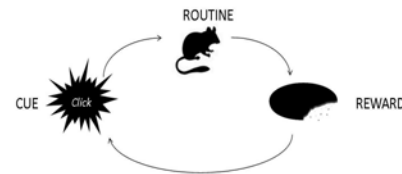
Chunking

- In the 1990's, MIT researchers began wondering about the basal ganglia and its role in habits. They studied rats learning a maze.
- They discovered there is a process in which the brain converts a series of actions into an automatic routine and called that process "chunking."

The Automatic Mind (Again!)

- The Basal Ganglia is Clever!
- It has devised a system to determine when to let habits take over. It's something that happens whenever a "chunk" of behavior starts or ends.
- The brain spends a lot of effort at the beginning of a habit looking for a cue that offers a hint which pattern to use.
- And at the end of the activity when a reward appears, the brain shakes itself awake and makes sure everything unfolded as expected.

The Habit Loop



The Golden Rule of Habits

- "You can't extinguish a bad habit, you can only change it."
- For decades long-term care leaders have been working on the wrong end of the habit loop.
- Habits are powerful, but they are delicate.
- If you want the change the behavior, change the routine, change the context.

Addressing Your Leadership Challenges

- Think about the thing that frustrates you the most in your work
- Write it on an index card
- Send it up

37 Changing an Emergent System: Creating a New Context

- Look at the Keystone Habits that if changed will begin a domino effect on other habits and behaviors.
- Focus on two or three of those.
- Be specific in the change that must be made.
- Appeal to the emotional need for this change. (Find the Feeling – FTF – Feed the Elephant)
- Stop trying to change behavior through fear.

38 Vivage Keystone Habits

- A Code of Conduct for Grandmother's House (FTF- There is a higher accountability for our behavior at Grandmother's house)
- Daily Community Meetings (FTF- The Elder must have a voice in her community)
- Everyone engaged in managing conflict (FTF- It is actively kind to resolve conflict before it bleeds onto the heads of our residents)
- On-going Leadership Team meetings (FTF- We must be one voice)

Punitive Culture

- The institutional model created a name, shame, blame culture
- Accountability for errors lies with the employee
- Perfect performance is expected
- When not achieved, disciplinary action results
- Creates a culture where mistakes are hidden

40 Redefining Accountability

- Ask yourselves if you believe that people are accountable to the organization or if the organization is accountable to people.
- When we believe the organization is accountable to people, then we change our own behavior as leaders.
- Accountability = GROWTH

Redefining Accountability

- Accountability = Growth
- Growth = Caring
- Balancing Support and Accountability
 - We do it everyday with our children because we care about them
 - We help them to grow

42 When Something Goes Wrong...

- Change your Default
- The hierarchy is always available
- You don't have to use it first
- Go first to the place of compassion and curiosity

To Err is Human		
Human Error	At-Risk Behavior	Reckless Behavior
<p><i>Product of our current system design</i></p> <p>"I forgot to do the 2-hour check"</p> <p>Manage through changes in:</p> <ul style="list-style-type: none"> Processes Procedures Training Design Environment 	<p><i>A Choice: Risk believed insignificant or justified</i></p> <p>"I did a one person transfer with a resident who requires a two-person transfer because the resident needed to use the bathroom and everyone else was busy"</p> <p>Manage through:</p> <ul style="list-style-type: none"> Removing incentives for at-risk behaviors Creating incentives for healthy behaviors Increasing situational awareness 	<p><i>Conscious disregard of unjustifiable risk</i></p> <p>"I knowingly avoided completing a treatment because it is complex and time-consuming"</p> <p>Manage through:</p> <ul style="list-style-type: none"> Remedial action Disciplinary action
CONSOLE	COACH	PUNISH

No Blame Culture

- Do not make the same mistake that many who have entered the person-centered journey have made.
- Must distinguish between a just culture and a no blame culture
- A just culture has a higher accountability for both the formal leader and the employee

4-Leaf Clovers



- Competent
- Reliable
- Accountable
- Have a great attitude!

Understanding Motivation

- Carrot and Stick Motivation (mostly Stick)
 - How is that working for you?
 - How long can change be sustained with this approach?
- Intrinsic Motivation
 - Purpose
 - Autonomy
 - Mastery

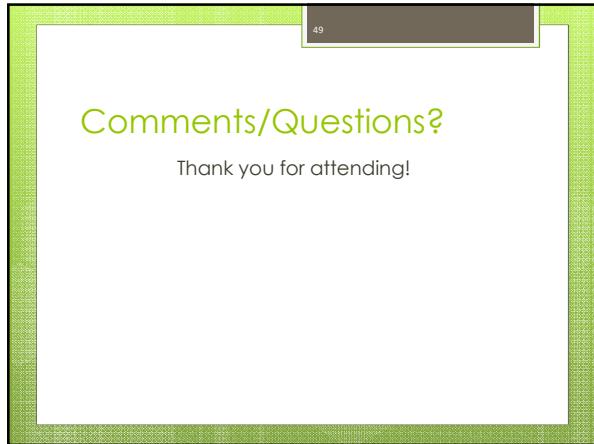
Daniel Pink: Drive: The Surprising Truth About What Motivates Us

Changing an Emergent System

- Doesn't start with big change.
- It starts small with changes that affect our most basic behavior – how we treat one another.
- That begins with each of you changing how you think and how you behave.
- Then setting a context where each person can be the best they can be for the world.

*"...Now I am throwing off the carelessness of youth
To listen to an inconvenient truth
That I need to move, I need to wake up
I need to change, I need to shake up
I need to speak out, something's got to break up
I've been asleep and I need to wake up now..."*

~Melissa Etheridge



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Comments/Questions?

Thank you for attending!