



ONLY THE MEDIOCRE ARE ALWAYS AT THEIR BEST



CONTINUUM DEVELOPMENT SERVICES HAS A UNIQUE COMBINATION OF EXPERIENCE THAT NO OTHER CONSULTING TEAM CAN MATCH - OPERATIONAL, FINANCIAL, AND STRATEGIC...



UNDERCOVER BOSS

Lessons from the Front Line

SESSION 76-H, LEADINGAGE ANNUAL MEETING
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Senior Living Culture

- The **best** senior living organizations are on a journey towards cultivation of a healthy culture which:
 - Provides home-like environments for residents
 - Empowers frontline staff
 - Strives for customer service excellence



Healthy Cultures

- Listen
- Learn
- Support
- Empower
- Respect



Unhealthy Cultures

- Autocratic
- Dividing
- Hierarchical
- Devaluing
- Indifferent



Going Undercover

- **Almost Impossible** for most senior living organizations due to the small size and closeness of leadership to operations
- **Unnecessary** because your team wants to tell you what is happening; they do not need to be tricked into telling you the truth!

So...you really want to know what my day was like?



A Better Idea: Work Study

Definition: an analysis of a specific job in an effort to find the most efficient method in terms of time and effort.

Work Study Objectives

- Provide opportunity for senior leadership to be more visible to frontline workers
 - Senior leaders “shadow” frontline workers several days each year to gain better understanding of working conditions and management expectations
- Identify supervisors who have been successful in training, coaching and support of frontline workers
 - Frontline workers should be empowered to serve residents with the resources of their supervisors



Work Study Objectives

- Give frontline workers the opportunity to provide honest and important feedback about your leadership
- Gain insight on opportunities to improve efficiency and quality of service



Work Study Program

- Departments typically included in a work study program:
 - Administration: Reception, Social Services, Accounting, Transportation, Activities
 - Plant Operations: Maintenance, Security, Grounds, Housekeeping
 - Dining: Servers, Cooks, Utility
 - Nursing: Licensed Nurses, MDS, CNA, Unit Clerk, Medical Records



Work Study Program

- Frontline associates selected for “shadowing” should have a willingness to provide feedback—both positive and negative. **Remember..associates want to feel good about what they do for a living.**
- Supervisors and frontline staff should have at least a two-week advance notice of their shadow days



Senior Leader Shadows

- Senior management selected for the program should:
 - Have a “learner’s” mentality the same as frontline employees
 - Understand that this hands-on observational experience can add cohesiveness to the workplace in addition to facilitating more informed decisions at the top



Work Study Guidelines

- Never evaluate the associate..evaluate the support that makes them successful
- Do not expect to outperform your seasoned staff...this is a good thing
- Be in a learning mode
- Make it a positive experience for the associate
- Have FUN!



Worries?

- Concerned that performing frontline associate jobs will detract from your leadership image?
 - **Surprise!** Residents and staff identify with you rolling up your sleeves and being on the frontline
- Don't want to make residents uncomfortable receiving services from senior leadership?
 - Reality. You can learn the roles of your team members without making your client uncomfortable



Lessons Learned

- Many of the “Best Practices” used in CDS operational reviews come from work studies
 - More efficient housekeeping scheduling
 - Providing adequate linen to night shift nursing
 - Minimizing CNA lifting injuries
 - Using the frontline staff to select the best equipment and products
 - Using the frontline staff to help recruit great new employees and retain the good ones
 - Using the frontline staff to help market and provide great efficient customer service



Who benefits from leadership better understanding the role of the frontline?

EVERYONE!

Investing in the skills and careers of your frontline workers is a good thing!



Questions



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