

# Culture Change 2.0

## Service Recovery Model

### Improving the Resident Experience Through Compassionate Communication

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What percentage of full-time employees experience conflict on the job?

- a. 60%
- b. 32%
- c. 56%
- d. 85%

How many hours per week do managers spend resolving conflict?

- a. 2 hours
- b. 6 hours
- c. 10 hours
- d. 14 hours

## Long Term Care Ombudsman A Resource for You



## Which best describes your working relationship with your local ombudsman?

- A. I love working with my local ombudsman!
- B. I appreciate the role of the ombudsman as a resident advocate, but we sometimes have to agree to disagree.
- C. I have too much work and too little time to develop a relationship with a local ombudsman.
- D. Oh boy, we only have issues when the ombudsman visits and stirs up the residents.
- E. I have a local ombudsman assigned to my nursing home?

## How We Do Our Work

- Geo-routed toll-free number (posted in nursing homes)
- Ombudsmen conduct routine visits in licensed homes
- Investigate and resolve complaints at resident's direction
  - **Strict confidentiality, no charge, & must have resident consent**
- Provide education, information, and assistance on LTC issues
- Coordinate with local agencies
  - Community transitions, death review, abuse prevention, legal services

## FY22 Work in Nursing Homes

- Conducted 1,507 visits in 386 nursing homes
- Provided Information and Assistance (not related to case work)
  - 1,066 to nursing home staff
  - 4,906 to individuals (other than staff members)
- Attended council meetings
  - 134 Resident council meetings
  - 3 Family council meetings
- Participated in 367 facility surveys
- Provided 40 community education sessions and 14 nursing home training sessions
- Investigated 1,610 cases containing 3,100 complaints (nursing home only)

Only 20  
ombudsman  
and 11  
volunteers


## Complainant Data

- Source of Complaint
  - Resident = 1,526 or 49.3%
  - Resident Rep/Friend/Family = 1,159 or 37.8%
  - Facility Staff = 188 or 6%
  - Other Agency = 88 or 2.7%
  - Unknown = 88 or 2.7%
  - Ombudsman = 32 or 1%
  - Resident or family council = 19 or .5%

Over 87% of  
complaints were  
from a resident,  
family member,  
friend, or resident  
representative.

## Complaint Details

- Verified = 2,863 or 92.35%
- Average calendar days to close complaints = 31
- Resolution (resident satisfaction with outcome)
  - Fully or partially resolved to resident satisfaction 2,320 or 74.8%
  - Not resolved to resident satisfaction = 379 or 12.3%
  - Withdrawn or no action needed = 401 or 12.9%



Almost 75% of the time, we resolved a concern to the resident's satisfaction within a month.

## About Ombudsman Coding

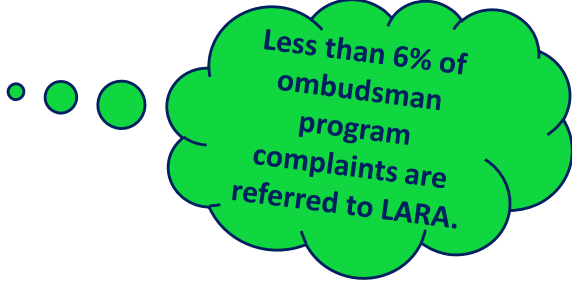
- Complaint Major Codes
  - A. Abuse, Neglect, Exploitation = 64 or 2.1%
  - B. Access to Information = 61 or 2%
  - C. Admission, Discharge, Transfer, Eviction = 370 or 11.9%
  - D. Autonomy, Choice, Rights = 613 or 19.8%
  - E. Financial, Property = 151 or 4.9%
  - F. Care = 1,219 or 39.3%
  - G. Activities, Community Integration, Social Services = 108 or 3.4%
  - H. Dietary = 143 or 4.6%
  - I. Environment = 96 or 3.1%
  - J. Facility Policies, Procedures, Practices = 65 or 2.1%
  - K. Complaint about an Out-side Agency (not facility) = 44 or 1.4%
  - L. System: Others (non-facility) = 166 or 5.4%



Almost 40% of complaints are related to care and almost 20% are related to choice and rights

## Complaints to LARA

- Only 133 ombudsman program complaints were referred to LARA for further investigation
- Complainant type for referrals to LARA
  - Resident = 84 or 63.2%
  - Responsible Party/Family/ Friend = 31 or 23.3%
  - Ombudsman = 7 or 5.3%
  - Facility Staff = 7 or 5.3%
  - Other Agency = 3 or 2.3%
  - Unknown = 1 or .75%



Less than 6% of  
ombudsman  
program  
complaints are  
referred to LARA.

LARA Bureau of Survey and Certification

Formerly housed in the Bureau of Community and Health Systems, BSC was established in 2022 to provide sole oversight of the federal survey and certification process for over 20 healthcare provider types. Functions of BSC include federal complaint investigations, routine annual surveys, and monitoring and enforcement of federal regulations which serve to protect the health, safety, and quality of care received by Michigan residents

## BSC Mission, Vision, Values

### Mission

Ensuring Michiganders receive quality healthcare with federal regulations as our guide using a collaborative and respectful approach

### Vision

Achieving national recognition through innovative collaboration with health care providers to improve the quality of life for Michigan residents

### Values

collaboration, reliability, fairness, authenticity, and knowledge

## What's New in BSC

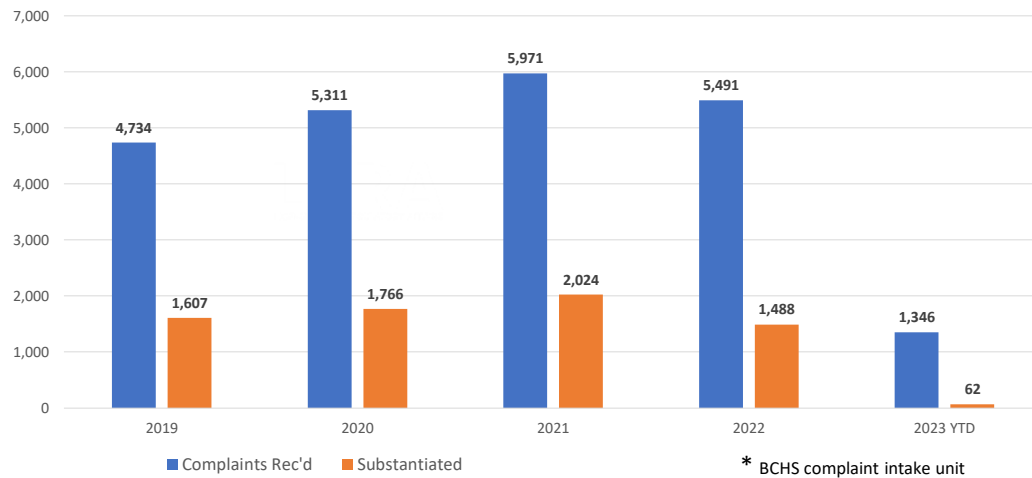
- Quarterly LTC Stakeholder Meetings
- Appointment of new leadership
- User-friendly external website development
- Development and implementation of standard operating procedures
- Development and implementation of communication expectations
- Creation of quality assurance division

## Complaint Volume by Priority Level CY 22

Priority Level	Volume	Timeline to Investigate
P1	91	2 working days of receipt
P2	1062	10 working days of prioritization
P3	4441	No timeline specified but next annual survey must be scheduled
P4	532	Investigated on next survey



## Complaint Volume by Year



**LARA** Protect People & Promote Business

## Top Three Allegation Categories by Year

### 2019-2022

- Quality of Care/Treatment
- Resident/Patient/Client Neglect
- Resident/Patient/Client Rights

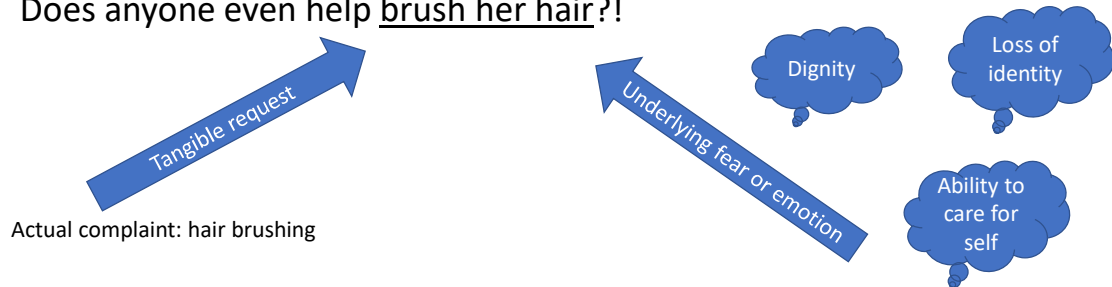
### 2023 YTD

- Quality of Care/Treatment
- Resident/Patient/Client Rights
- Physical Environment


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## The Anatomy of a Complaint

- “Every time I come visit mom the back of her hair is all matted up!  
Does anyone even help brush her hair?!”




Feeling truly heard includes  
responding to both tangible  
complaint and the underlying fear or  
emotion.




## Responding to Complaints Test Your Skills

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## The (not so) Secret Way to Make a Connection

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## SMILE

Everyone smiles in  
the same language.

## NAMING

Names are the sweetest  
and most important  
sound in any language.

-Dale Carnegie

Price B. Developing patient rapport, trust and therapeutic relationships. Nurs Stand. 2017 Aug 9;31(50):52-63. doi: 10.7748/ns.2017.e10909. PMID: 28792344.

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## Labels Prevent you from Seeing Humanity

[Room 4117 \(A Look at Humanity in Geriatric Care\) - Bing video](#)

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## Person-Centered Language: Our Words Matter!



### Person-Centered Language

- Older adults
- Living with dementia
- Briefs/Underwear
- Reactions/Expressing need
- Motorized/Power Chair
- Needs assistance with decisions

## PEARLS

### Partnership

- We will figure this out together.
- You're not alone in this.
- I am here for you.

### Empathy

- Sounds like/seems like
- Sounds like that was very frustrating for you.
- I can only image what that felt like for you.

### Apology or Appreciation

- Thank you for sharing that with me. It must have been difficult.
- I'm sorry you had to go through that.

### Respect

- I give you a lot of credit for hanging in there.
- You should be very proud of yourself.

### Learn

- Help me understand why you are upset.
- Tell me more.
- How did that make you feel?

### Silence

- Non-verbal communication
- Safe touch

## Communication: Tips for Active Listening

- Best tool for reducing conflict
- Very important skill - but generally not taught or emphasized
- Not everyday, multi-task listening
- Encourages the other person to talk fully
- Silence is very effective when listening

## Communication: Tips for Active Listening

- Ask clarifying questions
  - Open-ended
  - Avoid asking “why” in abuse situations
  - Reflect back in the form of a question
- Pay attention to your body language
  - Lean forward, nod, make eye contact
  - Stay focused on the person

## Communication: Tips for Active Listening

- Paraphrasing
  - State in your own words what you think you heard
  - Identify emotions and issues you heard
- Reminder: acceptance does not equal agreement
- Allow the person to be heard

## Active Listening: Test Your Skills

## Service Recovery Tool Using the H.E.A.R.T. Acronym

**H**ear their story*Listen without interruption***E**mpathize*Use reflective listening and emotion naming***A**cknowledge*Validate the emotion***R**espond*Share the actionable item or follow up***T**hank*Express genuine appreciation for sharing*

## Service Recovery Treasure Box





- PEARLS
- Gratitude cards
- Occasion cards
- H.E.A.R.T. Service Recovery
- Resident Council Resources
- *Ups and Downs* booklet
- “Fun” money