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August 1, 2019

The graphic for 'Clint Maun's Motivational Minute' features the title in a large, bold, blue font on a dark blue background. To the right is a close-up of a silver stopwatch with a black face and white markings. Below the title, a light blue box contains the text: 'Here is a motivational minute from Clint that stands the test of time.'

## Searching for Utopia

### ***Are you looking for utopia?***

Utopia is a Greek term which literally means "no place" and is used to refer to an ideally perfect place, especially with regards to its social, political, and moral features.

We believe most of us are searching for happiness. But, we would be more successful in our explorations if we placed the majority of our attention in the here and now.

Some of us, maybe most of us, are always believing that the next thing will bring us happiness. If only - I got that new BMW; or if only we could move into that newer, bigger house; or if I can just get one more Master's degree - then I know I'll be happy.

### ***If only... If only... If only...***

Happiness isn't a destination somewhere out in front of us. Happiness is not something we find outside of ourselves. Real, lasting happiness comes from our internal satisfaction. It comes from the people we choose to be significant relationships with in our lives. Happiness is found in the work or mission we spend our days performing.

Likewise, happiness isn't something that will happen in the future, or has only occurred in the past. Happiness is right under our noses today - if we will only look!

Periodically feeling unhappy is normal. There are situations, or occurrences that can cause sadness or feelings of unhappiness. These feelings are normal. But, if you are always feeling unhappy, dissatisfied, or imagine that your happiness only comes from people or things

outside of yourself, you might need to spend some time reflecting about what's going on inside of you.

Here is a list of signposts or symptoms that might suggest you're heading the wrong direction. Do you:

1. Find yourself nursing grudges, suspicions, or resentments?
2. Spend your days living in the past not looking to the present and future?
3. Keep fighting things you cannot possibly change?
4. Feel sorry for yourself and find yourself withdrawing from the world?
5. Expect an unreasonable amount from yourself, and unable to accept yourself just the way you are?

We believe you can fight these symptoms and become a happier person by participating on a daily basis in doing the best job you can in your workplace. You can find happiness when your significant relationships are a high priority and you are actively involved in making these relationships bigger and more important than the material desires you have for yourself.

You will be happier when you are participating in what is happening in the *here and now*. Happiness can happen when you stop waiting for some enchanted elf or fairy to sprinkle the magic dust of endless, wonderful bliss on you, making your life suddenly perfect.

Starting today, put your heart into everything you do, use your hands to build what you need for tomorrow, and place your eyes on the future you desire.

**One day you'll realize happiness has appeared, and you weren't even expecting it.**



## The Leading Edge

### When & How to Act with Difficult Staff Members

It's an unfortunate but often common reality of the workplace; employees who regularly spread negativity and discontent. Every day they arrive to work, they're creating a toxic environment and tension among their team. It usually doesn't take long for the rest of the team to voice their concerns. Indeed, leaders may feel under siege by their team with comments like, "You need to get Sue under control" or "We can't work with Mike any longer."

If you haven't observed the behavior yourself but have heard comments like the above from your staff, you must act immediately. Of course, there are some guidelines and strategy to follow. Take note of these tips:

- **Gather the facts.** Is this a new team member or a tenured staff member who has been developing and demonstrating the bad behavior over some time? If the team member is new (say six months or less), observe this employee's

interactions with the team to get a true sense of the situation. Follow this up with conversations with patients and residents who interact with the employee. Do they feel the employee is doing an adequate job and has a positive attitude?

The same fact gathering applies for a long-term employees. Is this new or uncharacteristic behavior, or is there a personal or family issue occurring that's having an impact on their work? You also want to evaluate if other team members are exaggerating or trying to sabotage their co-worker. Sometimes there could be another team member who is creating an illusion of toxicity to advance their own cause.

- **Have a frank and open conversation.** Once the facts are established, meet with the employee to let him/her know how they are being perceived by peers and residents. This initial conversation should be held in a nonthreatening way and should have an emphasis on honesty and sharing the facts and examples, not rumors. Make a concerted effort to get the employees to talk. This is also the time to ask honest questions like, "Is there something underlying causing this behavior? Is there a problem at home or is there something going on at work I'm not aware of?"

One word of caution: it's not uncommon for the employee to be a little surprised if not shocked to hear how she/he is being perceived. Be prepared for this reaction.

- **Set a path forward.** Now with a more complete understanding on both sides, it's time to agree on a path forward. Interventions might include teaming with one of the team's more positive and energetic staff members. Or this might be an opportunity to have them lead a project together. Or perhaps the best way forward is changing roles and responsibilities or even moving the employee to a different team.
- **Follow up.** Every week for the next several weeks, set a date to meet and review progress with the employee. Make sure you're providing clear feedback and praise if you're seeing improvements. Also ensure that you're clearly calling out any items that have not improved.

Focus on moving through each step fairly, honestly, and swiftly. You want to ensure you're being fair to the *toxic* employee and your team, but above all, never take your focus off of the resident and patient experience and ensuring your staff is providing the best care possible.

*"Either you run the day, or the day runs you."*

—Jim Rohn



**Employees Matter**

**Fast Facts on Turnover & Staff Vacancy**

You likely already know the positive impact that engaged, committed employees have on quality and the patient experience. What you may not be aware of is the exact effect staff vacancies can have on these quality measures. Recent data, however, is shedding light on staff vacancies and the correlated impact on facilities. According to a HealthcareSource study, vacant CNA positions take an average of 26 days to fill. Moreover, authors of the study cite that there is a direct relationship between your starting levels of CNAs, LPNs and RNs, and the prevalence of challenges like contractures, pressure ulcers, catheter use, antipsychotic drug use, readmissions, and mortality. Data reveals that all of these items increase as turnover does.

Here are some additional stats on vacancy and staffing efforts shared by HealthcareSource:

- A 10 percent increase in turnover correlates with a 9.4 percent to 17.4 percent increase in discharge death rate.
- There is a 64 percent drop in new-hire terminations if CNA candidates were considered *ideal*, according to a case study using behavioral and job skill assessments and structured interview questions.
- The minimum replacement cost per CNA equates to \$3,000.
- A 10 percent increase in nurse retention in LTC correlates with a 2 percent decrease in readmissions.
- A 10 percent increase in facility nurse turnover results in 2.2 more deficiencies per annual survey.

*"Knowledge is of no value unless you put it into practice."  
—Anton Chekhov*



## News You Can Use

### Recent Data Shows Senior Housing Occupancy Levels Softening

According to recent data released by the National Investment Center for Seniors Housing & Care (NIC), occupancy levels for skilled nursing facilities and assisted living communities softened in the second quarter of 2019. The data reflects a broader trend that saw overall senior housing occupancy rates decrease to 87.8 percent in second quarter from 87.9 percent in the same time frame of 2018.

NIC officials cite that the slight downtick in this year's second quarter means that senior housing occupancy is at its lowest level since the second quarter of 2011. For comparison, senior housing occupancy recorded its most recent high of 90.2 percent in the fourth quarter of 2014.

NIC also noted that annual rent growth in the latest quarter was 2.5 percent versus

the 2.7 percent recorded in the first quarter of 2019. Assisted living occupancy levels were 85.1 percent in the second quarter of this year, the lowest level ever recorded by NIC data reporting.

Across the broader measure of all senior housing, of the 31 metropolitan markets that comprise NIC's Primary Markets, San Jose, Calif. (95.7 percent) and Portland, Ore. (91.6 percent) experienced the highest occupancy rates in the second quarter of 2019. On the flip side, Las Vegas (82.3 percent) and Houston (81.1 percent) recorded the lowest occupancy rates.

Officials from NIC stresses that industry leaders should keep an eye on this data going forward to make informed decisions on new developments and other potential investments.

*"Either I will find a way or I will make one."  
—Philip Sidney*



## Just For Fun

### They said what?! - Conversations Heard at the Workplace

An employee is getting to know her new co-workers when the topic of her last job comes up. One co-worker asks why she left that job.

"It was something my boss said," the woman replied.

"Why? What did he say?" the co-worker asked.

"You're fired."

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A guy goes in for a job interview and sits down with the boss. The boss asks him, "What do you think is your worst quality?"

The man says, "I'm probably too honest."

The boss says, "That's not a bad thing, I think being honest is a good quality."

The man replies, "I don't care about what you think!"

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I got fired from the unemployment office on Friday.

My boss said, "Clean out your desk, and I'll see you in the office on Monday."



## Quick Links



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