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June 3, 2019

The graphic for "Clint Maun's Motivational Minute" features the title in a bold, blue, sans-serif font. 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." in a black serif font.

Your Ego

Do you have a healthy ego? Or is it too strong or too weak? I believe you should have a healthy amount of ego. Some people give up their entire life for everyone and everything else. They have no self-worth or self-love. You can't love anybody until you love yourself. You can't take care of anyone else until you make sure some of your needs and goals are met. People with no ego are what I have termed in my latest book as *pleasaholics*. They constantly try to please others. However, there is another side to this coin.

While a healthy ego is absolutely necessary, there are also people who are only interested in themselves. As Fredrick L. Collins quotes, "There are two types of people in the world: Those who come into a room and say, 'Here I am!' and those who come in and say, 'Ah, there you are!'" People who are egotistical use way too many *I*, *me*, and *my* statements. They seem to need attention, so they create it.

If you're to maintain a healthy balance and have others perceive it as such, you must practice using the correct words and expressions. For a true team involvement effort, try using the words *we* or *our*. These words get everyone, including yourself, involved. It can be a struggle to carve out your place in life, but don't give up and don't take too much more than your spot.



Maximize Rounds for Maximum Resident & Facility Outcomes

Many may view rounds as a blocker to getting to the urgent matters of the day. And those with this point of view may simply go through the motions when it comes to rounds, trying to get through them as quickly as possible. Those with this disposition should think twice, however. When rounds are completed with the attention and focus they deserve, they can yield several benefits. Indeed, rounds help make nurse leaders visible and approachable, which builds relationships with staff and residents. Rounds can help you identify care delivery areas that are working well and those that need review. Rounds can also encourage staff to be part of the solution to real or potential care delivery issues. And these benefits are really just scratching the surface.

With careful observation and assessment, you can conduct rounds that lead to strategic interventions, reduce the number of emergencies by identifying problems sooner and ultimately improve resident outcomes. Here are some tips and approaches that can help you maximize rounds and achieve optimal results.

- **Solicit patient/resident feedback.** During rounds, ask residents how they view the care they are receiving. Ask them to share if there are staff members doing an exceptional job as well as if they feel there are any areas for improvement. Seeking feedback and spending time on the floor allows facility leaders to ensure that patient-centered care is being practiced. Moreover, when you capture and track residents' experiences, it increases the likelihood that a satisfied resident will recommend the facility's care and services to others. Gathering residents' experiences in the facility also ensures that if residents do have concerns, these are addressed to the residents' satisfaction before discharge. Taking time during rounds to talk with residents demonstrates a commitment to resident-driven care and signals that residents' opinions matter.
- **Think beyond surveys.** Too often, rounds are driven by preparation for surveys and are geared toward identifying areas where regulations are not being met. It's critical to remember that rounds should extend beyond surveys. Additionally, when you think beyond surveys and focus on areas of the care delivery system that need improvement, meeting survey guidelines will naturally fall into place. Observations obtained during rounds can be brought to morning staff meetings to help pinpoint improvement steps that will impact not only the survey process but also resident and staff satisfaction, quality outcomes, and the facility's budget.

Clinical rounds are also a time to interact with staff who are unhappy with certain processes and procedures implemented by leadership. For example, during rounds a nurse leader might observe that because of a recent policy change, staff must complete an additional hour of paperwork to raise an alarm. The nurse leader learns that this feels so burdensome to staff that they avoid implementing alarms even with residents who may benefit from their short-term use. This could negatively impact the quality of care.

- **Focus on the facility.** Keep a special eye out when touring the facility to observe items that may be contributing to unnecessary expenses, liked unused materials, equipment, and/or space. You should also be aware equipment and supplies that are older or outdated and may soon require replacement. Planning and budgeting for replacements over time will help lessen the financial burden of replacing several high-ticket items at once.

Although they sometimes get a bad rap, strategic, clinical rounds can help leaders connect with residents and staff, while also helping the facility identify and execute quality improvement strategies. Implementing these strategies to your rounds may take time at first, but in the end they will save leaders time, resources, and much more.

*"Turn your wounds into wisdom."
—Oprah Winfrey*



Employees Matter

The Importance of Keeping Employes Engaged after the First Year of Employment

According to recent research from the Holleran Group, the most engaged employees in the senior living profession are the newest ones. The Holleran Group specializes in research and consulting with aging services providers. In this benchmark study, the organization sought the opinions and views of more than 59,660 employees working in the senior living profession, all surveyed within the past 24 months.

Some of the key findings indicate that first year employees in the senior living industry are 7.5 percent more highly engaged than employees who have been with the organization longer than one year. The study also found that the number of engaged employees stays consistent across all lengths of service, from year 1 through year 10. The study's authors believe that this shows employees are more likely to swing to the ends of the spectrum after their first year of employment, instead of settling into the middle range of engagement.

What this Means for Employers

The findings are significant for senior living providers facing hiring and retention challenges. Indeed, the data underscores the importance of retention strategies to keep employees engaged and motivated. Employees in the first year *honeymoon period* may feel empowered and invigorated by their role and responsibilities and the impact it can have on others. However, as time goes on, these feelings and engagement often wane. The study's authors note that it can be a slow fade for some as they go from highly engaged to disengaged over the course of their first year, but for others, they become no longer enchanted by their new role and responsibilities.

What Can Be Done

The good news is that employers can take action and help prevent decreased engagement after the first year. If they're not already, employers should be expanding their talent management strategy to focus not only on recruitment and on-boarding, but also on retention, training, and development. For example, recognition programs, stay interviews, regular check-ins, and supervisor engagement training are all established best practices to increase levels of engagement.

While employers should make every effort to ensure every new team member feels supported and trained to be fully successful at their job, retention efforts shouldn't stop there. With the right strategies and programs in place, the novelty doesn't have to wear off after the first year of employment. Maintaining a high level of engagement beyond the first year has obvious benefits for an organization—less turnover, increased productivity, and a contagious atmosphere of highly engaged workers. Make sure you spend time and effort in this space!

*"The pessimist sees difficulty in every opportunity.
The optimist sees opportunity in every difficulty."
—Winston Churchill*



News You Can Use

Justice Department's New Stance on False Claim Awards

The False Claims Act has become an increasingly pressing concern for skilled nursing operators. The number of determinations against healthcare institutions increased from 291 in 2008 to 506 last year. Moreover, claims have soared in recent years, with healthcare providers paying \$2.5 billion in 2018. Now, the Department of Justice (DOJ) has issued new guidance on how nursing facilities can obtain greater leniency in cases where they are accused of violating the False Claims Act.

The DOJ is suggesting that companies can decrease their damages by complying with prosecutors. DOJ representatives have stated that False Claims Act defendants may merit a more favorable resolution by providing meaningful assistance to the Department of Justice — from voluntary disclosure, which is the most valuable form of cooperation, to various other efforts. Providers might earn leniency under the FCA, for instance, by cooperating with an ongoing investigation or undertaking remedial response measures after a violation has been issued. DOJ officials emphasized that nursing facilities would be rewarded for their participation, even after an inquiry has been launched. They also may receive extra credit by preserving relevant documents and information that goes beyond business practices or legal requirements, the DOJ noted.

Legal experts cautioned that providers are still likely to be forced to pay up, despite the added leniency, and that the benefits of cooperation are uncertain. Learn more about [the DOJ's new guidance](#).

*"Three things cannot be long hidden:
the sun, the moon, and the truth."*



Just For Fun

Unique "Sick Day" Excuses

The employee said that he couldn't come to work because his fortune teller had asked him not to step out of the house or else he would be struck by lightning.

An employee refused to come to work because his pet fish was unwell.

The employee insisted she locked herself into her house with no way of getting out to come to work.

The employee said he'd gotten drunk the night before and was too hungover to come to work the next day.

An employee said his mother made his favorite dish for dinner the night before and he ate too much to come to work.



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