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2023 ANNUAL
MEETING & EXPO
Renaissance Schaumburg
Convention Center - Schaumburg, IL

**Motivational Interviewing as a Strategy for
Staff Retention**

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Objectives

- Discuss the benefits of using motivational interviewing (MI) skills to strengthen communication and improve quality
- Describe four strategies of motivational interviewing: open-ended questions; affirmation; reflective listening; summaries (OARS)
- Use motivational interviewing as a communication tool to improve staff retention

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Motivational Interviewing (MI) Can Help

“The greatest waste... is failure to use the abilities of people... to learn about their frustrations and about the contributions that they are eager to make.”

- W. Edwards Deming

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Objective 1

Discuss the benefits of using motivational interviewing skills to strengthen communication and improve quality

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What is Motivational Interviewing (MI)?

- A collaborative, goal-oriented style of communication with particular attention to the language of change
- Designed to strengthen personal motivation for and commitment to a specific goal by eliciting and exploring the person's own reasons
- Operates within an atmosphere of acceptance and compassion

<https://motivationalinterviewing.org/understanding-motivational-interviewing>

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Why Use MI?

- Guided style of communication
 - Supports good listening
 - Creates space for providing information, guidance and support
- Empowers change by drawing out person's own meaning and capacity
- Based on a respectful and curious technique
 - Facilitates the natural process of change
 - Honors personal autonomy

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FYI: Communication is Included in Requirements for Long Term Care Facilities

- [483.10 Resident rights](#) (g) Information and communication
- [483.20 Resident assessment](#) (1) Resident assessment instrument. A facility must make a comprehensive assessment of a resident's needs, strengths, goals, life history and preferences, using the resident assessment instrument (RAI) specified by CMS. The assessment must include... (iv) Communication
- [483.24 Quality of life](#) (b) Activities of daily living (5) Communication
- [483.95 Training requirements](#) (a) Communication. A facility must include effective communications as mandatory training for direct care staff

<https://www.ecfr.gov/current/title-42/chapter-IV/subchapter-G/part-483/subpart-B#subpart-B>

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What is Communication?

- The process by which information is exchanged between individuals, departments, work areas or organizations
- The lifeline for any team
- Effective when it permeates every aspect of an organization

<https://www.ahrq.gov/teamsteps/longtermcare/index.html>

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Importance of Communication

- Joint Commission data continues to demonstrate the importance of communication in patient safety
- 1995 - 2005: Ineffective communication identified as root cause for nearly 66 percent of all reported sentinel events*
- 2010 - 2013: Ineffective communication among top 3 root causes of sentinel events reported**

<https://www.ahrq.gov/teamsteps/longtermcare/index.html>

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Why Staff Leave

- Majority of workers who quit a job in 2021
 - 63% low pay
 - 63% no opportunities for advancement
 - 57% feeling disrespected at work
- Sizable number still say things are either worse or unchanged in these areas compared with their last job

Pew Research Center, <https://www.pewresearch.org/fact-tank/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected>

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TeamSTEPPS® (Strategies & Tools to Enhance Performance and Patient Safety)

Developed by Department of Defense's Patient Safety Program, in collaboration with the Agency for Healthcare Research and Quality

- Teamwork system designed for healthcare professionals
- Solution to improving patient safety within organizations
- Evidence-based teamwork system to improve communication and teamwork skills among healthcare professionals

TeamSTEPPS®, <https://www.ahrq.gov/teamstepps/about-teamstepps/index.html>

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Standards of Effective Communication

- **Complete:** Communicate all relevant information
- **Clear:** Convey information that is plainly understood
- **Brief:** Communicate the information in a concise manner
- **Timely:** Offer and request information in an appropriate timeframe

<https://www.ahrq.gov/teamstepps/longtermcare/index.html>

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Effective Communication

A shared understanding, between the sender and receiver of the conveyed information

MI Supports Effective Communication

Helps to achieve a shared understanding, between the sender and receiver of the conveyed information and demonstrate compliance to regulations that include communication requirements

MI Aligns with TeamSTEPPS® and Supports Communication Improvement

Facilitates effective QAPI

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Objective 2

Describe four strategies of motivational interviewing: open-ended questions; affirmations; reflective listening; summaries (OARS)

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Core Elements of Motivational Interviewing

A collaborative process:

- **Engaging:** careful listening to understand and reflect experience and perspective while affirming strengths and supporting autonomy
- **Focusing:** draw on expertise of participants to agree on a shared purpose to continue conversation
- **Evoking:** explore and help build reasons for change by eliciting ideas and motivations
- **Planning:** consolidate commitment to change and develop a plan based on the discussed insights and expertise

<https://motivationalinterviewing.org/understanding-motivational-interviewing>

<https://www.youtube.com/watch?v=PQzrx7jmUkM>

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OARS: MI Core Skills

- Open-ended questions allow exploration of perspective and ideas
- Affirmations of strengths, efforts and past successes help to build hope and confidence
- Reflections are based on careful listening and trying to understand by repeating, rephrasing or offering a deeper guess about what is being communicated. This is a foundational skill of MI and how empathy is expressed
- Summarizing ensures shared understanding and reinforces key points

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Open-ended Questions

- Questions that require more than yes, no or maybe responses
- Draw out and explore the person's experiences, perspectives and ideas
- Evocative questions guide reflection on how change may be meaningful or possible
- Information is often offered within a structure of open-ended questions (Elicit-Provide-Elicit):
 - **Elicit:** explores what the person already knows
 - **Provide:** seeks permission to offer new or needed information
 - **Elicit:** explores the person's response

Affirmations

- Re-state the strengths, efforts and past successes expressed by the person during the discussion
- Help build the person's hope and confidence in their ability to change
- Reflections are based on careful listening and trying to understand what the person is saying, by repeating, rephrasing or offering a deeper guess about what the person is trying to communicate. This is a foundational skill of MI and how we express empathy
- Summarizing ensures shared understanding and reinforces key points made by the client

Reflections

- After careful listening, repeat or rephrase what was said by the other person for the purpose of understanding what was said
- Offer a deeper guess about what the person is communicating, is a foundational skill of MI and how we express empathy
- Summarizing ensures shared understanding and reinforces key points made by the client

Summarizing

- Ask open-ended questions to explore perspectives and seek understanding
- Listen for and acknowledge statements that indicate willingness
- Paraphrase what was said to confirm understanding
- Reinforce key points made during the discussion to assure clarity

OARS Are Core MI Skills: Let's Practice

- A. Open-ended questions allow exploration of perspective and ideas.
- B. Affirmations of strengths, efforts and past successes help to build hope and confidence.
- C. Reflections are based on careful listening and trying to understand by repeating, rephrasing or offering a deeper guess about what is being communicated. This is a foundational skill of MI and how empathy is expressed.
- D. Summarizing ensures shared understanding and reinforces key points.

Which of the OARS do you see in the following?

You're not sure how successful this will be, but you're willing to try, which is very courageous.
Can you share with me what you are willing to do?

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OARS are the core skills used to
guide MI discussions

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OARS: Open-ended Questions, Affirmations, Reflections and Summarizing

The nursing supervisor assigned to complete an admission is running a little late. You are the charge nurse, so you organize the team and get things started. The supervisor abruptly charges in the room and starts shouting orders and criticizing the team. The resident's family is obviously upset and clearly states they are worried about leaving their loved one in this facility. The charge nurse states to the nursing supervisor, "Since we've already started the process, will you step outside with me so I can save you from re-work by telling you what we've already done?" The nursing supervisor replies, "Fine, let's go."

How would you begin this conversation, and which of the OARS do you anticipate you will use?

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Objective 3

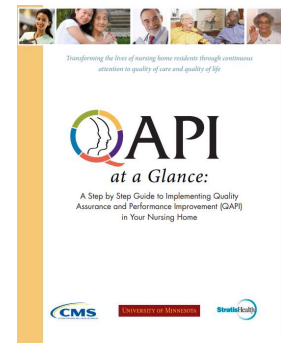
Use motivational interviewing as a communication tool to improve staff retention

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MI Supports QAPI Implementation and Sustainment

STEP 1: Leadership Responsibility and Accountability

- Executive leadership sets the tone and provides resources
 - Establish a climate of open communication and respect
 - Send team members to specialized training
 - Establish an environment where caregivers, residents and families feel free to speak up to identify areas that need improvement
- Understand nursing home's culture and how it will promote performance improvement



MI supports this!

<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/downloads/QAPIAtaGlance.pdf>

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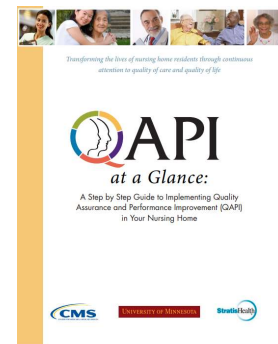
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MI Supports QAPI Implementation and Sustainment

STEP 6: Conduct a QAPI Awareness Campaign

- Communicate with all caregivers
 - Plan ongoing caregiver education beyond single exposures
 - Train through dialogue, examples and exercises
- Communicate with residents and families
 - Make sure all residents and families know that their views are sought, valued and considered in facility decision-making and process improvements
 - Try to view concerns through residents' eyes



MI can facilitate this!

<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/downloads/QAPIAtaGlance.pdf>

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Change Package: Change Concepts and Action Items

- Each strategy supported by change concepts and action items
- Change concepts
 - General approaches that are intended to stimulate creative and critical thinking
 - Grounded by specific actionable items
- Action items
 - Nursing home can select to test
 - Improve residents' quality of life and care
- Strategies, change concepts and action items designed to lead to improvement



<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/NNHQCC-Package.pdf>

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Change Package

Strategies:

1. Lead with a sense of purpose
2. Recruit and retain quality staff
3. Connect with residents in a celebration of their lives
4. Nourish teamwork and communication
5. Be a continuous learning organization
6. Provide exceptional compassionate clinical care that treats the whole person
7. Construct solid business practices that support your purpose



<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/NNHQCC-Package.pdf>

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Strategy: Recruit and Retain Quality Staff

Change Concept: Set high expectations - support success

- Create opportunities for the voices of staff to be heard
 - People feel valued when their opinions count
 - People feel valued when their ideas count
- Before initiating change in the organization, meet with any staff and residents/families that will be impacted by the change
 - To gain their support
 - To get their buy in
 - To get their feedback
- This sends verbal and non-verbal message that the organization believes they have valuable information to contribute

MI can help with this!

<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/NNHQCC-Package.pdf>

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Strategy: Nourish Teamwork and Communication

Change Concept: Expect and support effective communication with staff and between staff

- Develop communication plans that use multiple approaches based on content and audience to ensure a consistent message is disseminated throughout the organization across all shifts
 - Email
 - Verbal
 - Newsletters
- Do not rely on word-of-mouth

MI can be one of the approaches!

<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/NNHQCC-Package.pdf>

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Why is Staffing Retention Important?

- CMS has long identified staffing as a vital component of a nursing home's ability to provide quality care
- CMS has explored the relationship between staff turnover and quality of care
 - Analysis indicates that as the average staff turnover decreases, the overall star ratings for facilities increases
 - This suggests lower turnover is associated with higher overall quality

<https://www.cms.gov/files/document/qso-22-o8-nh.pdf>

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How MI Can Help Improve Staff Retention

- Improves communication
- Improves understanding
- Supports improvement efforts
- Supports leadership efforts for staff to feel more respected at work

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“I did then what I knew how to do.
Now that I know better, I do better.”

— Maya Angelou

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Now What?

- Choose to learn more about motivational interviewing (MI)
 - MI takes training
 - MI takes practice
- Seek MI training
 - Motivational Interviewing Network of Trainers (MINT):
<https://motivationalinterviewing.org>
 - Talking with Patients about COVID-19 Vaccination:
<https://www.cdc.gov/vaccines/covid-19/hcp/engaging-patients.html>
 - COVID-19 Update: Clinical Guidance and Patient Education for Bivalent COVID-19 Vaccines: https://emergency.cdc.gov/coca/calls/2022/callinfo_121322.asp

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Thank You For
Attending!

Questions
Comments
Compliments



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Thank you for attending!

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