

ACTION PLAN WORKSHEET: DECISION-MAKING/STAFF WORK

INSTRUCTIONS:

Before scheduling a time to write the action plan:

- Gather the ***KDADS Criteria/Guidance*** found in the PEAK Guidebook on the PEAK website.
- Gather a team together (approximately 5-6 people) who are interested in working on this topic. Include a couple members of your PCC change team.
- Have all the team members read through the KDADS Criteria and Core Considerations for Decision Making/Staff Work before meeting together.
- Bring copies of the KDADS Criteria and Core Considerations for everyone on the team when you meet to start writing the action plan.

At the time of the meeting:

- Make sure everyone has a copy of the Criteria and the Core Considerations.
- Have several hard copies or an electronic copy of the Action Plan Template. These can be found in both Word and PDF formats at: <https://www.hhs.k-state.edu/aging/research/peak20/action-planning/>
- Ask for a volunteer to scribe for the group. This person will record items on the Action Plan Template.

Now it is time to start action planning:

- Your team will work through the Decision-Making Staff Work core, supporting practice by supporting practice.
- Read the statement under the heading Core #3, “The traditional ‘top-down’ hierarchy is replaced with self-led teams making decisions that affect their work.” (KDADS Criteria page 18)
- This is the **GOAL** for this core area. Have the scribe write or type that exact goal statement in the goal box of the Action Plan Template as seen below.

Goal: The traditional “top-down” hierarchy is replaced with self-led teams making decisions that affect their work.

Now everyone is aware of the goal for this core area. Next, go through each of the supporting practices and consider the following questions as a team.

Supporting Practice #1: Staff Scheduling

“Direct care staff participate in self-scheduling.”

Ask the team the following question:

1. Are direct caregivers in your home empowered to develop and manage their own work schedule? **Circle:** YES or NO

If you answered YES to the question above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box.

If you answered NO to the question above, review the additional required outcomes:

“Direct care staff input is gathered for staffing plans.”

“Direct care staff arrange coverage when they are unable to work.”

“Direct care staff coordinate and negotiate time off with one another”

1. Are direct caregivers actively involved in determining the staffing patterns/levels that are needed to meet the needs of the residents in each area? **Circle:** YES or NO
2. Do direct caregivers assume responsibility for arranging their own coverage with co-workers when unable to work as scheduled? **Circle:** YES or NO
3. Are direct caregivers generally expected to coordinate and negotiate time off with each other? **Circle:** YES or NO

If you answered YES to any of the questions above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box. Do this for all questions answered with “yes.”

If you answered NO to any of the questions above, you need to write an OBJECTIVE about this area on the action plan template and ACTION STEPS to meet the OBJECTIVE. Do this for all questions answered with “no.” **NOTE:** This supporting practice has the choice of either doing self-scheduling or the second option, make a decision about which option fits best for your organization and write an action plan on that choice. You DO NOT need to do both options- do one or the other.

Sample Objective: “Direct care staff will begin self-scheduling by January 1, 2018.”

Sample Action Steps:

- “Create a schedule template for each work area.”
- “Determine minimum necessary coverage and budget expectations.”
- “Write up these established parameters.”
- “Meet with each work area team to educate on these requirements.”
- Etc...

Supporting Practice #2: Hiring and Orientation Practices

“Direct care staff receive training on the home’s hiring practices.”

1. Do direct care staff receive training on the home’s hiring practices? **Circle:** YES or NO
2. Do direct care staff receive training on subjects such as questions that can and cannot be asked in an interview or what to look for in a good candidate? **Circle:** YES or NO

If you answered YES to any of the questions above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box. Do this for all questions answered with “yes.”

If you answered NO to any of the questions above, you need to write an OBJECTIVE about this area on the action plan template and ACTION STEPS to meet the OBJECTIVE. Do this for all questions answered with “no.”

Sample Objective: “All direct caregivers will receive training on conducting an effective interview by January 1, 2018.”

Sample Action Steps:

- “Create a training outline.”
- “Schedule four training sessions.”
- “Inform staff at next All-team meeting of opportunity to become involved in interview selection process.”
- “Post sign-up sheet for training.”
- Etc...

“Direct care staff are involved in the selection process of all new hires.”

1. Are direct care staff involved in some way in the interview process of all new hires? **Circle:** YES or NO
2. Are direct care staff actively involved in the final selection of all new hires? **Circle:** YES or NO

If you answered YES to any of the questions above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box. Do this for all questions answered with “yes.”

If you answered NO to any of the questions above, you need to write an OBJECTIVE about this area on the action plan template and ACTION STEPS to meet the OBJECTIVE. Do this for all questions answered with “no.”

Sample Objective: The team will develop and implement a team interview process by January 1, 2018.

Sample Action Steps:

- “Gather the “Decision Making Staff Work” work team to discuss a possible process.”
- “Ask direct caregivers if interested in volunteering.”
- “Ensure all team members have been trained on hiring practices.”

- “Hold a learning circle with the team members to brainstorm about the role of direct caregivers in the interviewing process.” (What questions will they ask? How will the decision making process after the interview look?)
- Etc...

“Direct care staff are responsible for portions of the orientation of new employees.”

1. Are direct care staff currently involved in the orientation of new employees beyond job shadowing? **Circle:** YES or NO

If you answered YES to the question above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box.

If you answered NO to the question above, you need to write an OBJECTIVE about this area on the action plan template and ACTION STEPS to meet the OBJECTIVE.

Sample Objective: “Develop and implement a formal orientation checklist to support direct caregivers in training new team members by January 1, 2018.”

Sample Action Steps:

- “Meet with direct caregivers to create a list of subjects that new team members need to learn.”
- “Create material to support this training.”
- “Format a checklist.”
- “Train staff on the orientation process.”
- “Identify key trainers in each work area.”
- Etc...

Supporting Practice #3: Leadership Practices

“Direct caregivers are actively involved in the home’s central leadership team.”

1. Think about central or main leadership teams or decision making teams that meet routinely in your home. Often these are the department heads. Does this team include direct care staff as regular members? **Circle:** YES or NO
2. When decisions are made that will impact all areas of the home, are direct care staff given the opportunity to weigh in? **Circle:** YES or NO

If you answered YES to any of the questions above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box. Do this for all questions answered with “yes.”

If you answered NO to any of the questions above, you need to write an OBJECTIVE about this area on the action plan template and ACTION STEPS to meet the OBJECTIVE. Do this for all questions answered with “no.”

Sample Objective: “A direct caregiver will be recruited from each work area to join the Department head meeting as a regular member by January 1, 2018.”

Sample Action Steps:

- “Ask direct caregivers to apply if interested in this new leadership position.”
- “Have current direct caregivers vote to make final selections.”
- Etc...

“Direct caregivers serve on leadership teams in each work area of the home.”

1. Are direct caregivers represented on teams in each work area who are responsible for day-to-day decisions in that area? **Circle:** YES or NO
2. Are direct caregivers in each work area empowered to support resident decisions about daily operations of their home? **Circle:** YES or NO

If you answered YES to any of the questions above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box. Do this for all questions answered with “yes.”

If you answered NO to any of the questions above, you need to write an OBJECTIVE about this area on the action plan template and ACTION STEPS to meet the OBJECTIVE. Do this for all questions answered with “no.”

Sample Objective: “Leadership teams will be designated in each work area by January 1, 2018.”

Sample Action Steps:

- “Neighborhood coordinators will be asked to create Neighborhood leadership teams.”
- “Identify minimum qualifications.”
- “Ask interested team members to apply.”
- Etc...

“Direct caregivers serve on various work groups addressing issues throughout the home.”

1. Do various problem solving work groups in the home include direct care staff as regular members? **Circle:** YES or NO
2. Do direct caregivers have opportunities to voice opinions and make decisions about their work? **Circle:** YES or NO

If you answered YES to any of the questions above, write a detailed description of what you are currently doing to satisfy that question in the NARRATIVE BOX of the action plan template. Again, if your home has been recently evaluated on this area and passed it, note this and the evaluation date in the narrative box. Do this for all questions answered with “yes.”

If you answered NO to any of the questions above, you need to write an OBJECTIVE about this area on the action plan template and ACTION STEPS to meet the OBJECTIVE. Do this for all questions answered with “no.”

Sample Objectives: Direct caregivers will be recruited for each PEAK work team, the QAPI team and Safety Committee by January 1, 2018.

Sample Action Steps:

- “Post new positions.”
- “Ask direct care staff to sign up for teams that interest them.”
- Etc...

Now that you have Objectives and Action Steps for each supporting practice within the Decision-Making Staff Work core,

- Go back to your action plan and have members volunteer to take the lead on the action steps and **write/type their name as Responsible person**. Work to spread out the workload among the team.
- Go through and identify deadlines for each action step. Get the person that volunteered to lead the step involved in setting the date. **Write this as the target date on the plan.**
- Review the action plan to make sure it makes sense, and compare the timeline with the other cores you are working on. Try not to overload your schedule with too many activities at one time.
- Once the plan is complete, turn it in to the KSU Center on Aging for feedback and get started on your plan. The feedback you will receive from KSU are suggestions to aid in your success in the program. You do NOT need to submit any changes or revisions you make to the action plan. Make changes internally and continue using the plan as a working document.
- The feedback you will receive on your action plan has no impact on your PEAK 2.0 level but a submitted action plan is required for receipt of your Medicaid financial incentive. We see a strong correlation between homes that invest time in the action planning process and success at evaluation time. Feel free to contact the PEAK 2.0 team anytime for consultation on your work.