



*Building Skills
for Relationship-
Centered Care*

**Training and Organizational
Development Services**





Transforming Eldercare and Disability Services

PHI is a nationally recognized nonprofit whose mission is to transform the delivery of eldercare and disability services. We offer both home and residential care providers the skills to manage change and create dynamic *relationship-centered* organizations that better serve elders, people with disabilities, and their families.

A Relationship-Centered Vision

Our goal is to help our clients design their organizations around the relationship between the person receiving assistance and his or her support team. We envision environments of honest communication, mutual respect, trust, and caring.

To achieve this *relationship-centered* culture, PHI helps you design organizational structures and practices that place the preferences, needs, and interests of the person receiving care and support first. *We work with staff throughout your organization to ensure they have the skills needed to sustain this vision.*




The PHI Team has brought talent, experience, imagination, and humanity to meet us where we are as an organization and truly collaborate for learning and change.

– Mary Tess Crotty
Vice President of Quality Improvement
Genesis Health Care Northeast Region
Andover, MA

Partnering with Providers

We invite you to join a growing number of eldercare and disability services organizations committed to creating workplaces where:

- **Certified nursing assistants, home health aides, and personal care assistants** have the essential skills, support, and autonomy to effectively respond to the needs of those they work with every day.
- **Supervisors and managers, including licensed nurses**, use coaching skills to encourage effective problem solving and a culture of compassionate, relationship-centered care.
- **Organizational leaders** provide the strategic vision and necessary resources to address complex challenges in a constantly changing environment.



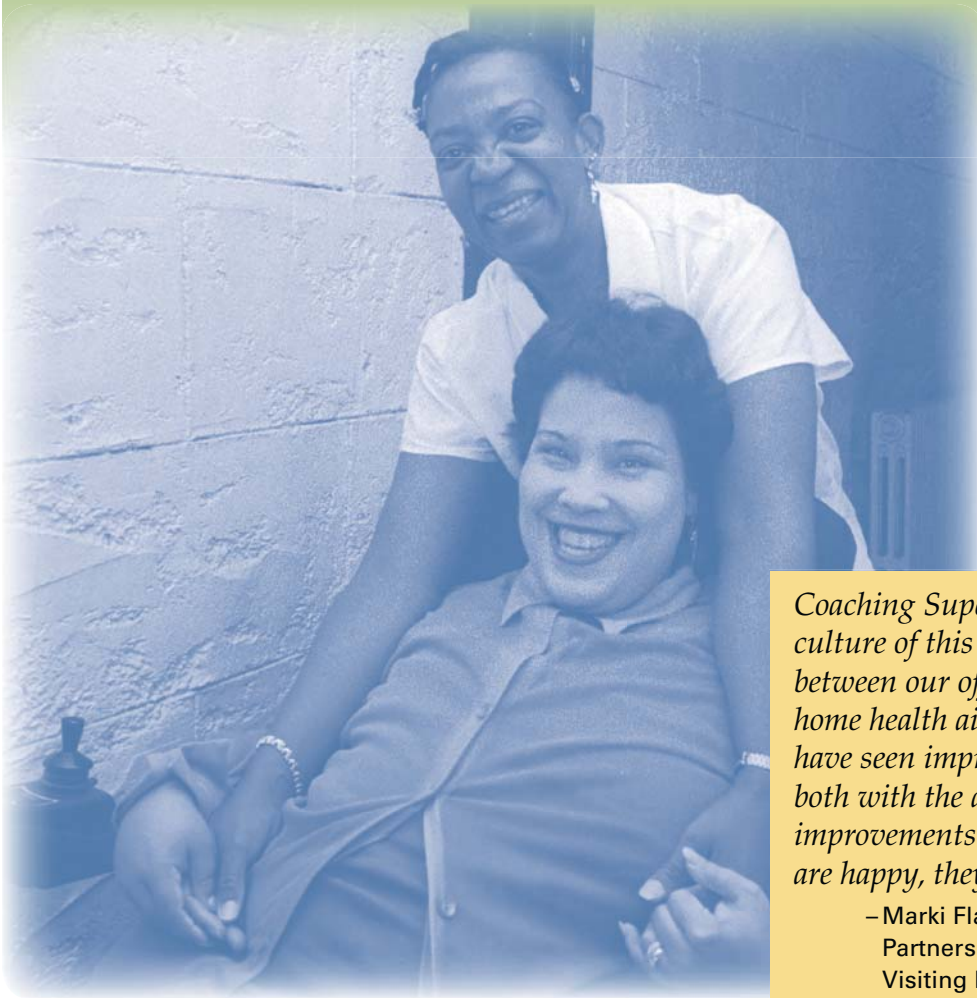
Our work with PHI over the past three years has moved our organization much closer to being truly person-centered. Not only have we implemented major structural changes, but also now have in place a much-strengthened participatory approach to management and problem-solving. All this translates directly to better care and quality of life for our residents.

– Mark Kator, President/CEO
Isabella Geriatric Center
New York, NY

The PHI Approach to Supporting Organizational Change

Today, many eldercare/disability services organizations are transforming the way they deliver care. Institutional models are giving way to social models that more fully support and respond to each individual's physical, emotional, and spiritual needs and wishes. We call this a *relationship-centered* organizational culture.

PHI is partnering with organizations that seek to create more relationship-centered cultures. We help each of our clients turn their vision into reality, while managing their business in an increasingly complex environment. *Our work together results in improved job satisfaction among nurses and direct-care staff, better staff retention, improved quality of care, and greater customer satisfaction.*



Coaching Supervision has transformed the culture of this organization. Relationships between our office-based HHA supervisors and home health aides are much more positive. We have seen improvements in job satisfaction—both with the aides and staff. We also are seeing improvements in retention, because when people are happy, they tend to stay where they are.

– Marki Flannery, President
Partners in Care
Visiting Nurse Service of New York
New York, NY

Guiding Principles to Build a Relationship-Centered Culture

PHI believes that relationship-centered organizational cultures grow from a foundation of core principles and practices that require learning new skills. In our work with you, we support you to:

- **Build on strengths.** Look for what is working well within your organization and, then, grow change from that positive core.
- **Learn new skills.** Explore new interpersonal communication and caregiving skills that foster healthy relationships, teamwork, and collaborative decision making in support of care that is responsive to individual needs and preferences.
- **Develop formal and informal leaders.** Create new opportunities to share and grow leadership throughout your organization.
- **Create home environments.** In residential settings, implement flexible household and neighborhood models that support individuals to engage in communities filled with the vital connections of family and friends.
- **Create sustainable change.** Commit to organizational structures, policies, and practices that continuously improve quality of jobs, quality of care, and quality of life.

How we work with you

PHI offers an effective and creative approach to managing change and improving organizational outcomes. We believe that you must begin where you are, look for what is working well, and build on your strengths. In our experience, staff—at all levels and across all disciplines—must learn new skills to implement and sustain relationship-centered care.

As your partner in the change process, we work with you to:

- **Assess your current organizational strengths and opportunities.** Using survey tools, focus groups, key informant interviews, and data analysis, we provide a comprehensive organizational scan to determine the most effective way for you to build upon what's working and move forward.
- **Clarify your vision and develop a change plan.** Our consultants help your organization articulate a shared mission and vision and, then, develop short- and long-term plans to achieve your goals.
- **Implement the plan.** You can choose from a range of PHI training and consulting programs (see page 6), or we will design customized interventions to help your organization build the essential skills needed to realize your vision.
- **Evaluate outcomes.** Our evaluation team works with you to determine how to assess the effectiveness of specific interventions—and the overall impact of organizational change. We use a range of evaluation

tools that have been specifically developed for measuring job satisfaction, workforce turnover, quality of care, and quality of life.

Together we will design a package of training and consulting services that meets your needs and budget.

Loretto Geriatric Center struggled with turnover of direct-care staff during the first three to six months of employment. After implementing the PHI peer mentoring program at PACE, retention of new employees rose from 52 percent to 83 percent. The program was so successful, we decided to expand it throughout Loretto.

– Penny Abulencia
Vice President–Loretto
Executive Director, PACE CNY
Syracuse, NY



Programs tailored to meet your needs

We custom design PHI training and consulting programs to build core skills for all staff in creating and sustaining a more relationship-centered organization. Our wide range of programs—as well as our training and organizational development expertise—can be applied to any eldercare/disability services setting. Which program—or programs—is right for you depends on where you are in the change process, and where skill development is needed most.

Our programs include customized options for introductory training and advanced seminars, train-the-trainer workshops, consultation, and coaching.

Coaching Supervision

PHI coaching supervision programs integrate the core communication skills woven throughout all our programs with a focus on a strengths-based alternative to traditional supervision and management.

Using real workplace scenarios, nurses and other supervisors learn how to:

- Deepen self-awareness and strengthen listening skills
- Support employees and teams to solve work-related problems, and
- Balance support with accountability for high-quality outcomes.

Executive Leadership Development

Whether the shift to a relationship-centered culture is subtle or profound, organizational leaders have a key role in shaping the vision, designing systems and structures, and modeling the values and behaviors they want to move toward. PHI offers support to executive leaders through a range of programs, including:

- Training in the coaching approach to leading change
- Visioning and strategic planning retreats
- Executive coaching

Shared Leadership and Team Building

To build a dynamic relationship-centered organization, it is essential to foster within your staff the skills required to lead and make decisions using a collaborative process. PHI programs grow leadership in all individuals within your organization. Sample topics include, but are not limited to:

- Developing self-managed teams
- Decision-making processes for individuals and teams
- Leading and participating in learning circles

Communication and Problem Solving

Positive communication and collaborative problem solving are essential to strengthen teams and caregiving relationships. PHI has designed and field tested a unique training program that allows participants to learn and practice the following core communication skills:

- Active listening
- Paraphrasing
- Pulling back in emotionally charged situations
- Giving and receiving peer-to-peer feedback

Exploring, understanding, and integrating these core skills are an integral part of *all* PHI training and organizational development programs.

Person-Directed Care

PHI person-directed care training and consulting services explore a variety of potential changes that can help you “de-institutionalize” long-standing nursing home routines. Some of the most frequent changes we partner with clients to implement include:

- Consistent assignments and self-scheduling
- Flexible households and neighborhoods where elders can maintain lifelong daily habits
- Person-directed care planning
- Care practices: i.e, dining, bathing, activities, medication administration

Peer Mentoring

PHI peer mentor training equips the experienced direct-care staff within your organization to take on a leadership role and grow professionally—while also ensuring the successful integration of new employees. Peer mentors create the kind of welcoming environment that is critical to employee



retention. To ensure that your mentor program is effective, PHI works with you to:

- Design a mentor program that fits your organizational needs
- Train trainers to deliver the PHI mentor training
- Revise personnel policies and practices to support mentoring
- Evaluate and improve the program over time

Direct-Care Worker Training

PHI has over 15 years experience in developing and implementing adult learner-centered, competency-based training for direct-care workers. PHI can help ensure that your training program develops the work-readiness, communication, and relationship-building skills trainees need to deliver the very best care. Our services include:

- Comprehensive training program design
- Assistance in tailoring an existing curriculum and training materials to better meet the needs of trainees
- Development of specialized curricula for advanced skills
- Training your trainers to deliver effective adult learner-centered programs

Train-the-Trainer Programs

PHI training programs include a “train-the-trainer” option in order to equip your current training staff with the essential skills and tools they need to not only implement specific programs “in-house,” but also help you sustain them over time.

The communication and coaching skills that PHI has developed and helped us integrate into our program have been essential in nurturing the empowered and creative relationships that are central to THE GREEN HOUSE® model. They have been partners in the fullest sense of the word—listening, understanding, and sharing their knowledge generously.

–Robert Jenkins, Director
GREEN HOUSE® Project
NCB Capital Impact
Arlington, VA

Getting Started

Growing and sustaining a relationship-centered organization is challenging. That’s why we help you manage the change process. The first step is having a conversation.

Let us know who you are, and the organizational challenges you are facing. We customize our programs (see www.PHInational.org/training) to meet specific needs and circumstances. E-mail todservices@PHInational.org or call 718-928-2077 to get the ball rolling. We will respond immediately and connect you to our Training and Organizational Development staff.



PHI (www.PHInational.org) is a national nonprofit organization that works to improve the lives of people who need home and residential care — and the lives of the individuals who provide that care. Using our workplace and policy expertise, we help elders, people with disabilities, workers, employers, and policymakers improve eldercare/disability services by creating quality direct-care jobs. Our goal is to ensure caring, stable relationships between those who need support and assistance and the workers who provide it, so that both may live with dignity, respect, and independence.



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