

THE PHI COACHING APPROACHSM

Building Skills. Strengthening Teams. Managing Change.



**Coaching and
Consulting
Services**

PHI

Quality Care
THROUGH
Quality Jobs

Transforming Eldercare and Disability Services

The business climate for today's long-term care providers is perhaps the most challenging in history. As a long-term care leader, you are called upon to produce higher quality outcomes with fewer resources. Your organization's success — now more than ever — relies on effective communication, teamwork and person-centered customer service.

These fundamental skills are at the root of all quality improvement and culture change efforts that lead to improved health outcomes, improved customer satisfaction, greater efficiency, and reduced costs.

That's why the PHI Coaching Approach — a comprehensive suite of staff development and change management services — provides such a solid foundation for turning your vision of exceptional quality care and customer service into reality. Our customized consulting services provide the tools you need to continuously strengthen your staff's core team-building and problem-solving skills.

A catalyst for true collaborative change, the PHI Coaching Approach offers a unique approach to change management. It fosters an ever-deepening respect among clients, direct-care staff, supervisors, and executive leaders, ensuring that you are able to fully realize your values as a caregiving organization.

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



Our Services

Organizational Culture Change

- Comprehensive organizational assessment
- Strategic planning and visioning
- Executive coaching and leadership development
- Skill building with high performing self-managed work teams
- Improving staff stability
 - PHI Coaching SupervisionSM
 - Peer mentor programs
 - Career ladders and lattices for frontline workers
- Implementing household and neighborhood models
- De-institutionalizing care delivery through evidenced-based, person-directed practices

Train-the-Trainer Programs

- Person-directed caregiving practices
- Peer mentoring
- PHI Coaching SupervisionSM
- PHI Coaching ApproachSM to Communication
- Additional topics customized upon request



We were pleasantly surprised the PHI's Coaching Approach turned out to be more than just a communication tool—actually, a model of leadership. It involves learning to speak directly and authentically, as well as when and how to stop talking and start listening. The implications of this for survey agencies are significant, particularly during a period of culture change in the field of long-term care.

— **Matt Younger**, Administrator
Missouri Department of Health
& Senior Services

Our Partnership

Our organizational change consultants work in partnership with clients, assembling a customized package of services and supports based on the individual needs of the organization.

Though each partnership is unique, the PHI Coaching Approach will help you to:

- **Build on strengths:** Look for what is working well within your organization and 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.
- **Redesign organizational structures and systems:** Ensure that your organizational structures and systems support consistent and compassionate caregiving relationships that empower caregivers to meet the individual needs and preferences of elders and people with disabilities.
- **Ensure sustainable change:** Establish an infrastructure of policies and practices that make your organization more effective while also continuously improving quality of care, quality of jobs, and quality of life.

Coaching Supervision has transformed the culture of this organization. Relationships between our office-based supervisors and home health aides are much more positive. We have seen improvements in job satisfaction and 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



The PHI Coaching Approach

The PHI Coaching Approach is a suite of staff development and change management services that will help your organization change not only *what* you do, but *how* you do it.



PHI Coaching Supervision is one of the most powerful tools nurses can have to help them support person-directed care. It builds core nursing competencies required for culture change, in addition to providing the skills nurses need to support direct-care workers to grow their critical-thinking and problem-solving skills.

— **Joanne Rader, RN, MN, PMHNP**
Rader Consulting, Silverton, OR

The Five Coaching Skills...

Whether we are coaching executive leaders, training supervisors, or teaching direct-care workers person-directed care practices, PHI will work with you to build the following essential skills:

- **Active Listening:** Using nonverbal cues, paraphrasing, and asking effective questions to listen attentively and ensure understanding.
- **Self-Management and Self-Reflection:** Being conscious of assumptions and biases, and setting aside emotional reactions that can get in the way of hearing someone else's perspective.
- **Clear, nonjudgmental communication:** Communicating clearly and directly about expectations or concerns while using language free of blame and judgment.
- **Collaborative Problem Solving:** Using critical thinking and communication skills to build effective teams, ensure accountability, and resolve problems.
- **Participative Leadership:** Engaging and empowering staff in all positions to participate in envisioning and implementing a relationship-centered culture.

...Create a Strong Foundation for Culture Change

Integrating the PHI Coaching Approach into your organization provides your staff with the skills they need to put person-directed values and theory into practice. These skills also help you build an internal culture that is stronger, healthier, more efficient and adaptable in a challenging fiscal environment.

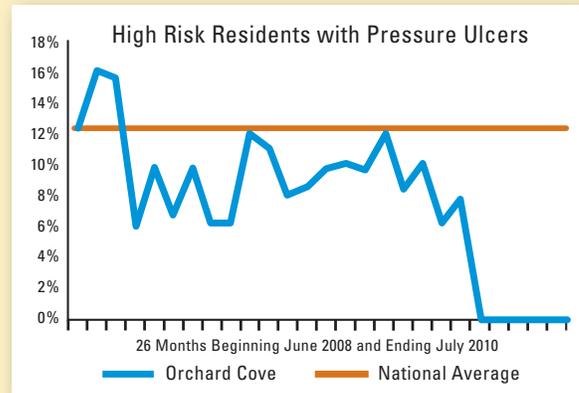
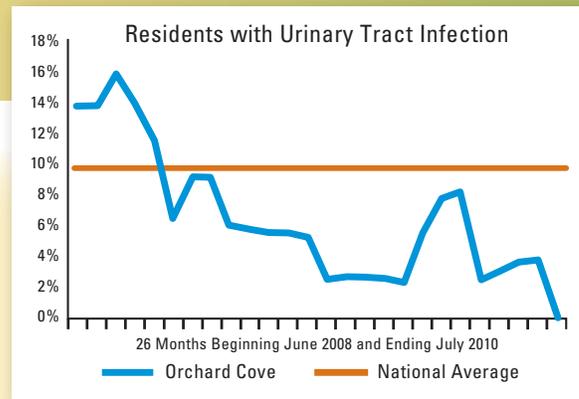
Measurable Outcomes

The PHI Coaching Approach was crucial to the success of our reorganization around consistent assignment. We documented not only significant improvements in resident outcomes, but also an 85 percent reduction in workmen's compensation claims over a three-year period.

— **Patricia Ramsey**, Owner,
The Edgewood Centre
Portsmouth, NH

The PHI Coaching Approach results in measurable improvements in staff satisfaction and retention, managerial capacity, and quality of care. Organizations that have partnered with PHI on comprehensive culture change initiatives report:

- **Employee Satisfaction:** As a result of better communication and supervision, organizations that have implemented the PHI Coaching Approach show statistically significant improvements in job satisfaction for staff at all levels of their organizations.
- **Improved Employee Retention:** Our clients have reduced turnover among new hires by as much as 30 percent. For some organizations, annual savings from reduced turnover have exceeded \$100,000.
- **Time Savings:** After PHI Coaching Supervision training, supervisors report an average time savings of 3 hours per week—or nearly 4 weeks per year. Executive leaders also report significant time savings, and fewer management headaches, when staff begin solving problems previously “kicked up the chain of command.”
- **Quality of Care Indicators:** PHI clients who have tracked clinical outcomes following PHI interventions show steep declines in pressure ulcers, falls, urinary tract infections, and anti-psychotic drug administration among residents. These results have improved the quality of life for residents, and made these organizations among the most respected in their communities.



PHI has been indispensable in assisting us to meet the many challenges of implementing a person-directed culture. As a result of our self-managed work teams, coaching communication training, and the elimination of our enormous central nursing station, we have seen significant improvements in quality of care, including sharp reductions in urinary tract infections and pressure ulcers among high-risk residents.

— **Deb Symonds**, Director of Nursing
Orchard Cove, Canton, MA

Our Team

The PHI Coaching and Consulting team includes highly experienced consultants with expertise across the spectrum of eldercare and disability services. We have developed a team-based approach to services that ensures our clients benefit from our knowledge of their business as well as our coaching and organizational development expertise.

Our team members are inspiring public speakers. PHI organizational change consultants have given keynote addresses at national conferences sponsored by The National Consumer Voice for Quality Long-Term Care, The Pioneer Network, CMS, and national trade associations. They also regularly facilitate workshops at national and regional conferences.

Getting Started

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



To find out more about how we can help your organization succeed in creating a culture of quality care, quality jobs, and quality of life, visit:

www.PHInational.org/consulting

To make an appointment to talk with a member of our team: e-mail consulting@PHInational.org or call 718-928-2044.

We customize our programs to meet your specific needs and circumstances, the challenges you face, and the goals you define.

You should also know...

We provide comprehensive workforce development and curriculum design services in a range of areas, including entry-level and advanced training for direct-care workers. If you are interested in workforce development for your frontline staff, please e-mail staff: e-mail workforcedev@PHInational.org or call 718-402-7463.



The mission of PHI (www.PHInational.org) is to transform eldercare and disability services, so that all who need these services—and all who provide them—may live and work with dignity, respect and independence.



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PHI Coaching Supervision gave us many gifts. My staff have learned to work together to solve problems at the appropriate level, leaving me the ability to focus on the strategic issues that make our organization stronger and more competitive.

— **Margaret Franckhauser**, Executive Director,
Central New Hampshire VNA & Hospice,
Laconia, NH



For the Village Nursing Home's memory support staff and residents, the PHI Coaching Approach was the easy path to true culture change. The hierarchy all but disappeared, and staff joined together to solve problems and improve the residents' experience. It's now been over two years, and we've had zero CNA turnover, as well as a significant drop in falls and a significant improvement in resident mood scores.

— **Allison Silvers**, Director—Strategic Initiatives
Village Nursing Home, New York, NY