

**FLORIDA ASSOCIATION OF HOMES and SERVICES FOR THE AGING**  
**The FAHSA Innovation Exchange**

***Submission***

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<b>Date of Submission:</b>	<b>June 2007</b>
<b>Title of Innovation:</b>	<b>Creating Career Ladders for Direct Care Workers</b>
<b>Topic for Submission:</b>	<b>Topic:  Workforce Issue</b>
<b>Audience:</b>	<b>X HUD Housing Communities X Retirement Communities (CCRC or fee for Service) X Assisted Living Facilities X Nursing Homes</b>

***Description of Innovation:***

The Morse Institute for Nursing Department at Morse Geriatric Center in conjunction with the Morse Institute for Geriatric Research & Training has developed a CNA career advancement program. Morse Geriatric Center is a 280 bed skilled nursing facility located in West Palm Beach with a staff of approximately 200 FTE's including per diem employees.

The Career Advancement Program was created to provide a true career ladder for the CNA's at Morse Geriatric Center. A new category of CNA was developed, the CNA Specialist; the pay grade was increase two levels and addendums to the basic CNA job description were incorporated.

**Actions Taken:**

- Assessed needs and staffing requirements
- Created title CNA Specialist and incorporated the following positions:
  - Concierge

- Unit Secretary
- Restorative Aide
- Educator

Job descriptions for these positions were added to the basic CNA job description – including items such as qualifications, position description, hours and oversight (descriptions are included below).

Group discussions with prospective applicants were held on all shifts to promote and explain each of the positions. Topics included:

- Why the Career Advancement Program was created
- Specific qualifications of each new position
- Application process
- Composition of the interview panel and when the positions would begin

**Applicant Criteria:** The goal is to promote from within if qualified candidates are available. Applicants should be employed at Morse for one year minimum; have good job performance & clinical skills, as reflected on annual evaluation; have above average to outstanding evaluations and good attendance according to Morse Policy; and have excellent customer service skills. We also looked for poise, ability to communicate written and verbal, self directed, enthusiasm, etc. Years of experience as a CNA did not make a difference. All of the CNAs chosen to date were hired from within with the exception of the CNA Restorative position, which was filled from the "outside," but the CNA came with all the qualifications we were looking for in the applicant. A sample of the announcement that was sent to all the units regarding the introduction of the Career Advancement Program and the new CNA Specialist positions is attached along with interview questions.

**Process:** Applications were received for two weeks. All applicants who qualified were interviewed (those who did not qualify were provided with specific reasons as to why they did not qualify and what they would need to do to qualify in the future).

Applicants were selected and notified.

Training commenced over a 1-2 week period with weekly follow up over the next several weeks.

Uniforms were selected for the Concierges, jackets for the remaining positions. All with the MorseLife logo and CNA Specialist embroidered.

Pictures were taken and posted on the bulletin board.

Results – increased morale, enhanced pride in the newly created position, with corresponding service to staff and residents.

Future – monitor retention rates for these new positions compared to standard CNA positions.

**Budget:** There is a salary differential for each position, average cost is \$1/hr which translates to \$2,080/year per position.

PLEASE SCROLL DOWN FOR ATTACHMENTS



## **Morse Geriatric Center**

### **CNA Specialists**

#### **Concierge**

The goodwill ambassador for Levine Rehabilitation Center who meets and greets all new admissions to Resnick 1.

- Problem preventor, problem solver
- Orients new patients to staff and daily routine
- Promotor of service excellence
- Reports to Director of Nursing, Levine Rehabilitation

#### **Educator**

Primary function is CNA orientation and CNA continuing education.

- Assessment of educational needs
- Program development and presentation
- Reports to Director of Nursing, Levine Rehabilitation.

#### **Restorative**

Provides transitional restorative therapy for LTC resident who progresses from skilled therapy (Medicare A) to continuous care by unit staff.

- Staff education
- Dining Room assistance
- Works closely with CNA Educator

#### **Unit Secretaries**

The “Administrative Assistant” for the Nursing Unit.

- Organization of the Nursing Station
- Meets and greets residents, families, visitors
- Transcribes orders
- Maintains the medical record

## **CNA Concierge**

Reports to Clinical Nurse Coordinator

Addendum to CNA Job Description

### **Additional Qualifications:**

- Possesses leadership qualities – ability to lead and direct others
- Above average to outstanding clinical skills and overall job performance
- History of good attendance
- History of providing excellent Customer Service – positive and engaging
- Ability to work independently with minimal supervision
- Flexible
- Good communication and written skills
- Enthusiastic and enjoys interacting with others
- Good organizational skills

### **Additional Responsibilities:**

- Assures that room is ready to receive new patient
  1. Room is clean and the dresser, closet and bathroom have no personal effects from the previous patient
  2. Telephone, TV and remote control are in room
  3. Bed is made, etc
- Meets and greets (at the back door) all new patients and families on the Rehabilitation Unit. Establishes positive rapport
  1. Present admission basket
  2. Introduces self and explains role.
  3. Unpacks patients belongings
  4. Orients patient to room and unit
  5. Introduces new patient to roommate
  6. Takes vital signs, place arm band, name tag to door and bathroom
  7. Introduces patient to fellow staff members
  8. Discusses unit routine – mealtimes, basic rehab schedule and to anticipate visits from other departments such as culinary, activities, etc
  9. Orients to activities available on and off the unit
- Communicates to Unit Coordinator observations or concerns about patient status, needs or adjustment reactions
- Follow up on previous day's admission(s) – issues, concerns
- Anticipate and solve problems. Own the problem and the follow up to assure the problem is resolved
- Work as part of the unit's team. Answer call lights and the telephone. Assist in the dining room and with resident care when time permits
- Communicates special needs/request directly to other departments, ie culinary, Therapeutic Recreation
- Assists with transfers and preparation for discharge
- Set up beauty appointments, take to the gift shop. Make calls for patient, order the newspaper
- Visits all patients on the unit. Encourage patients to interact, join in small or large group activities

### Work Schedule:

Generally Monday thru Friday 1p to 9:30p with occasional weekend hours

## **CNA Educator**

Reports to: DON

Addendum to the CNA Job Description

### **Additional Qualifications:**

- Possesses leadership qualities – ability to lead and direct others
- Above average to outstanding clinical skills and overall job performance
- History of good attendance & teamwork
- History of providing excellent Customer Service
- Ability to teach & train effectively
- Ability to work independently with minimal supervision
- Flexible
- Assertive
- Good communication and written skills
- Receptive to direction and supervision

### **Additional Responsibilities:** (not all inclusive)

- Participates in classroom orientation
- Follows new hire CNAs
  1. Orients new CNAs as required
  2. Observes care on the unit; critiques and makes recommendations for improvements
  3. Assists with Dementia Training
- Competency Reviews and Audits – as an example may include:
  1. Pericare
  2. Vital Signs
  3. Handwashing
  4. Privacy/Dignity
  5. CNA documentation
- Assistance with resident dining on an assigned unit
- Works with current CNAs who have performance care issues
- Assists with CNA continuing education & training
- Interviews CNA candidates
- Performs job responsibilities of unit CNA if needed

### Work Schedule: Flexible

Generally Monday thru Friday with hours ranging from 7a to 9p with some nights and weekend hours according to training, orienting and auditing needs.

## **CNA – Restorative**

Reports to DON

Addendum to CNA job description

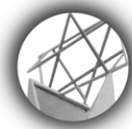
### **Additional Qualifications:**

- Possesses leadership qualities – ability to lead and direct others
- Above average to outstanding in clinical skills and overall job performance
- History of good attendance
- History of providing excellent Customer Service – positive and engaging
- Ability to work independently with minimal supervision
- Flexible
- Good communication and written skills
- Ability to give and receive instructions

### **Additional Responsibilities:** (not all inclusive)

- Transitions long term care Medicare A residents to unit restorative program
- Works closely with the Rehabilitation Department for instructions, training, and follow-up
- Follows the residents and patients who are participating in the bladder retraining program
- Coordinate with the Rehab department in the development and maintenance of a walk to dine program for each unit. Assists in the dining room – walk to dine and restorative dining programs
- Assesses wheel chairs for positioning devices & function – reporting need(s) to rehab department
- Assists Activities Department with community activities for the residents
- Communicates with the unit staff regarding restorative program & program changes
- Educate & demonstrate to the unit staff the resident's restorative program as they transition to unit restorative program
- Checks for names on doors, bathrooms, wheelchairs, etc
- Documents in the medical record

Work Schedule: Flexible - Generally 8-4:30p Monday thru Friday with occasional evening and weekend hours



Joseph L. Morse Geriatric Center, Inc.

## ***Job Description***

**Job Title:** Unit Secretary  
**Department:** Nursing Services  
**FLSA Status:** Non – Exempt  
**Prepared Date:** November 29, 2006

### **Position Summary and Reporting**

The Unit Secretary assumes responsibility for the coordination of the activities at the unit's nursing station. Performs receptionist, telephone and clerical duties to support the nursing and medical office staff in the delivery of care and services to the residents/patients. Maintains the medical record and interfaces with residents/patients, staff and visitors in a manner that promotes customer service excellence. Functions as a CNA as assigned. Reports to the Director or the Clinical Coordinator dependant on the unit assigned.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Greets visitors, resident/ patients, staff, physicians and clinicians in a pleasant and courteous manner.
- Answers the telephone promptly and appropriately; takes and relays messages in an accurate and timely manner
- Organizes and maintains a neat nursing station
- Prepares admission charts
- Transcribes orders in a timely manner and inputs into appropriate areas i.e. MARS, TARS, lab book etc.. Notifies the Nurse Manager of any STAT orders.
- Faxes orders to pharmacy
- Notifies appropriate groups of new admission
- Prepares paperwork for discharge.
- Charts TPR's, BP's, diets, weights, I & O's, etc., on the appropriate forms.
- Files all diagnostic reports after they have been reviewed by appropriate party.
- Picks up mail
- Reviews on a daily basis, the outside appointment log and informs and guides family through transportation arrangements (R1)
- Maintains orderly medical records
- Cross checks orders that are transcribed by the nurse
- Orders unit supplies and forms

- Completes maintenance requests
- Prints and posts daily rehab schedule
- Updates and prints CNA assignment sheets
- Assures scheduled unit staff are present
- Follows up on diagnostic tests performed to assure results in a timely manner
- Updates resident/patient roster, diagnostic census (R1) on a daily basis
- Assures that resident/patient name tags/labels are in place (armband, name plate, wheelchair, bathroom, etc.)
- Maintains privacy and confidentially
- Keeps float schedule current
- Removes medical record from chart binder upon discharge ( including MDS and Care Plans and any loose papers) for pickup by Medical Records
- Answers call lights & assists with care
- Assures that private duty staff sign in and out in the "private duty" notebook
- Assists in the dining room
- Observes resident/patient rights

## Qualifications

- Possesses leadership qualities – ability to lead and direct others
- Above average to outstanding clinical skills and overall job performance
- History of good attendance
- History of providing excellent Customer Service
- Ability to work independently with minimal supervision, handle multiple activities at one time and prioritize work assignments
- Flexibility
- Good verbal and written communication skills with legible handwriting
- Ability to give and receive instructions
- Ability to learn new technical skills

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Employee Signature

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Date

SAMPLE ANNOUNCEMENT:

The New CNA *Career  
Advancement Ladder*  
is completed and the  
following positions  
have been developed

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2 FT Unit Secretaries  
1 PT Unit Secretary  
1 Restorative CNA  
1 CNA Educator  
1 FT CNA Concierge  
2 PT Concierges

If you think you might be interested in one of the new CNA positions, come to the E2 classroom and learn more. Carmen Shell has scheduled meetings for the following days and times:

Monday, Dec 4<sup>th</sup> - 3p - 3:30p

Tuesday, Dec 5<sup>th</sup> - 7:30a

Friday, Dec 8<sup>th</sup> - 10a - 2:30p

## Sample CNA Educator Interview Questions

- Why do you want this position?
- Qualifications
- Biggest challenge to this position
- What does self directed mean to you?
- How would you go about correcting a CNA who is not performing properly: privacy, chatting in the dining room while feeding a resident, speaking harshly to a resident, treating a resident roughly.
- Educational needs of the CNAS
- Why is orientation important?