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Addressing the Needs of Direct Care Staff When Affected
by Natural Disasters Globally

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Presenters

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Presenters Disclosure

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Conflicts of Interest	None
Sponsorship/Commercial support	None

Goals and Objectives

- **Goal: To provide strategies on how to engage the workforce in responding to a significant crisis and assist them in creating a sustainable plan for retention.**

Objectives:

- To describe how administrators, leaders and nursing staff can develop/plan an effective and sustainable program to aid/promote disaster relief in order to ensure employee retention during and following a global crisis.
- To understand how administrators, leaders and nursing staff can engage their entire employee workforce in responding to a significant crisis and to obtain community partners that can assist them in creating a sustainable plan.

Objectives

Objectives:

- To analyze administrators, leaders and nursing staff's level of understand on the correlation between responsive management during crisis and the impact on retention and turnover rates.

Background

- On January 12, 2010 at 4:53 pm a devastating earthquake measured at a magnitude of 7.0 struck the country of Haiti. Death estimates were reported between 100,000 and 350,000 lives
- The news travelled to the Atlantic Coastal Division of HCR Manor Care (an inpatient post acute and nursing home company) by 6pm that evening employees were beginning to get calls regarding loss of loved ones lives and homes in Haiti.
- This division of 5000 employees was made up of 1000 Haitian Employees and 31 Skilled Nursing and Rehabilitation facilities across two States in the USA.



Background

- Over 50% of the Haitian workforce lost immediate family members and many others had families that were homeless and without resources.
- The leadership of the division realized quickly that our workforce needed a rapid and caring intervention to keep them engaged and to assist with their mourning.
- A competent workforce committed to providing patient-centered care is vital since retention and turnover rates of direct care staff in skilled nursing facilities are directly related to quality of patient care (Austrom et. al, 2015).
- Turnover and retention rates can become extremely challenged when a workforce is in crisis.

Background

- Following the 2010 devastating earthquake in Haiti, 31 skilled nursing facilities in South Florida and Georgia actively engaged in providing support to Haitian employees and their families both in USA & Haiti.
- Administrators, leaders and line staff participated in the support and relief efforts to acknowledge their staff's grieving period over their native country's devastation.
- This was effective when other employees experienced natural disasters affecting them and their families, 2012 Hurricane Sandy in New Jersey, 2013 Tsunami "Yolanda" in Philippines and 2014 Ebola crisis affecting staff working in the Texas facility.

Post Earthquake



Immediate Actions

- Phone calling cards were purchased to allow employees to continue to reach out to loved ones while at work.
- Pastoral care was called into all the facilities where staff suffered losses.
- The Employee Assistance Program was engaged to provide counseling for individuals and groups.
- The HCR ManorCare HUG fund was activated to provide monies to assist employees and their families.

Collaboration

- Staff were emotionally distressed over losses.
- Donations of medical supplies, food, clothing and finally tents for our employees family members that were homeless.
- Elsie Justilien Director of Nursing at a Manor Care Florida building ultimately suggested to Lynn M. Hood that she reach out to the Haitian American Nurses Association of Florida to assist with getting our donations to Haiti.

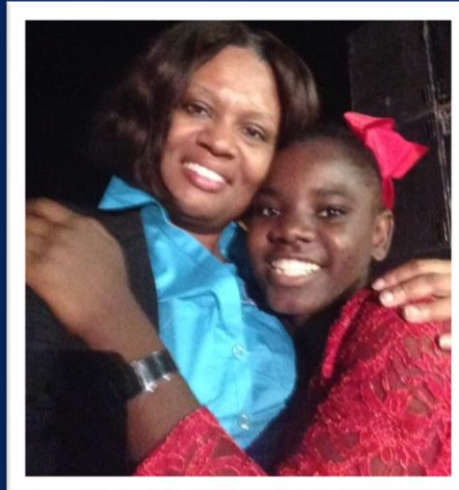
Collaboration

- This strong community organization already had Registered Nurses on the ground in Haiti.
- Ms. Hood and the President of HANA (Guerna Blot) met and a first step agreed upon relationship was initiated.
- It was suggested that Ms. Hood join HANA in Haiti to distribute the food, supplies, tents and to participate in a medical mission to provide health care.



Current Projects

- Primary School in Cote Plage Annual Support
- Nursing Scholarship (Lencie Samuella Mirville's Scholarship)
- Medical Mission
- Medication donation



Theoretical framework

➤ There are four concepts underpinning person-centered nursing

- a) being in relation
- b) being in a social world
- c) being in place
- d) being with self



➤ The articulation of these concepts raises the recurring themes of knowing the person, the centrality of values, biography, relationships, seeing beyond the immediate needs and authenticity.

(McCormack, 2004)

Method

- HCR ManorCare collaborated with the Haitian American Nurses Association (HANA) of Florida, Inc. to respond to the crisis, demonstrating an engaged, caring and employee focused response to this crisis
- Workforce turnover rates were monitored before, during and after the earthquake in Haiti where 20% of the workforce were impacted by the Haitian crisis



Intervention

Post-earthquake

- Provided employees with calling cards for Haiti and when phones worked they could reach out to loved ones;
- Allowed Haitian employees to make calls during shift times;
- Gave HUG fund grants to employees with losses; many Haitians needed money to send to Haiti;

Collaboration



Intervention

Post-earthquake:

- HCR & HANA brought supplies, tents, clothing and money to employees' families in Haiti;
- HCR provided \$15,000 to Haitians for transportation in/out of Haiti;
- HCR received waiver to donate returned unopened unexpired medication to HANA for medical missions.

Collaboration



Collaboration



Results

- Within this 20%, 50% suffered family losses with others distressed by the loss of life and homes in their home country.
- Measurement of turnover in HCR ManorCare facilities was compared to national turnover rates in the skilled nursing facilities during 2011 and 2012.
- HCR ManorCare direct care staff

Turnover 2012 rate was 30.1; 2011-30.4 compared to industry

Turnover 2012 rate was 50.1; 2011- 44 (AHCA Staffing Report)

Results

Retention rates

- 2012 (79) & 2011(81) compared to industry Retention rates
- 2012 rate was 68.9; 2011- 71
- In HCR South Florida/Georgia
 - Of the 20% workforce who were Haitian 50% had deaths in their family
- 2010 (33), 2011(30), 2012 (30)

Discussion

- This program demonstrated that when proactive and engaged management teams collaborate with community resources during workforce crises they can effectively maintain or improve on retention or lower turnover rates.
- HCR ManorCare created a master list of all employees who had family deaths from the 2010 Earthquake.
- The company monitored retention rates from January 2010-2016; these employees 6 year retention rate was 52%.

Conclusion

- A responsive management team during employee crisis increases retention rates of employees and decreased turnover rates.
- HCR Manor Care and HANA worked together to ensure that employees felt supported and engaged during this severe crisis.
- The division could have lost 20% of its workforce if the employees were not effectively engaged and supported – this could have had a devastating impact on quality of care.

Conclusion

- Although managers are often engaged in celebrating positive events with their employees (birthdays, holidays, marriages, pregnancies, etc.) it is imperative that leaders and organizations understand the importance of being ever present during crisis
- When leaders demonstrate support during crisis the workforce are able to continue their jobs and are less likely to leave the organization

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Thank you!



Questions?