This practical guide for staff educators and managers was developed to help train CNAs, nurses, and other frontline staff to deal effectively with resident populations that typically put additional strain on nursing homes. This essential resource provides proven strategies and best practices to prevent patients from becoming challenging, and dealing with those who do. This complete training package includes a comprehensive training manual, as well as a PowerPoint presentation on CD-ROM.

Additional HCPro titles to add to your library:

- The CNA Training Solution
- The Long-Term Care Nursing Desk Reference
- CNA Training Solution video series
- CNA Training Advisor
- Risk Management through Exceptional Customer Service

About HCPro

HCPro, Inc, is the premier publisher of information and training resources for the healthcare community. Our line of products includes newsletters, books, audioconferences, training handbooks, videos, online learning courses, and professional consulting seminars for specialists in long-term care, credentialing, medical staff, rehab, health information management, compliance, accreditation, quality and patient safety, nursing, pharmaceuticals, physician practice, infection control, and safety.

Visit the Healthcare Marketplace at www.hcmarketplace.com for information on any of our titles.
Contents

Chapter 1: Identify and understand your challenging residents .................1

Identify with your residents .........................................................3
Understand cultural differences .....................................................4
Understand populations that bring specific challenges ..........................5
Face the challenge .....................................................................6

Chapter 2: Manage challenging families ...............................7

Promote open, honest communication with families right away ................10
Keep your conversations with families constructive ..............................12
Provide quality family care ................................................................14
Respond appropriately to angry complaints .........................................15
Use group appointments to offer solutions and support .........................15
Promote family-centered care .........................................................16
Address the family stress that may lead to difficult behavior .................17
Conclusion ..................................................................................18

Chapter 3: Assess challenging residents .............................19

Admission assessments ..................................................................21
Cognitive assessment challenges .....................................................22
Common disorders .......................................................................26
Conclusion ..................................................................................31
Chapter 4: Care plan the challenging resident ...........................................33

Consider loved ones ..................................................................................35
Identify assessment needs .........................................................................36
Develop a plan of care ...............................................................................37
Face the challenges of the chronically mentally ill ..................................43

Chapter 5: Interventions for violent residents .........................................45

Provide a safe workplace for staff and a safe home for residents .............48
De-escalate anger in challenging residents .............................................56
Other techniques for preventing confrontation .......................................59

Chapter 6: Moving toward a restraint-free facility .................................61

The changing restraint climate .................................................................63
Protect yourself through documentation .................................................65
Prepare your staff for a move away from restraints ...............................66
Common questions and answers regarding restraint-free policies ........67
Strategies for educating your staff about a restraint reduction program ....68
Alternatives to restraints ...........................................................................69

Chapter 7: End-of-life care .......................................................................73

The goals of end-of-life care ....................................................................75
Improve satisfaction by helping families with end-of-life issues ..........76
Helping residents at the end of life .........................................................78
Chapter 8: Establishing policies and protocols .............................................. 79

   Resident complaints ...................................................................................... 81
   Residents’ rights and responsibilities ............................................................. 82
   Care conferences ............................................................................................ 82
   Interpretation services ................................................................................... 91

Chapter 9: The importance of documenting challenging behaviors ............... 95

   Accurate documentation .................................................................................. 98
   Documenting challenging situations ................................................................. 98
   Working with the noncompliant resident ........................................................ 101
   Documenting the violent resident .................................................................... 102
   Working to improve your documentation system ........................................... 102
   Involving your risk management department .................................................. 103
   Documenting phone calls from family members .............................................. 104

Chapter 10: Leading your staff toward improved service and satisfaction ....... 107

   The importance of nurse leader rounding .................................................... 110
   Protecting yourself and your staff from lawsuits ............................................ 112
   Five things residents never want to hear from staff ....................................... 114
   Bringing out the best in your staff .................................................................. 115
   Helping your organization become a leader in employee satisfaction .......... 116
   Empowering your nursing staff to bring about change .................................. 116
   Tight-budget training strategies for nurse managers ...................................... 117
   Embracing new technology ............................................................................. 118
Chapter 11: Assessing your staff’s skills in dealing with challenging residents and families ..................................................119

Is ‘handling challenging residents’ a competency? ..................................................121
Evaluating customer service standards .................................................................124
Performance reviews ..........................................................................................125
Monitoring staff satisfaction .............................................................................126
CHAPTER 1

Identify and understand your challenging residents
CHAPTER 1

Identify and understand your challenging residents

Each day, long-term care facilities and healthcare providers are presented with new challenges that compromise their ability to deliver care. These challenges include an ever-intensifying regulatory environment; decreasing reimbursement; professional liability insurance premiums in many instances that have increased by more than 250%; increasing labor, technology, supply, and pharmaceutical costs; and a growing shortage of qualified professionals. In addition to regulatory and environmental issues, healthcare providers are faced with having to meet the needs of a sicker and more complex resident population.

These challenges

• create a need for more resources
• increase the risk of negative encounters and outcomes
• increase the potential for staff dissatisfaction

Therefore, it is critical that all healthcare providers do what they can to address these challenges.

Identify with your residents

Many older adults are unable to perform basic physical functions, including walking a quarter mile; climbing 10 steps without resting; standing or being on their feet for about two hours; sitting for about
two hours; stooping, crouching, or kneeling; reaching up over their head; reaching out as if to shake someone’s hand; using their fingers to grasp or handle; and lifting or carrying something as heavy as 10 pounds.

This highlights the realities of what we in healthcare must address on a daily basis. People with these issues compose a large part of the patient population that enters our facilities each day. This population, currently numbering approximately 35 million, is expected to double to 70 million over the next 30 years, with the fastest-growing segment being the age group 85 and older.

Previous statistical information leaves little doubt about why this particular population requires more of our resources and poses a significant risk for poor outcomes and decreased satisfaction. The sheer number of encounters with the healthcare systems raises the odds of an adverse event occurring. Add to that chronic disabilities, functional deficits, memory loss, and depression, and the risk rapidly climbs.

Areas of particular risk for residents include

- falls
- medication errors
- dehydration and skin breakdown
- increased confusion, leading to wandering or elopement
- depression, anxiety, or agitation

Each of these risks has potentially devastating consequences, and prevention efforts often require the commitment of extra resources.

**Understand cultural differences**

When caring for residents of different cultures within the same facility, it is important to be able to identify that needs from culture to culture may differ. Beliefs and opinions regarding end-of-life decision-making vary among social and cultural groups. They may have different perspectives on the
discussing of and planning for death, on informing residents that they are dying, and on the roles of individuals, family members, and physicians in end-of-life discussions.

When staff lack cultural competency, misunderstandings often occur between the family and staff caring for the resident. Such misunderstandings ultimately impede care, delay decisions, and affect both the physical health of the resident and the emotional well-being of the staff involved.

**Language**

One of the most significant challenges in caring for residents from diverse cultures is overcoming language barriers. Thirty-two million people in this country (or 13.8% of the population) speak a language other than English when at home, according to U.S. Census figures. Many of these individuals are or may become residents in our facilities and require interpreters to communicate about complex medical problems and care plans.

These interpreters must be qualified for the job—translation of a medical visit by an unqualified interpreter could lead to omissions, additions, substitutions, volunteered opinions, and errors in semantics, which could seriously affect care.

Note that, according to the U.S. Department of Health and Human Services’ Office for Civil Rights (OCR), those receiving federal funds have an obligation under Title VI to communicate effectively with those individuals with limited English proficiency. The agency has consistently set forth that “where language barriers cause persons with limited English proficiency to be excluded from or be denied equal access to health or social services, recipients may be required to take steps to provide language assistance to such persons.”

**Understand populations that bring specific challenges**

**The chronically mentally ill**

According to the National Institutes of Mental Health estimates, approximately 28% of the U.S. population is affected by mental disorders in a given year. Of that number, 5.4% have “serious mental illness” and 2.6% have “severe and persistent mental illness.”
In the context of a long-term care facility, chronically mentally ill residents require more detailed medication reviews and care-planning assessments than other residents.

**Residents suffering from dementia and Alzheimer’s disease**

Dementia and Alzheimer’s disease are among the major causes of challenging behavior in long-term care. The Alzheimer’s Association estimates that close to 4.5 million Americans—and nearly half of all nursing home residents—have Alzheimer’s.

Residents with Alzheimer’s and other forms of dementia can exhibit severe mood swings, combative-ness, and wandering behaviors. They may be angry, agitated, or suspicious of staff members. They may have sudden changes in their personalities and become suspicious of caregivers. Your Alzheimer’s resident may use wrong words or do things that do not make sense. They may ask you repeated questions about where they are and where their family is, and they may become angry when they cannot find personal objects.

**Face the challenge**

Managers in long-term care face many challenges every day. It is the reality of our world, yet it is the piece for which we were least prepared when we entered the profession.

Only through early identification of your facility’s vulnerable points will you be able to take steps to meet the needs of your community members today and, more importantly, to be there for them in the future.
Please fill in the title, price, order code and quantity, and add applicable shipping and tax. For price and order code, please visit www.hcmarketplace.com. If you received a special offer or discount source code, please enter it below.

<table>
<thead>
<tr>
<th>Title</th>
<th>Price</th>
<th>Order Code</th>
<th>Quantity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Your order is fully covered by a 30-day, money-back guarantee.**

*Enter your special Source Code here:*

Name
Title
Organization
Street Address
City  State  ZIP
Telephone  Fax
E-mail Address

**BILLING OPTIONS:**

- [ ] Bill me  [ ] Check enclosed (payable to HCPro, Inc.)  [ ] Bill my facility with PO # __________________________
- [ ] Bill my (✓ one):  [ ] VISA  [ ] MasterCard  [ ] AmEx  [ ] Discover

Signature  Account No.  Exp. Date

(Required for authorization)  (Your credit card bill will reflect a charge from HCPro, Inc.)

**Shipping Information**

*Please include applicable shipping.
For books under $100, add $10. For books over $100, add $18. For shipping to AK, HI, or PR, add $21.95.*

**Tax Information**

*Please include applicable sales tax.
States that tax products and shipping and handling: CA, CO, CT, FL, GA, IL, IN, KY, LA, MA, MD, ME, MI, MN, MO, NC, NJ, NM, NY, OH, OK, PA, RI, SC, TN, TX, VA, VT, WA, WI, WV.
State that taxes products only: AZ.*

Order online at **www.hcmarketplace.com**

Or if you prefer:

**MAIL THE COMPLETED ORDER FORM TO:** HCPro, Inc. P.O. Box 1168, Marblehead, MA 01945
**CALL OUR CUSTOMER SERVICE DEPARTMENT AT:** 800/650-6787
**FAX THE COMPLETED ORDER FORM TO:** 800/639-8511
**E-MAIL:** customerservice@hcpro.com

© 2008 HCPro, Inc. HCPro, Inc. is not affiliated in any way with The Joint Commission, which owns the JCAHO and Joint Commission trademarks. Code: EBKPDF