



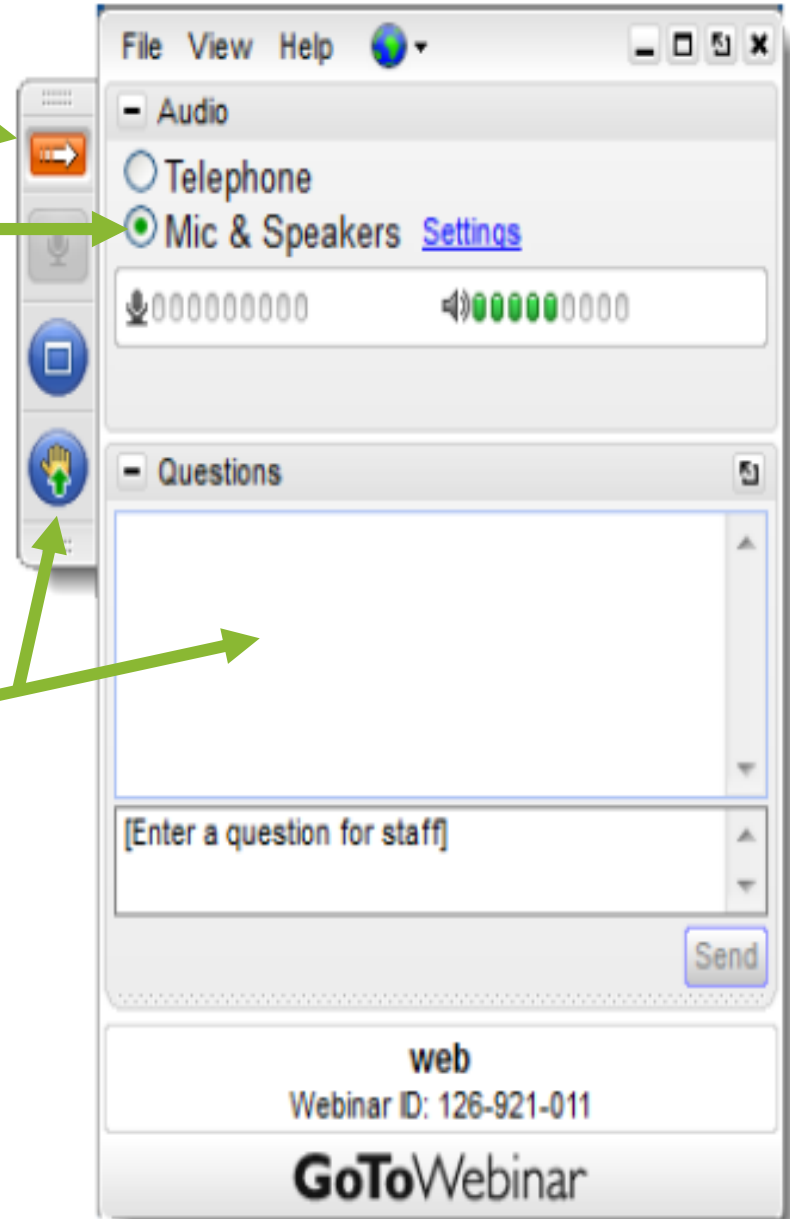
The National **Long-Term Care**  
**Ombudsman** Resource Center

# ***SUPPORTING VOLUNTEER LTCO AND MINIMIZING RISK***

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*Thursday, April 30, 2015*

- Use the **Red Arrow** to expand or collapse your control panel.
- **Audio:** Select Mic & Speakers to use your speakers for audio or call-in using your phone. Choose the telephone option to see the call-in information.
- **Mute:** All lines are muted.
- **Questions:** Enter questions in this box and we will respond during the Q&A following the presentations or click the **hand icon** and we will unmute your line.
- **Recording:** The webinar recording will be available on our website. We will send a link to the recording and materials in a follow-up email soon.



# How to Identify and Reduce Risk

**Risk:** anything that threatens the ability of a nonprofit to accomplish its mission.

**Risk management:** a discipline that enables people and organizations to cope with uncertainty by taking steps to protect its vital assets and resources.

# Risk and Volunteer LTCO

- **Volunteer LTCO...**

- Have access to residents
- Obtain personal, confidential information
- Represent the local and state LTCOP
- Directly impact program performance and outcomes
- Have a significant degree of independence
- Actions could harm the LTCOP and the individuals it serves
- May act outside of their level of certification
- Drive to their assigned facilities and other LTCOP activities
- Are often personally impacted by their LTCO work (both positively and negatively)

# Poll Question

**Rogue or zombie-ombi?**

# Risk Management- It Never Ends!



# Risk Management: Recruitment and Screening

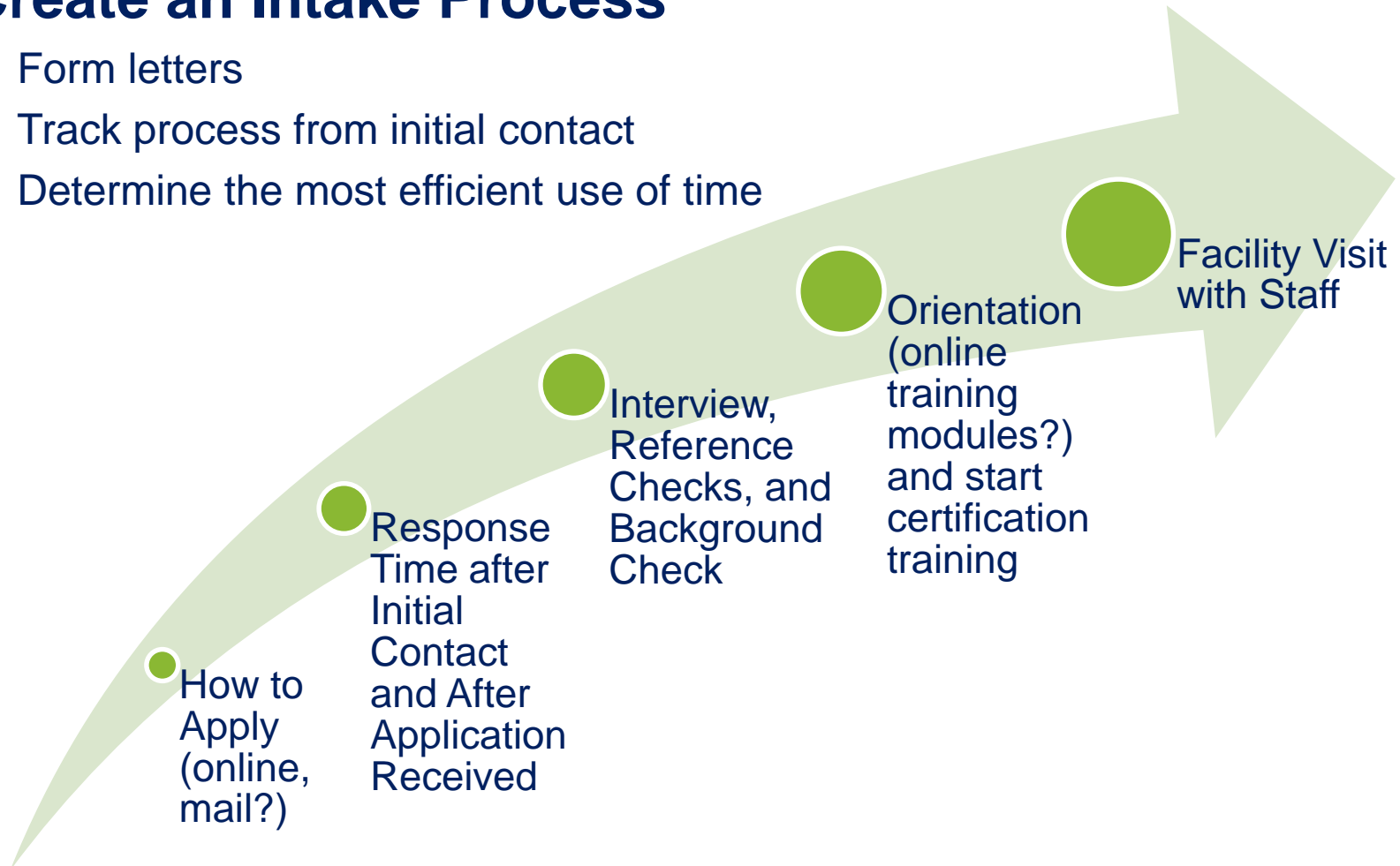
- **Screening “in” vs. screening “out”**
  - More selective process
  - Dig deeper than the minimum qualifications (e.g. open-ended questions regarding what motivates them, is there a bias or agenda, any red flags)
  - Take advantage of the *NORC online curriculum*
  - It is ok to say “no, thank you” and refer them to another opportunity
- **Develop a screening process**
  - 5-Step Screening Process (Health Assistance Partnership 2009 SHIP)
    - Initial Conversation
    - Application
    - Interview
    - Reference Check
    - Background Check



# Intake Process

- **Create an Intake Process**

- Form letters
- Track process from initial contact
- Determine the most efficient use of time



How to Apply  
(online,  
mail?)

Response  
Time after  
Initial  
Contact  
and After  
Application  
Received

Interview,  
Reference  
Checks, and  
Background  
Check

Orientation  
(online  
training  
modules?)  
and start  
certification  
training

Facility Visit  
with Staff

# Risk Management:

## *Recruitment and Screening*

- **Interview**

- Standard questions
- Behavioral based interview questions (identify what motivates them, if they have had experience in resolving conflict)
- Before orientation and ongoing during training
- Clear understanding of job description
- Discuss and determine actual or perceived conflict of interests (e.g. review and require signatures for Code of Ethics and/or Acknowledgement forms)

- **Reference Checks (at least 2)**

- Standard questions related to role and responsibilities of LTCO and characteristics you are seeking
- Conduct an online search (Google/Bing)

- **Criminal Background Check**

- Before visiting facility with staff and formal orientation and training begins

# Risk Management:

## *Training- Leaving the Program*

<b>Training &amp; Certification</b>	<ul style="list-style-type: none"><li>• Ongoing interview process</li><li>• Facility visits with staff and experienced volunteer</li><li>• Red flags during training discussion</li><li>• Establish boundaries</li><li>• Final review of all volunteer activities and his/her training</li></ul>
<b>Reports &amp; Data</b>	<ul style="list-style-type: none"><li>• Routine review of volunteer reports and discussion of data (e.g. monthly review of report, quarterly sharing of their data)</li><li>• Policies and procedures regarding documentation</li></ul>
<b>Continuing Education &amp; Evaluation</b>	<ul style="list-style-type: none"><li>• Opportunity to review their understanding of new training material</li><li>• Quarterly in-person meetings with their peers</li><li>• Annual evaluation (e.g. facility visit with volunteer, review of annual data, discuss their response to annual survey, standard questions/check-list for facility visit)</li></ul>
<b>Volunteer Leaves the Program</b>	<ul style="list-style-type: none"><li>• Exit Interview</li><li>• Collection of badge, documents, reports</li><li>• Letter to assigned facility, notify rest of the program</li></ul>

# Quick Tips!

## *How to Reduce Risk Due to Managing from a Distance*

- **Establish Connection, Communication and Control\***

- **Connection**

- Warm welcome with staff and peers (e.g. in-person meetings, roster, welcome note, highlight in newsletter).
- Personal contact improves trust and shared values (ask for their preferred mode of communication)
- Mentors and/or shadowing

- **Communication**

- Reduce isolation in order to prevent an “us vs. them” attitude and a fear

that they are “missing out”

- Provide prompt responses (e.g. office hours, out of office message)
- Find communication method that works best for individual volunteers (e.g. email vs. phone)

- **Control**

- Set priorities
- Establish clear responsibilities for results
- Designate checkpoints for follow-up

# Part of a National Network...

- **NORC Resources and Activities**
- **Consumer Voice Advocacy & Events**
  - Staffing Campaign
  - The Voice
  - Residents' Rights Month (October)/Residents' Voice Challenge
  - CV Action Network
- **Other LTC Issues and Events**
  - World Elder Abuse Awareness Day (June 15)
  - Culture Change Coalitions



# Risk Management Process

- **5- Step Risk Management Process**

- Establish the Context
- Acknowledge and Identify Risks
- Evaluate and Prioritize Risks
- Implement Risk Management Techniques
- Monitor and Update the Program

- **Risk Management Techniques**

- **Avoidance:** If risk is too high, not providing that service may be the best approach.
- **Modification:** Adapting the activity to reduce risk for all involved.

# Risk Management Plans Include...

- **Clear Policies and Procedures**
  - Volunteer handbook
  - Grievance policy
  - Process for volunteers not adhering to LTCOP policies and procedures or not performing their duties
- **Written Materials with Volunteer Signatures**
  - Acknowledgment Form
  - Code of Ethics
- **System for Tracking Volunteers and Documentation**
- **System for Monitoring Volunteer Activities**
  - Evaluation and experience survey
  - Coaching/Performance counseling

# **Presentations**



**Questions?**

**What are some red flags?**



# Letter to the Editor

You receive a call from an Administrator that is upset due a letter to the editor that a volunteer wrote regarding quality of care in long-term care. Until that phone call you did not know that the volunteer was going to write a letter to the editor.

- How would you respond to this situation?
- What is the core issue?
- What do you need to consider for the individual volunteer and your entire program?

# Activities

During a facility visit with a volunteer you find that he has been leading a Bible study class and assisting with Bingo in the facility.

- How would you respond to this situation?
- What is the core issue?
- What do you need to consider for the individual volunteer and your entire program?

# The Unexpected Happened. Now What?

- **Refer to your policies and procedures and determine if the situation can be remedied (e.g. conduct, code of ethics, communication, reporting).**
- **Increase connection, communication and control.**
- **Establish checkpoints.**
- **Learn from this experience and revisit your program's procedures to make any necessary improvements.**
  - Make sure all staff and volunteers are aware of the specific issue in question. For example, if you realize your procedures regarding requirements for consultation were not clear take this opportunity to discuss it.
  - Share any revised policies and procedures with all staff and volunteers.

# Quick Tips!

## *Addressing Challenging Situations*

- Don't ignore the issue- address unmet expectations and conflict ***clearly, directly, and promptly.***
  - 1. Before speaking with the volunteer, define the issue.**
    - Character, competency, or chemistry?
    - Identify and own what you have done (or not done).
  - 2. Focus on the problem, not the person.**
    - Emphasize the opportunity for growth
  - 3. Be direct, specific, and non-judgmental.**
    - Meet in person, clarify role and responsibilities
  - 4. Develop a plan, document everything, follow-up with the volunteer.**
  - 5. Evaluate the individual situation, your response, the impact on your program, and program policies and procedures**

# Communication Tips

- “I” Statements
- Reflective Listening
- Guidelines for Presenting the Problem
- “PHI Coaching Approach” to Communication

<http://www.ltombudsman.org/working-with-family-members-paper>



The National **Long-Term Care**  
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## WORKING WITH FAMILIES: TIPS FOR EFFECTIVE COMMUNICATION AND STRATEGIES FOR CHALLENGING SITUATIONS

ROBYN GRANT, MSW  
AMITY OVERALL-LAIB, MA

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## Walking the Fine Line (PPT)

*Texas LTCOP*

# *Walking the Fine Line*

Created by: **Jana Tiefenwerth, M.S.**

Staff Ombudsman, AAA of East Texas

Presented by: **Patty Ducayet, LMSW**

Texas State Long-Term Care Ombudsman





# Appropriate or Not? (worksheet)

*Massachusetts  
LTCOP*

## Appropriate or Not?

For each of the situations, determine whether the situation is or is not appropriate for an Ombudsman. Choose YES if you feel this is an appropriate Ombudsman situation. If you do not believe this an appropriate behavior for an Ombudsman, choose NO.

If you have any comments or questions about the situation, jot it down in the comments section for discussion.

1. A resident in a wheel chair wants to talk to Joe the Ombudsman. But, they are in a very noisy community room, so Joe pushes the resident to a quiet corner so he can hear the resident.

Yes \_\_\_\_\_

No \_\_\_\_\_

Comments:

2. Mrs. O'Reilly, a resident, tells the Ombudsman she would like to go to church in town each week for mass. The Resident states that she heard "The Ride" program takes two fellow residents, but she needs assistance to fill out the application and submit it. The Ombudsman asks the social worker to help the resident complete the application.

Yes \_\_\_\_\_

No \_\_\_\_\_

Comments:

3. Sean's wife works with a group of women making shawls for charity. They often bring them to the Activity Directors at nursing homes for distribution. Her group asks him to bring them to the nursing home he visits as the Ombudsman.

Yes \_\_\_\_\_

No \_\_\_\_\_

Comments:

4. Jim, an Ombudsman, visits Joan Connelly, a resident, four weeks in a row, to follow up with her on an issue about her dentures.

Yes \_\_\_\_\_

No \_\_\_\_\_

Comments:



DEPARTMENT OF AGING

# Quality Advocacy Visits:

## Guidance to Maryland Ombudsman Staff & Volunteers (tip sheet)

*Maryland LTCOP*

### Guidance to Maryland Ombudsman Staff & Volunteers Quality Advocacy Visits

#### Before the visit

Be informed before your visit to help identify areas of focus, particularly if the facility is not visited regularly.

When possible, review the following information:

- Your notes from previous visits (or the notes of other ombudsmen)
- OHCQ survey report (2567)
- The website of the facility
- Information on Nursing Home Compare and Assisted Living website  
<http://www.medicare.gov/nursinghomecompare/search.html>  
<http://mhcc.maryland.gov/consumerinfo/longtermcare/AssistedLiving.aspx>
- Recent complaints about facility
- Topics your Local Program would like addressed (i.e., Residents' Rights Month, Bedhold Policy, etc.)
- If the above information isn't readily available, call your Local Program

*Be relaxed and help residents relax. Communicate with residents at eye level, take your time, develop rapport, and clearly explain your role. Treat residents respectfully and maintain confidentiality. Be a good listener.*

#### Upon arrival

- Sign in as an ombudsman if the facility wants you to sign in
- Find out if there are any new residents
- Request resident council meeting minutes as appropriate
- Wear your name tag so that your name is visible

#### During most visits

Some activities will be a part of every visit, depending on the frequency.

- As you are visiting, these are some things to observe:
  - Sensory observations – what you see, smell, hear
  - Staff-to-resident interactions – what is philosophy of care in facility?
  - Resident comfort – positioning in chairs, in & out of bed as desired, hydration
  - Privacy in a homelike environment – hallways clear, noise level, resident-centered
  - Call lights answered and staff respond appropriately to resident requests

# Resources and Support

- **NORC Resources**

<http://www.ltombudsman.org/ombudsman-support/volunteer-management>

- Getting Started
- Program Management
- Volunteer Training
- Volunteer Recognition
- Volunteer Management Conference Calls/Webinars
- Volunteers in the News
- Volunteer Opportunities

- **NORC Curriculum**

- <https://sites.google.com/site/nationalombudsmantraining/>

- **Volunteer Management Network**

- Listserv
- Annual webinar

- **Consumer Voice**

- The Voice (formerly The Gazette)
- Clearinghouse
- Fact sheets and resources



## **Ombudsman Outlook:** **News, Resources, and Tips**

- Resources, Policy to Practice, News from the Network, TA Hot Topic, LTCO Volunteer Management, Quick Tips

# Resources and Support

## Risk Management

- **SMP (Senior Medicare Patrol) Volunteer Risk and Program Management Project**

[http://www.smpresource.org/AM/Template.cfm?Section=Volunteer\\_Management&Template=/CM/HTMLDisplay.cfm&ContentID=6355](http://www.smpresource.org/AM/Template.cfm?Section=Volunteer_Management&Template=/CM/HTMLDisplay.cfm&ContentID=6355)

- **Nonprofit Risk Management Center** (free online tutorials, free e-newsletter and resources)

[www.nonprofitrisk.org](http://www.nonprofitrisk.org)

# Contact Information

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# The National Long-Term Care Ombudsman Resource Center

**The National Long-Term Care  
Ombudsman Resource Center (NORC)**

[www.ltombudsman.org](http://www.ltombudsman.org)

**The National Consumer Voice for Quality Long-Term Care  
(formerly NCCNHR)**

<http://www.theconsumervoice.org/>

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