



The Business of Caregiving



The Edgewood Centre

Overview*

Organization: The Edgewood Centre is a family-owned, for-profit business in Portsmouth, New Hampshire. Built in 1972, Edgewood is a 156 bed facility providing skilled rehabilitation services and long-term care, with a staff of 230. Around 70% of resident stays are funded through Medicaid, 10% Medicare, and 20% self-pay.

Business challenge: Edgewood’s business depends upon having a good reputation in the community for high-quality care. High staff turnover works against quality care. To improve retention as well as care outcomes, Edgewood invests in their workforce in ways that support a culture of respect and value, good communication, efficiency, empowerment, and supportiveness. These are values that align with those of Edgewood leadership and that motivate them toward continuous improvement.

Resources/technical support: In 2005 Edgewood entered into partnership with PHI, a national organization that works with eldercare and disability services providers, as well as other stakeholders, to improve the quality of jobs and the quality of care in home and residential settings. Through training and technical assistance, PHI offered a suite of interventions that provided Edgewood with systems and skills to meet their business challenge and to continue to create a workplace consistent with its leaders’ values. PHI interventions included training programs in peer mentoring, coaching supervision, and communication skills, as well as assistance in reorganizing the delivery of care to better meet the individual needs and desires of residents.

Initiative	Description
Career ladder	Support for licensed nursing assistants (LNAs, known as CNAs in other states) to attend 3-week course to become licensed medication nursing assistants. MNAs earn an additional \$2 per hour. LNAs also have opportunities to become peer mentors and team leaders (a \$1 hourly wage increase). Edgewood looks for opportunities to promote from within; three department heads started as LNAs.
Peer mentoring	Peer mentors are trained senior LNAs who receive a wage increase to provide mentoring, shadowing, and guidance to new hires in the first five to ten days of their employment. In-house trainers (trained by PHI) train peer mentors in communications and problem-solving skills and how to establish effective relationships with mentees. Nineteen peer mentors were trained from 2005-2007.
Coaching Supervision	In-house trainers (trained by PHI) conduct two-day seminars for supervisors, department heads, and staff nurses on strengthening interpersonal work relationships, communication skills, and effective, collaborative problem-solving. Edgewood also conducts “booster sessions” that serve as reminders and additional opportunities for practice. Among these employees, 92 have been trained in coaching supervision.
Coaching approach to communication	To ensure facility-wide use of common language and a common set of skills, and to achieve a team culture of mutual respect, in-house Edgewood trainers (trained by PHI) train all non-supervisory staff in one-day seminars focused on communication skills. So far, 87 staff have received communication skills training.
Community structure	Edgewood re-structured itself into three “communities” in 2007 to create a more home-like, resident-centered environment. Communities are defined by a cluster of approximately 30 bedrooms and a kitchen that serves as a central gathering area. Each community has a consistent group of staff from all departments, enabling employees to establish relationships with residents and to get to know and meet their unique health and social needs and preferences. Each community has a community leader (who is also a department head), a nurse manager, and a team leader who coordinates LNA activities on a given shift. Teamwork is emphasized and decisions are made at the community level.

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Initiative	Description
Consistent assignment	Residents and LNAs are paired so that residents are cared for consistently by the same employees on a daily basis, allowing for a close relationship that fosters resident, family, and staff satisfaction as well as improving care outcomes.
Benefits	On-site day care, health insurance, tuition reimbursement, life and short-term disability insurance, 401(k), spa treatments, smoking cessation.
Employer Outcomes	
<ul style="list-style-type: none"> • Decrease in LNA turnover from 52% to 37% in 3 years, for a savings of nearly \$60,000 and 248 supervisory hours • Decreased annual ratio of call outs per LNA by nearly one half, for a savings of \$80,000 • Decrease in lost work days due to work-related injuries from 73 in 2008 to 4 in 2009 • Decrease in workers' compensation claims by 85% from 2006 to 2008, for a savings of \$277,500 • Increased efficiencies as employees are empowered to solve problems, freeing up leadership time to focus on broader business strategy 	
Employee Outcomes	
<ul style="list-style-type: none"> • Statistically significant increases in overall employee job satisfaction and satisfaction with organizational support from 2006 to 2008 • Career advancement opportunities with associated wage increase: Eight LNAs received MNA certification and a \$2/hour wage increase; nineteen LNAs were trained as peer mentors and received a \$1/hour wage increase. Five LNA team leaders have received a \$1/hour wage increase; three of these also received an industry standard wage adjustment at the time of their promotion. 	
Resident Outcomes	
<ul style="list-style-type: none"> • Decrease in average monthly pressure ulcer rates from 3.39 to 1.26 • Over past four years, 88%-100% of residents and families reported in satisfaction surveys that they would recommend the Edgewood Centre to others. 	
Community Recognition	
<ul style="list-style-type: none"> • For three years in a row (2007-2009), Edgewood has won the New Hampshire Department of Health and Human Services' "Quality of Life" award, which recognizes quality of life initiatives and improvements at nursing homes across the state, including resident empowerment, resident care and choice, home environment and community involvement. 	

* **NOTE:** To read the full case study go to www.phinational.org/casestudies/edgewood.

The Business of Caregiving is a series of case studies that showcases exemplary employers in the eldercare/disability services industry. The organizations featured in this series have been selected to illustrate a "quality care through quality jobs" approach to sustaining and growing a long-term care business. All case studies, along with slide shows and podcasts, are available online at: www.PHInational.org/casestudies. The development of these case studies, along with web-based best practice descriptions, have been funded by the Hitachi Foundation (www.HitachiFoundation.org).



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