Diakonie Düsseldorf

Project: "Kompetenz fördern, Pflege leben"
To develop staff in elderly care based on competencies

Tina Quasdorf

1st international conference „Countering Staff Shortage Among Health Professions – Together for a Healthy Health Care System" – 25th – 26th of October 2018, Bern

About us

> **Diakonie Düsseldorf**

    – is committed to children, adolescents and families, to jobless, homeless, addicted, disabled and elderly people

    – has more then 180 sites, about 2.600 employees and 1.600 volunteers

> **Department for elderly care**

    – almost 1000 employees and 600 volunteers

    – 7 nursing homes with about 750 residents

    – 3 sites for short-term care

    – 5 day care centres with 71 places

    – 1 department for ambulant care

    – 9 Zentren plus

Background

➢ **Aims:**

  – high quality of care on the actual level of nursing research

  – Diakonie Düsseldorf being an attractive employer

➢ **Challenges:**

  – difficult staff structures (staff shortage; high rates of fluctuation, part-time employment and sick leaves; high average age of staff)

⇩

Strategic work on staff development and staff commitment is obligatory

⇩

Project: Human Ressource Development

Includes all activities of staff recruiting, staff deployment, staff qualification and staff development

Subprojects

Subproject 1 Analysis of care needs	**Subproject 2** Analysis of staff competencies	**Subproject 3** Analysis of labour market	**Subproject 4** Developing staff deployment
Subproject 5 Staff recruiting and marketing	**Subproject 6** Education of care staff	**Subproject 7** Cooperation with education institutions	**Subproject 8** Further training and qualification
Subproject 9 Leadership development	**Subproject 10** Health management	**Subproject 11** Familiy-friendly company	**Subproject 12** HR-pool

Subproject 13: Funding program rückenwind+

Subproject 13:
„Kompetenzen fördern, Pflege leben"

➢ Which competencies do our employees have?

➢ Do the competencies fit the care needs?

➢ Are the employees deployed at „the right place"?

➢ Do the work processes fit employees competencies?

Projekt "Kompetenz fördern, Pflege leben"

➢ Employees show a wide range of competencies, but those competencies are not systematically used and developed

➢ Procecedures for employee development appropriate

➢ Competencies need to be systematically assessed to shape employee development in an individual and appropriate way

➢ It needs to be established a work environment that allows employees to apply and to develop their individual competencies

Project aim

Knowing, using and develop employees competencies

Perspective of employees	**Perspective of Diakonie Düsseldorf**
Appreciation, recognition	Attractive employer → commitment of employees
Professional development	Optimised use of employees competencies and resources
Modified and new work areas	
Systematic support in case of development needs	Optimisation of organsitional structures and processes
Job satisfaction	High quality of care

Project plan

Phase 1:	Phase 2:	Phase 3:	Phase 4:
Development of a competency model and of an instrument to assess competencies	Assessing competencies of all employees	Designing measures for employee and organisational development	Piloting and implementing the developed measures

Analysis of current state 12/17 – 06/18

Evaluation 07/19 – 12/19
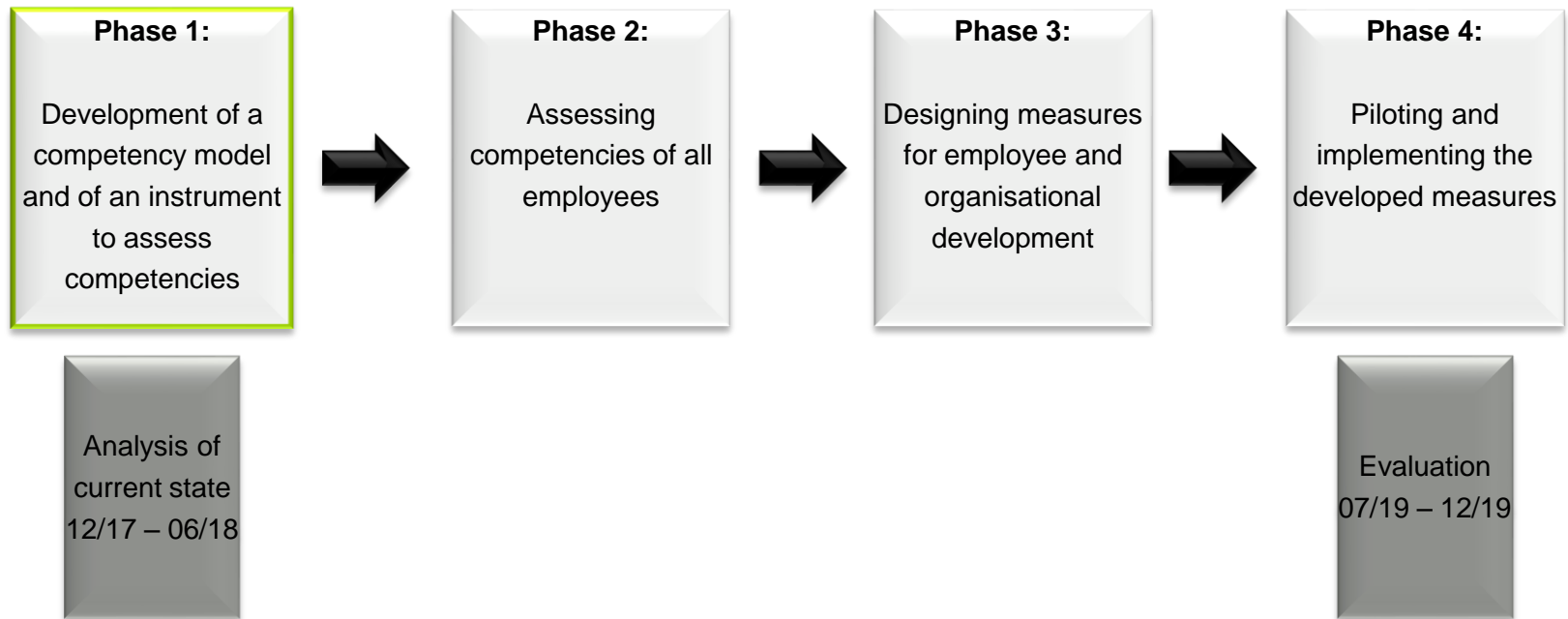
Process of developing the competency modell

1. Situation analysis
- Job descriptions, competency profiles
- Mission statement, care concept, leadership concept
- Corporate strategies and aims

2. Projekt work
- Kick-offs
- Workshops
- Steering group

3. Literature review
- From novice to expert[1], Nursing Competence Scale[2]
- Anforderungs- und Qualifikationsrahmen (FH Bielefeld, dip)[3]
- Literature on competency management and HR management

[1] Benner 2017; [2]Meretoja et al. 2017; [3]Knigge-Demal & Hundenborn 2013

Overview of the competency model

Promoting Collaboration

- (Interdisciplinary) Teamwork
- Communication and Information
- Building Relationships
- Teaching and Guiding

Competency Model
Department for Elderly Care

Diakonie Düsseldorf

Shaping the Organisation

- Economically Acting and Resource Orientation
- (Care) Quality
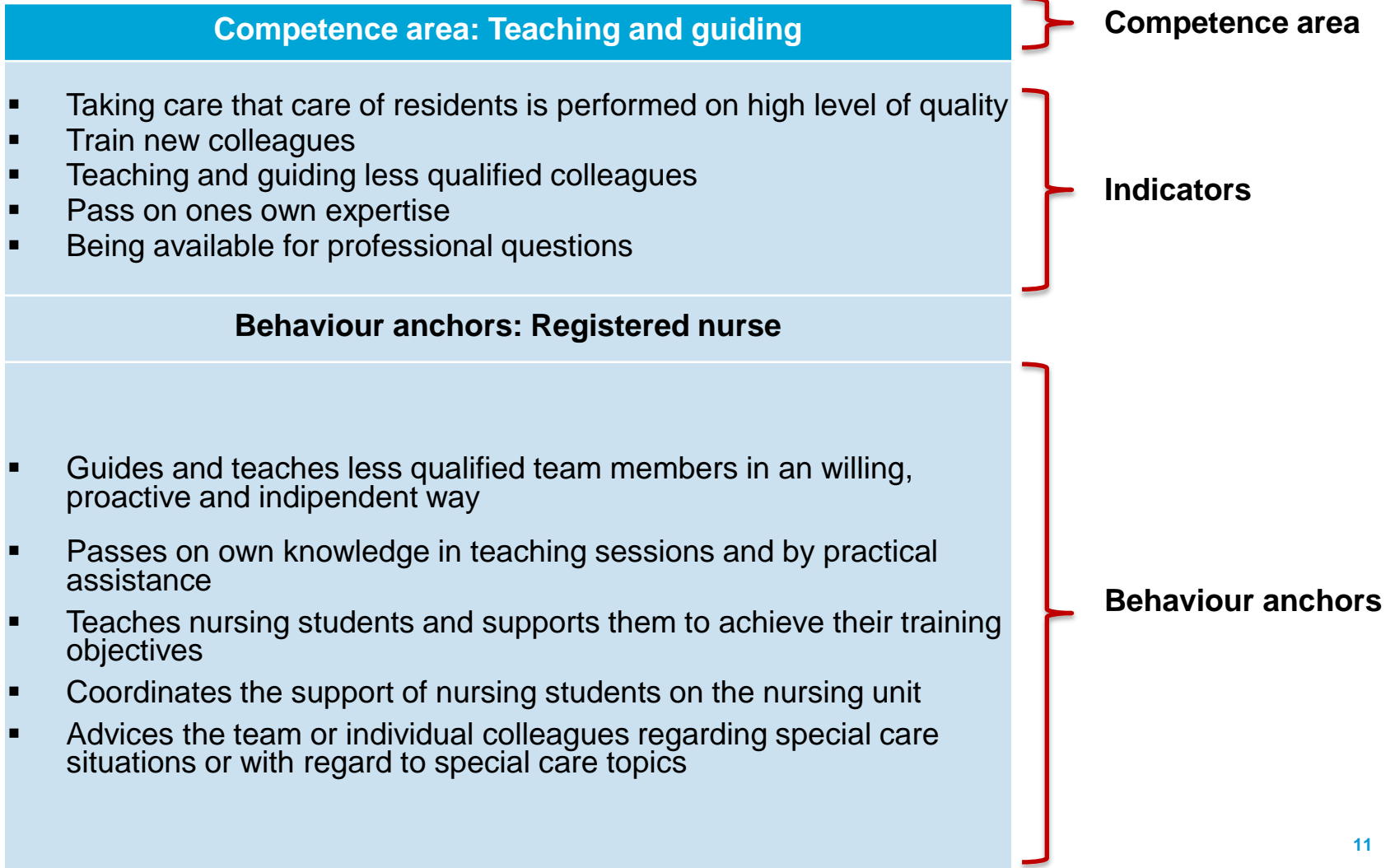- Loyalty and Committment to the Diakonie Düsseldorf

Develop Personality

- Self Management and Way of Working
- Openness for Development and Self-reflection

Realising Care
- Helping
- Professional Knowledge
- Care Process
- Counselling and Guiding
- Managing Situations
- Technology and Methods
- Leading Staff
- Developing Staff
- Organising Staff

Example

Competence area: Teaching and guiding	Competence area

Indicators

- Taking care that care of residents is performed on high level of quality
- Train new colleagues
- Teaching and guiding less qualified colleagues
- Pass on ones own expertise
- Being available for professional questions

Behaviour anchors: Registered nurse

Behaviour anchors

- Guides and teaches less qualified team members in an willing, proactive and indipendent way

- Passes on own knowledge in teaching sessions and by practical assistance

- Teaches nursing students and supports them to achieve their training objectives

- Coordinates the support of nursing students on the nursing unit

- Advices the team or individual colleagues regarding special care situations or with regard to special care topics

Target group

Nursing	Social care	Housekeeping services
• RNs • Care assistants	• Skilled workers • Assistants	• Skilled workers • Assistants

Managers		
Upper management	Middle management	Lower Management

Assessment tool

Kompetenzbereich : Situationen managen

- ❖ kritische und lebensbedrohliche Situationen erkennen
- ❖ Unvorhersehbares bewältigen und situationsgerecht reagieren
- ❖ in kritischen Situationen professionell handeln
- ❖ in der richtigen Situation die richtige Entscheidung treffen

Die Pflegefachkraft ...

- besitzt eine gute Beobachtungsfähigkeit (erkennt z.B. kritische oder lebensbedrohliche Situationen)
- ist in kritischen Situationen flexibel und setzt Prioritäten in Bezug auf ihr Handeln
- bleibt bei Engpässen oder in kritischen Situationen ruhig, managt sie und trifft Entscheidungen
- überbrückt kritische Situationen bis Helfer eintreffen
- organisiert und koordiniert die Arbeitsabläufe und die Zusammenarbeit in kritischen und sich schnell verändernden Situationen
- trägt durch ihr Handeln zur Deeskalation der Situation bei
- leitet andere Teammitglieder in kritischen Situationen an
- erkennt, dass Notfallmaßnahmen notwendig sind und wendet diese fachgerecht an

In diesem Kompetenzbereich fühle ich mich

1	2	3	4	5	6	7	8	9	10

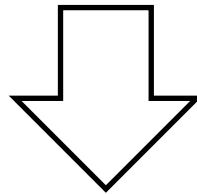Gar nicht stark   Sehr stark

Bemerkungen:

Annual performance feedback

➢ Have been established several years ago

➢ Until now: no concept

➢ Approaches are different

➢ Standardisation is one aim of the project

A concept has been developed

Main points of the concept

1. Basic assumptions on HR/performance feedback

2. Practical implementation

3. Planning of measures

What comes next?

➢ Octobre to November 2018: Pilot testing

- Kick-offs for staff

- Training for all managers on the competency model, on assessing competencies and on performing performance feedbacks with focus on competencies

- Pilot testing

➢ Modifying the model, the assessment tool and the concept for performance feedbacks based on the results of the piloting

➢ 1st quarter 2019: Competency assessment for all employees

➢ 2nd quarter 2019: Analysing the results of the competency assessment and planning measures for staff development (workshops)

Thank you for your attention!

tina.quasdorf@diakonie-duesseldorf.de

Referenzen

Benner P (2017) *Stufen zur Pflegekompetenz – From Novice to Expert*. 3. Auflage. Bern: Verlag Hans Huber, Hogrefe AG

Knigge-Demal B, Hundenborn G (2013) *Anforderungs- und Qualifikationsrahmen für den Beschäftigungsbereich der Pflege und persönlichen Assistenz älterer Menschen.* Fachhochschule Bielefeld, Deutsches Institut für angewandte Pflegeforschung (dip) e.V., Köln

Meretoja R, Isoaho H, Leino-Kilpi H (2004) *Nurse competence scale: development and psychometric testing*. J Adv Nurs 47(2):124-33