

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

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**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 than 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**  
Family-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
- Procedures 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**

Appreciation, recognition

Professional development

Modified and new work areas

Systematic support in case of development needs

Job satisfaction



## **Perspective of Diakonie Düsseldorf**

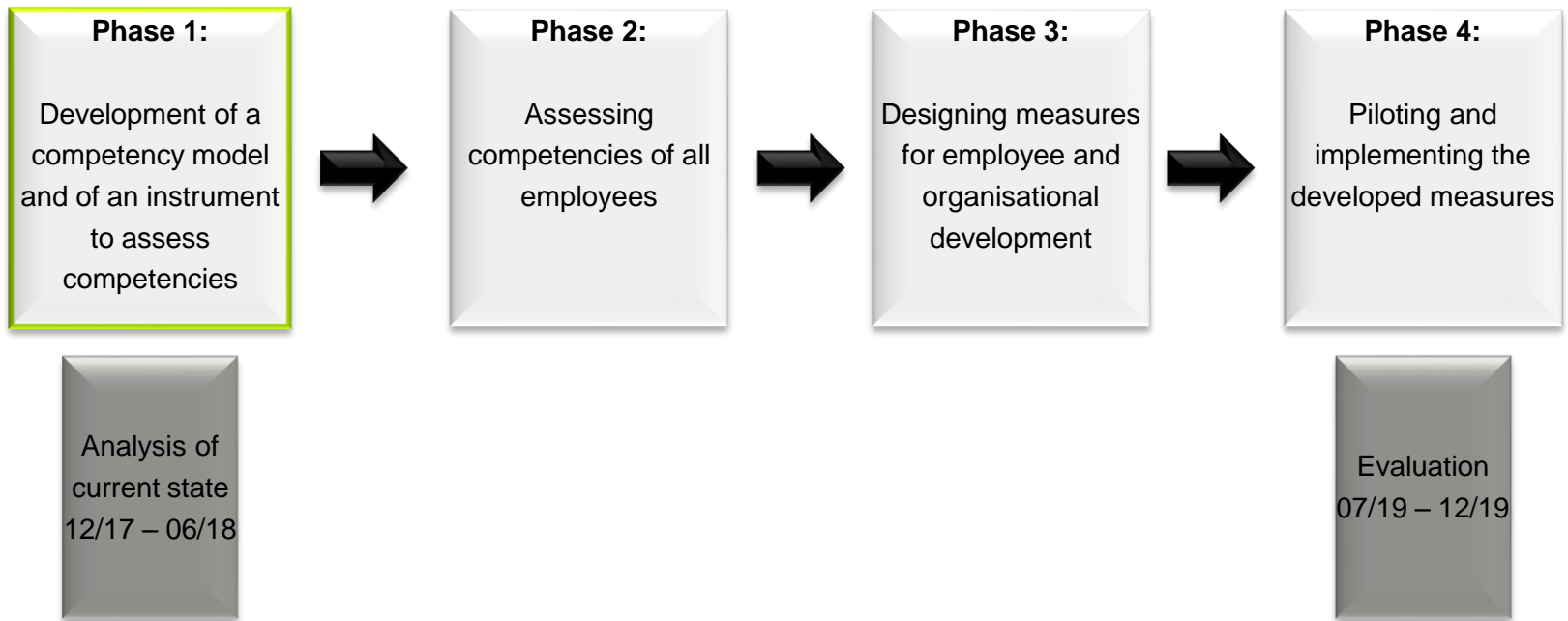
Attractive employer → commitment of employees

Optimised use of employees competencies and resources

Optimisation of organisational structures and processes

High quality of care

# Project plan





# Process of developing the competency modell

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## 1. Situation analysis

- Job descriptions, competency profiles
  - Mission statement, care concept, leadership concept
  - Corporate strategies and aims
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## 2. Projekt work

- Kick-offs
  - Workshops
  - Steering group
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## 3. Literature review

- From novice to expert<sup>1</sup>, Nursing Competence Scale<sup>2</sup>
  - Anforderungs- und Qualifikationsrahmen (FH Bielefeld, dip)<sup>3</sup>
  - Literature on competency management and HR management
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<sup>1</sup> Benner 2017; <sup>2</sup>Meretoja et al. 2017; <sup>3</sup>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



## Shaping the Organisation

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

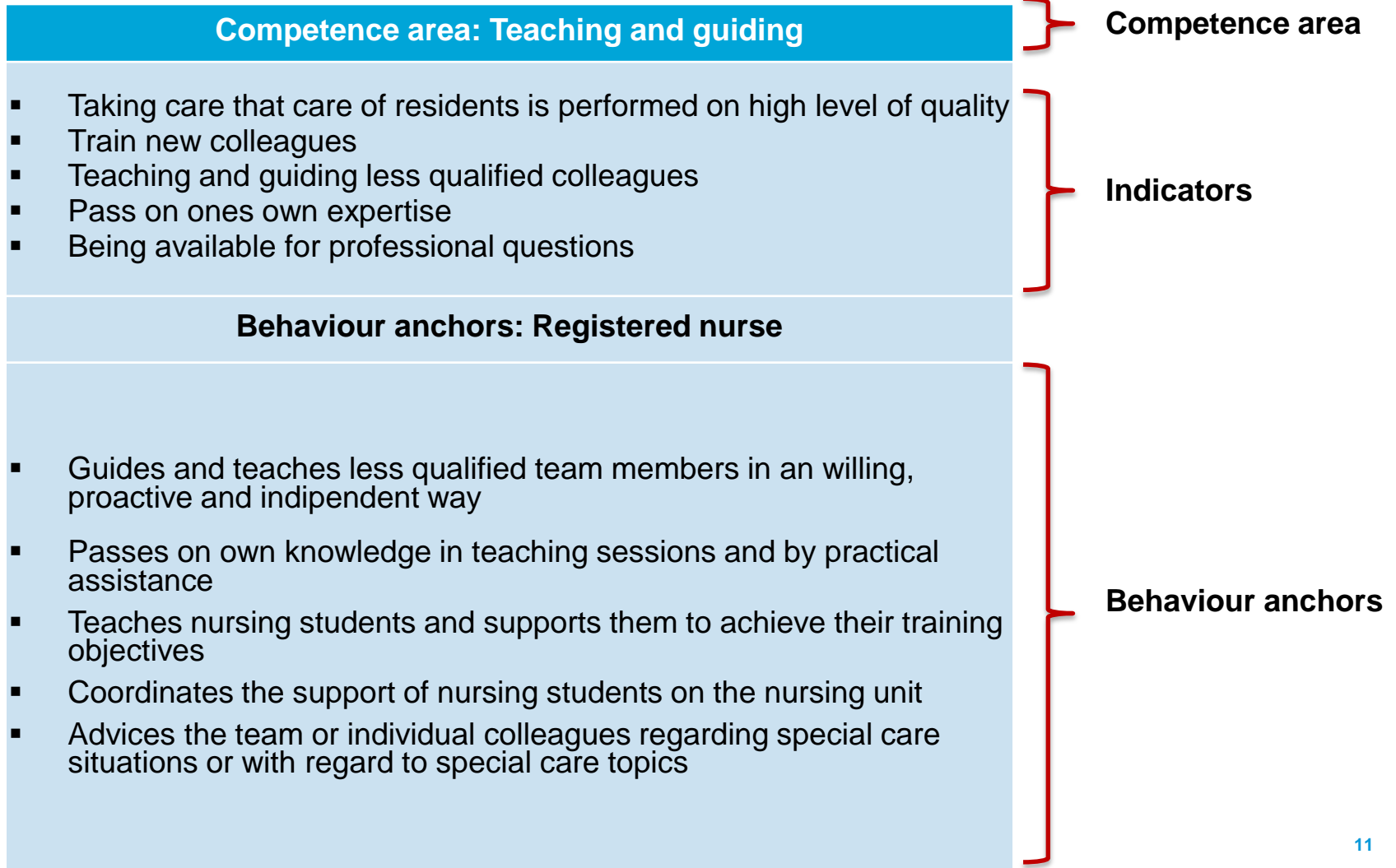
## Develop Personality

- 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



## Target group

### Nursing

- RNs
- Care assistants

### Social care

- Skilled workers
- Assistants

### Housekeeping services

- 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
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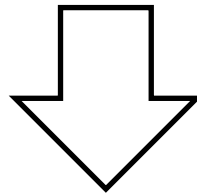
Gar nicht stark

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!



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Das Projekt „Kompetenz fördern, Pflege leben“ wird im Rahmen des Programms „rückenwind\*“ durch das Bundesministerium für Arbeit und Soziales und den Europäischen Sozialfonds gefördert.

# 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