

# LEADERSHIP IN LONG TERM CARE: *“WE ARE THE ONES”*

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# Disclosures

I have no relevant financial relationships with commercial interests to disclose.

# Learning Objectives

Participants will be better able to:

- List at least three components of effective leadership and describe how they apply to long term care
- Understand the role of listening as a leadership tool
- Describe at least one in-service activity that can be based on listening and learning
- Describe the leadership components of QAPI
- Describe the “circle of success” and its application to quality improvement in long term care

# Leadership is Communication

Communication is not just talking!

It is thoughtful and mindful;

It is not merely waiting your turn to speak – but first “seeks to understand”;

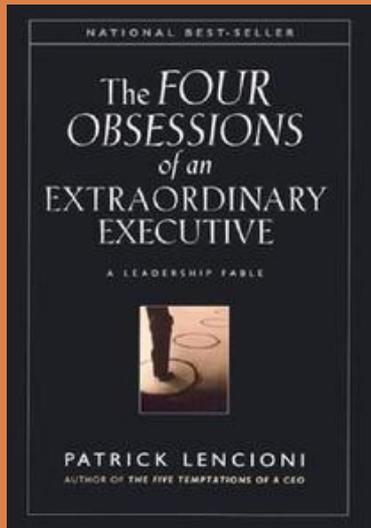
It is a skill that can be learned, and requires practice and discipline

For all the reasons we know so well,  
Nursing Homes are *primed* for fragmented  
communication – conflict – bad  
outcomes/litigation

*“They had lived together for so  
many years that they mistook  
their arguments for  
conversation”*



# “The Four Disciplines of a Health Organization”



1. **Build and maintain a cohesive leadership team**
2. **Create organizational clarity**
3. **Over-communicate organizational clarity**
4. **Reinforce organizational clarity through human systems**

# “The Four Disciplines of a Health Organization”

- Cohesive Leadership Team:
  - Works to constructive conflict resolution, not conflict avoidance
  - Holds each other accountable for behaviors and actions – **including communications**
  
- Organizational Clarity:
  - What behavioral values are fundamental? And **how are they communicated?**
  - Why does the organization exist?
  - Who is responsible for what?

# “The Four Disciplines of a Health Organization”

- Over-Communication to Achieve Clarity
  - Repetition of message
  - Simplicity of message
  - Multiple message mediums and approaches
  
- Reinforce Through Human Systems
  - Hiring – what to we select for?
  - Managing performance – by setting and measuring key objectives
  - Rewards and Recognition – acknowledging what people do

# How Does Communication Occur in Your Organization?

## Leadership Questions:



- ❑ What is the preferred “culture” of communication?
- ❑ What do you model in your preferred style?
- ❑ Is there a discipline to understand what mode works best for what circumstances?
- ❑ Do you evaluate communication within your management team? Within the organization?

# Leadership is Observation

When faced with a challenge all want to talk...then quickly move to fix.

But like in the clinical world, we must first pause and THEN..diagnose

**“Every system is perfectly designed to get the results it gets”** *P. Batalden, Dartmouth*

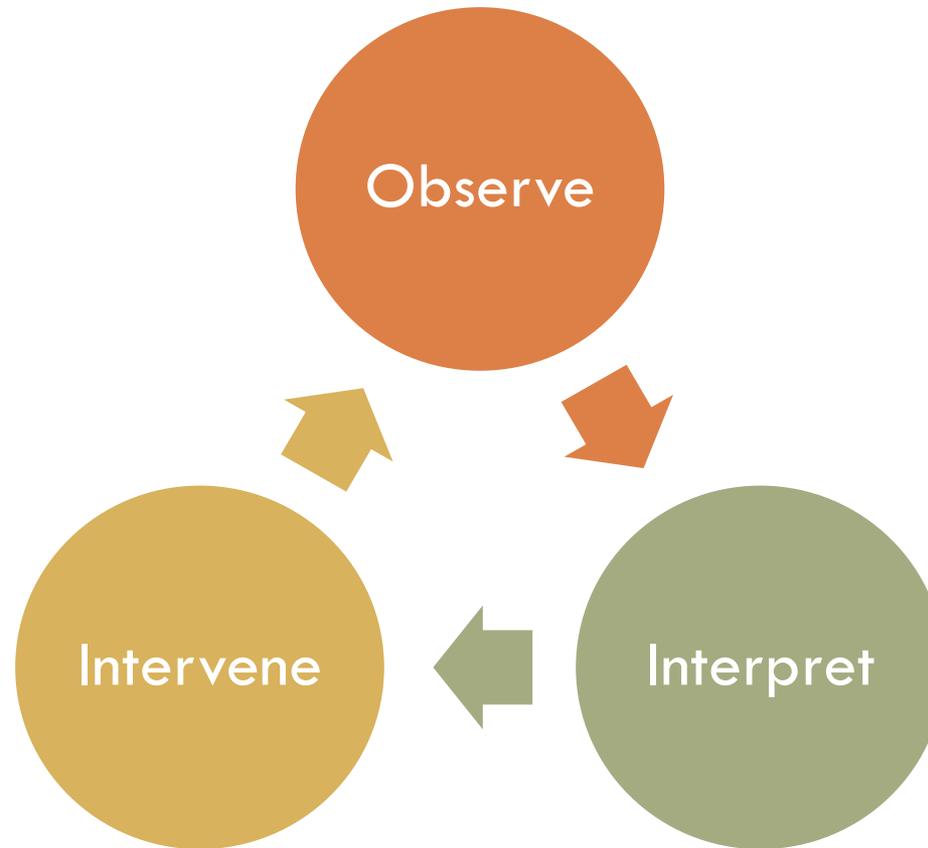
| HARVARD BUSINESS PRESS |

*The Practice of*  
**ADAPTIVE  
LEADERSHIP**

TOOLS  
AND TACTICS  
*for Changing  
Your Organization  
and the World*

RONALD HEIFETZ | ALEXANDER GRASHOW | MARTY LINSKY

# The Adaptive Leadership Process



*The Practice of Adaptive Leadership;*  
R. Heifetz, A. Grashow, M. Linsky, 2009

# Leadership is Observation

## Leadership Questions:

- ❑ What is driving the current practice?
- ❑ What has been tried before? What worked and what didn't? Why?
- ❑ Who are the formal and informal leaders for change?
- ❑ How do I handle conflict? How does the team handle conflict?
- ❑ Where is the resident or family voice?

# Leadership is Listening

The first part of “doing something” is listening...the first element of learning is listening

“Most people do not listen with the intent to understand, they listen with the intent to reply.”

*S.Covey; 7 Habits of Highly Effective People*

“No one  
really  
asked us  
before...”



WITH A NEW INTRODUCTION BY TONY HSIEH,  
bestselling author of *Delivering Happiness* and CEO of Zappos.com

# TRIBAL LEADERSHIP

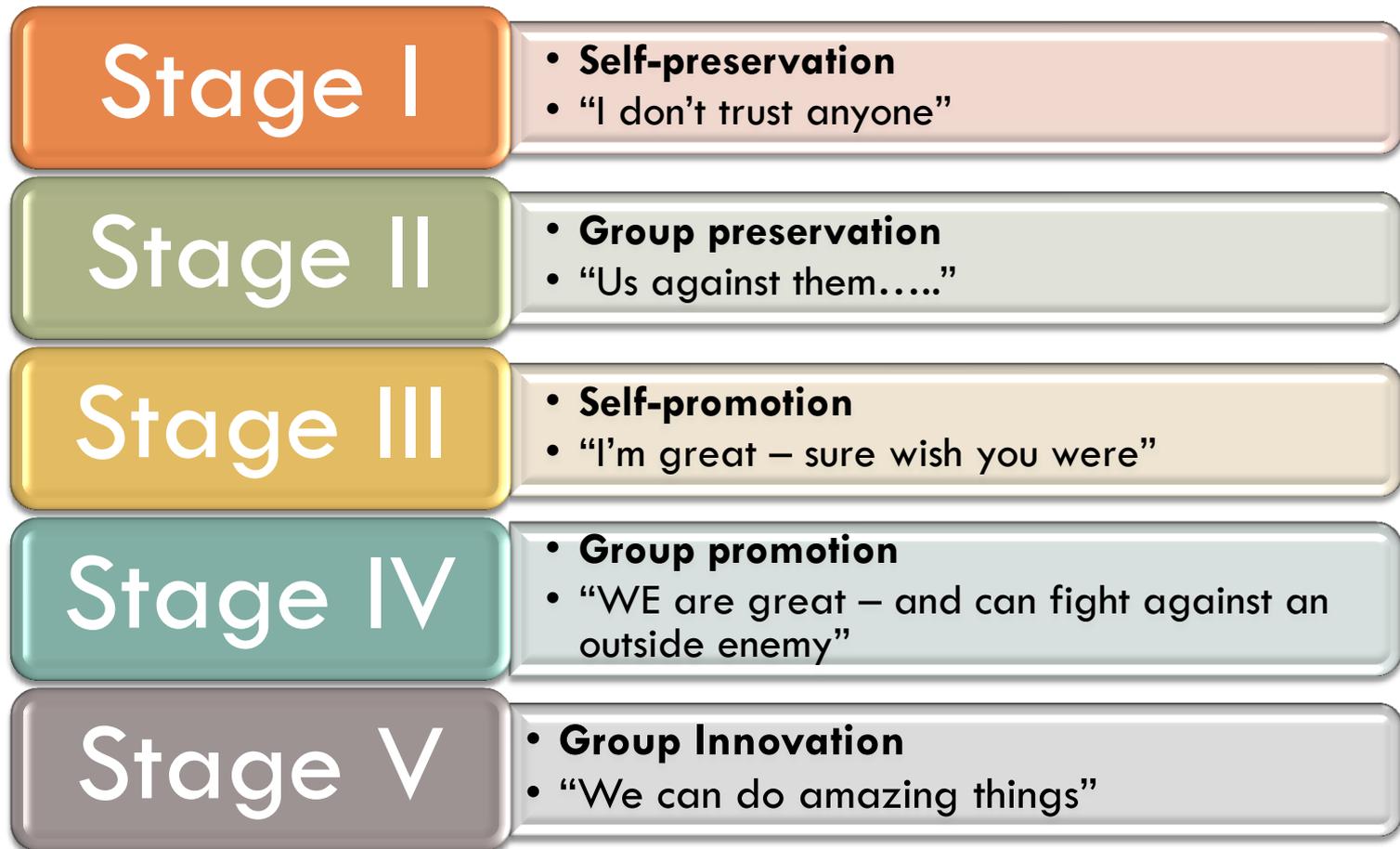
Leveraging Natural Groups  
to Build a Thriving Organization



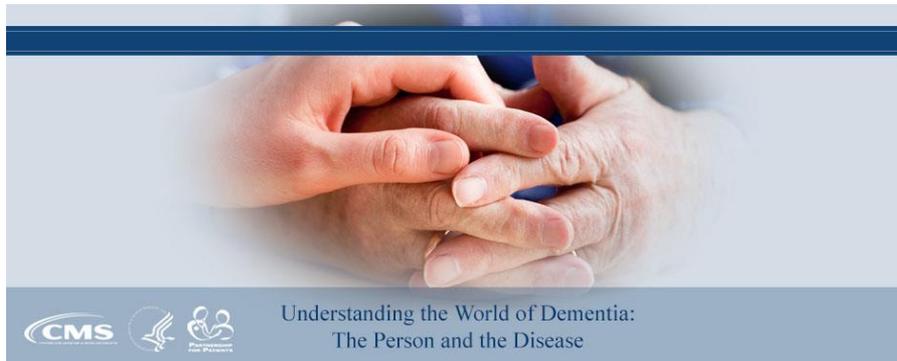
DAVE LOGAN, JOHN KING  
& HALEE FISCHER-WRIGHT

Foreword by Warren Bennis

# Listen to the Language of Your Tribes



# Try “Listening” for In-service Learning

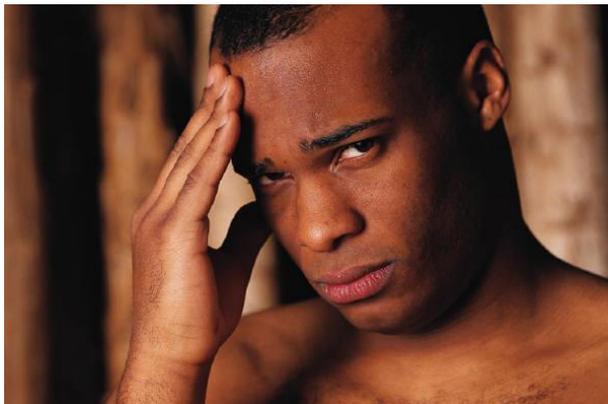


## Hand –in –Hand Toolkit

Use vignette-based videos or experience to hear the perspectives of staff – and let them hear from peers....BEFORE you move to “facts”

## TEAM EXERCISE

“Please look at these pictures and write 2-3 sentences about what is going on, then let’s share”



# Rounding with Purpose: Making Listening an Action Verb

Leadership  
Questions:



- ▣ What is working well today?
- ▣ Is there someone I should recognize?
- ▣ Is there a process that needs improvement?
- ▣ Do you have what you need to do your job well?

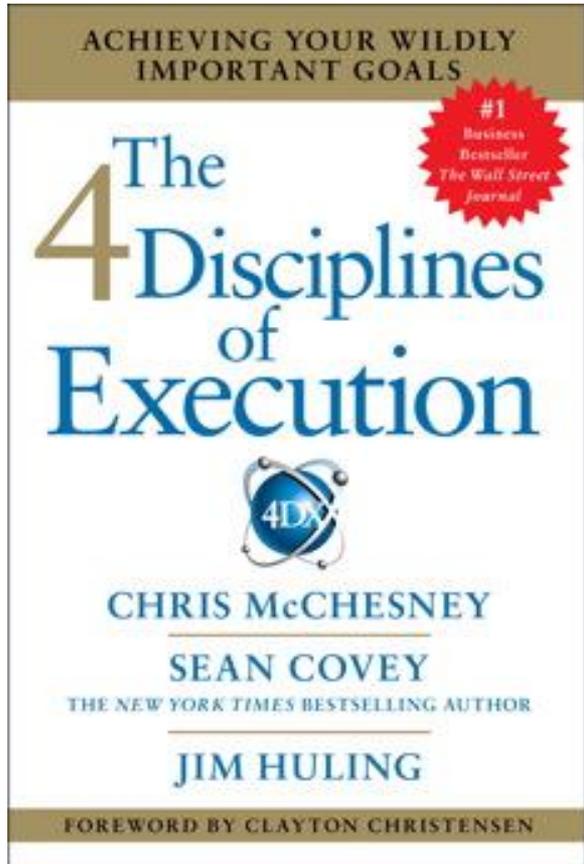
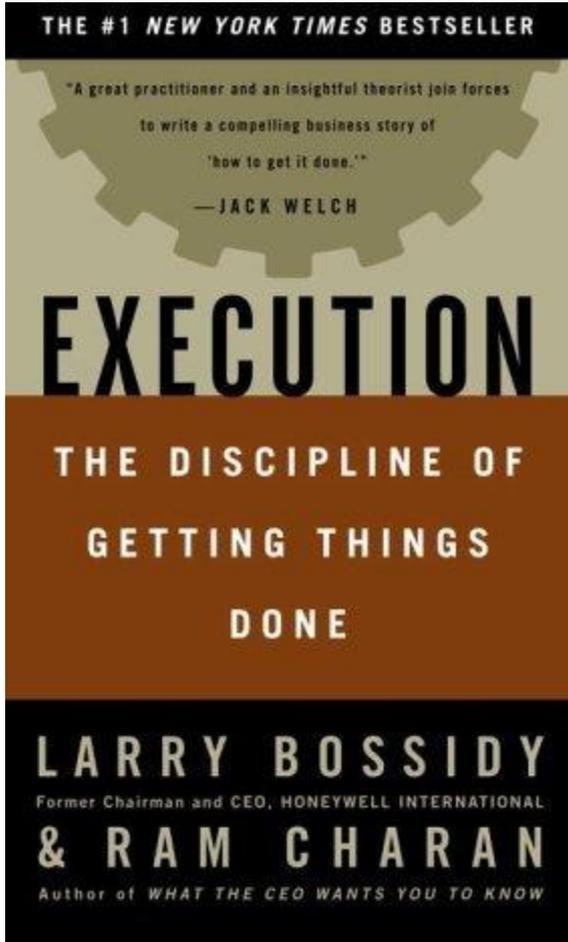
Quint Studer, *Hardwiring Excellence*

# Leadership is DOING!

Sustained quality improvement is neither passive nor accidental

Organizations must be “hard wired” to make it easier to do the right thing

“Hope is not a strategy”; we must master the discipline of getting things done





## at a Glance:

*A Step by Step Guide to Building a Quality Assurance and Performance Improvement (QAPI) Program in Your Nursing Home*



UNIVERSITY OF MINNESOTA



# QAPI (Quality Assurance & Performance Improvement)

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- Nursing Home QAPI requirements included the Affordable Care Act
- 5- element framework for Nursing Home QAPI
  - **Design & Scope; Governance & Leadership**
  - Feedback, Data Systems, and Monitoring
  - Performance Improvement Projects (PIPs)
  - Systematic Analysis & Systemic Action
  - Broad staff, resident and family engagement
- QAPI adds *process improvement* to existing Quality Assurance activities

# Nursing Home Quality Improvement includes the WHOLE team

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- Far too often QA processes are separate from attending physicians and primary care providers
- True Process Improvement includes
  - Getting input from the **whole** team about important quality issues
  - Developing reporting feedback (consider dashboard approach): pick 2-3 key indicators to engage staff and physicians
  - Use Medical Director and Consultant Pharmacist to engage attending physicians and staff



## QAPI “Toolkits” and Resources

- QAPI process tools
- QAPI topic tools
- On-Line Learning modules
- QAPI at a Glance
- Evidence & best practice
- Case studies
- On-line resource library





# Advancing Excellence in America's Nursing Homes

*Making Nursing Homes  
Better Places to Live, Work, and Visit!*

# Campaign Overview

- Largest national coalition (30 organizations) of nursing home stakeholders working together to help nursing homes improve care
- Voluntary for nursing homes (58% registered!)
- Based on measurement of meaningful goals
- A 501(c)(3) not for profit corporation
- ***The data show that the Campaign works!***

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



# How the Campaign Works

## Board of Directors

- Sets Goals
- Develops Resources
- Provides Support

## Statewide LANES

- Recruit nursing homes
- Coordinates statewide activities
- Provides support

## Nursing Home

- Registers for AE
- Selects 2 goals, sets targets
- Uses Campaign's web-based resources for QAPI

# ***“New”* AE Goals - 2012**

**Hospitalizations**

**Staff Stability**

**Pressure  
Ulcers**

**Medications  
(Antipsychotic  
use)**

**Consistent  
Assignment**

**Infections**

**Mobility**

**Person-Centered  
Care and  
Decision-Making**

**Pain  
Management**

**Person  
Centered  
Care**

**Staff  
Stability**

**Consistent  
Assignment**

**Pain, Pressure  
Ulcers,  
Antipsychotics,  
Hospitalizations,  
Mobility,  
Infections**

# Circle of Success



# Using Consistent Assignment as a Model

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## Define the Goal

- Residents are consistently cared for by the same caregivers.
- Increases staff familiarity with residents and strengthens relationships between the staff, residents and family members.



# Communicate how the goal will be measured

34

Percent of Residents with 12 or Fewer Caregivers in Measurement Period

No. of residents with 12 or fewer caregivers in measurement period

---

No. of residents in measurement period



# Exploring the goal – the Leadership Question

Deciding what you want to change is the first step of the quality improvement cycle.

- How Does the Goal Selected Benefit Residents?
- What are the priorities of your community/organization related to process improvement?
- What resources are needed to succeed?
- Who is leading the charge for the change?



# Getting started... Examples of resources

Advancing Excellence

Welcome

## Consistent Assignment Tracking Tool v2.2

December 3, 2012

This easy-to-use tool tracks the number of caregivers working with each resident and prepares a monthly summary for you to enter on the Advancing Excellence in America's Nursing Homes website:

<http://www.NHQualityCampaign.org>

**Confidentiality is important.** Please do not transmit this form with resident-identifying information. Instructions for de-identifying this tool are provided in the Common Qs & As tab.

This workbook contains eight [8] worksheets to assist in tracking and calculating consistent assignment in your facility. You can move between worksheets by clicking the tabs at the bottom of your Excel window.

Worksheet Name

Description

Welcome

Table of contents and overview.

[Instructions](#)

Step-by-step guide for using this tool is provided in a separate word document. Print for easy reference.

[Common Qs & As](#)

Answers to commonly asked questions. Print for easy reference.

[Residents](#)

**Step 1:** List the residents participating in this project.

[Caregivers](#)

**Step 2:** List the caregivers participating in this project.

[Long Stay](#)

**Step 3:** Use the checkboxes to record each long stay resident's caregivers during the month.

[Short Stay 1](#)

**Step 4:** Use the checkboxes to record each short stay resident's caregivers during the first half of the month.

[Short Stay 2](#)

**Step 5:** Use the checkboxes to record each short stay resident's caregivers during the second half of the month.

[Data for Website Entry](#)

**Step 6:** Print the summarized data you will enter on the website.

Click the hyperlinks in the table above or the tabs at the bottom of your Excel window to access the different worksheets.



This material was prepared by CFMC, the Medicare Quality Improvement Organization for Colorado, under contract with the

# I don't know how to use Excel...

**AE Consistent Assignment Tracking Tool** October 23, 2012



**Welcome to the Advancing Excellence Consistent Assignment Tracking Tool!**

This tool is an Excel workbook you can use to support your quality improvement project with data on your residents and their caregivers.

At the beginning of each month, you will enter lists of residents and caregivers. Then, use the grids on the Long Stay and Short Stay sheets to check off which caregivers each resident has throughout the month.

Please contact the [Advancing Excellence Help Desk](#) if you have any questions or would like support getting started with this tool.

**Thank you for participating in this important project!**

Advancing Excellence Campaign Help Desk  
[help@NHQualityCampaign.org](mailto:help@NHQualityCampaign.org)



## QUICK LINKS

[Sheet-specific Instructions](#)

[Topics](#)

# Identifying baseline and setting targets

AE\_ConsistentAssignmentTrackingTool\_v2.2 8-24-12 add team change weeks.xls [Compatibility Mode] - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Developer

**Advancing Excellence**  
in America's Nursing Homes

## Long Stay

Your Nursing Home or Neighborhood Name

Start Date: 8/6/12  
End Date for this month: Sunday, September 02

Number of residents: 11  
Maximum number of caregivers for any long stay resident: 13  
Minimum number of caregivers for any long stay resident: 1  
Average number of caregivers for long stay residents: 6.3

Percent of Long Stay Residents with 12 or Fewer Caregivers\*  
90.9%  
\*Campaign target

Our Goal for this month is that our residents have no more than  
14 Caregivers  
Percent of Long Stay Residents with 14 or Fewer Caregivers  
100.0%

Caregivers

Team Assignment Florence N. Walt Mary Todd Clara Mary Eliza Mary S.

Residents

Resident	Number of caregivers for this resident	Florence N.	Walt	Mary Todd	Clara	Mary Eliza	Mary S.
1 Rosie	8						
2 Janet	0						
3 Michael	9			X			
4 Roger	0						X
	9						
	4	X	X	X			
	6		X	X			
	4						
	2						
	12	X					X
	1						
	13						X
	1		X				
	0						
	0						
	0						
	0						
	0						

Common Qs & As Residents Caregivers Long Stay Short Stay\_1 Short Stay\_2 Data for Website Entry

90%

9:58 PM

**Set your own short term target for the month, and monitor your progress.**

**Monitor the number of caregivers individual residents accumulate as the month progresses.**

The diagram is a circular process model with 10 segments. The segments are: EXPLORE GOAL, IDENTIFY YOUR BASELINE & SET YOUR TARGET (circled in red), EXAMINE YOUR PROCESS, CREATING IMPROVEMENT, LEADERSHIP & STAKEHOLDERS, MONITOR PROGRESS & SUSTAIN THE GAIN, CELEBRATE SUCCESS!, WOO HOO!, and EXPLORE GOAL. Each segment contains specific sub-steps related to that phase of the process.

# What's *really* causing the problem?

## Increase Use of Consistent Assignment

### PROBING QUESTIONS

**How do we know that we may have a need for improvement in consistency of assignment?**

- Are families complaining that the CNAs don't seem to be familiar with their relatives' preferences?
- Have CNAs been telling the charge nurses that the prior shift of CNAs is not doing the work the way it should be done?
- Our residents are asking what has happened to CNAs they like.
- Residents have expressed disappointment that things are not being done the way they prefer or the way they used to be done.
- Our absenteeism rates are high.
- In filling out the Consistent Assignment Data Tracking tool, we noticed that our level of consistency does not meet the recommended levels.
- We have been tracking consistent assignment with the Advancing Excellence tool and see that we are not doing as well as other homes in our area.

**Which groups are most affected?**

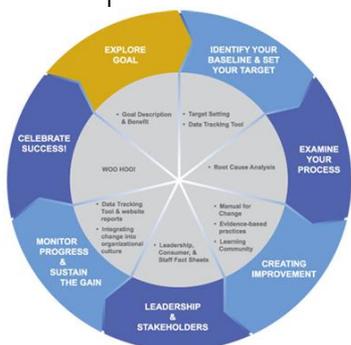
- Are there variations in consistency of assignment by unit, shift, day of the week, time of the year, charge nurse?
- Are team assignments decreasing consistency of assignments?
- Do any units have a policy of rotating workers?
- Who makes the assignments? Is this consistent across shift, unit, and day?
- Is consistency different with fluctuating staffing levels? What is the reason for this and what has been tried to improve consistency?



# What can We do to fix this?

## Consistent Assignment

Topic Addressed by Resource	Tools	Link to Resource or attached document	Brief Description (anchor text)
Impact of consistent assignment	QIO (consistent assignment) video	<a href="http://www.youtube.com/watch?v=qKFsuXfggIM&amp;feature=youtu.be">http://www.youtube.com/watch?v=qKFsuXfggIM&amp;feature=youtu.be</a>	Video discussing the impact of consistent staff assignment in nursing homes. Interviews with administrators, staff and residents from three Michigan nursing homes help to highlight the positive impact this model creates.
Meals assistance	Check list developed and will be linked to FAQs	 Document in Copy of Staff Stability resource	Checklist for effective program for specialized staff providing assistance with eating.
Staff communication	Pioneer Network tip sheet - shift huddles	 Huddles Tip Sheet 11 5 12.doc.doc	Tip sheet provides a description of the purpose of shift huddles and suggested ways to conduct them effectively to improve staff communication.
Implementing Consistent Assignment	Pioneer Network tip sheet - consistent assignment	 Document	Resource provides information on why implement consistent assignment as well as practical steps for successful implementation.



# Leadership fact sheet

## Why is Consistent Assignment important?

Consistent assignment means that residents have consistent caregivers. The Advancing Excellence in America's Nursing Homes Campaign has defined consistent assignment as 'each resident has no more than 12 direct caregivers in a one month period.' Long-term care facilities are increasingly using consistent assignment to improve both the quality of care and quality of work life. Active management involvement is vital for consistent assignment to be successfully implemented.

## How is consistent assignment measured?

Many nursing homes use consistent assignment. However, very few actually measure the extent to which their staffing is consistent, how many caregivers are actually assigned to each resident in a month. The Advancing Excellence in America's Nursing Homes Campaign has developed a tool to measure staffing consistency which will allow you to measure and track consistency of assignments in your facility. The Campaign has incorporated the feedback of participants and created a tool that is more user-friendly than the previous one.



# Staff fact sheet

## Consistent Assignment (CA)

### STAFF FACT SHEET

Advancing Excellence in America's Nursing Homes is a national campaign that began in November 2005. Our goal is to improve the quality of care and life for the 1.5 million people served by nursing homes in the United States. Nursing homes and their staff, along with residents and their families and consumers can join in this effort by working on the campaign goals that are designed to improve quality. We do this by providing tools and resources to help nursing homes achieve their quality improvement goals. To learn more about the campaign, visit [www.nhqualitycampaign.org](http://www.nhqualitycampaign.org).

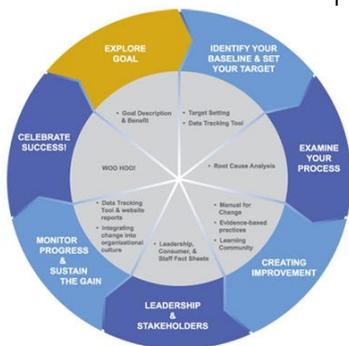
**This fact sheet focuses on the goal of consistent assignment (CA).**

The goal of CA is to have the same nurses and assistants care for the same residents almost every time they are on duty. It allows caregivers and residents to build strong bonds. It helps residents to be happy with their caregivers. It helps caregivers better understand their residents' health needs. It promotes higher quality care.

**CA offers many benefits.**

**For residents these benefits are:**

- Working with the same care giver daily.
- Feeling safer with their care.
- Knowing their care giver knows their needs and preferences.
- Creating bonds with the staff serving their needs.
- Being more satisfied with their care.



# How am I doing compared to everyone else???

AE\_ConsistentAssignmentTrackingTool\_v2.2 8-24-12 add team change weeks.xls

Home Insert Page Layout Formulas Data Review View Developer

**Advancing Excellence**  
in Assisted Living

## Data for Website Entry

**Final Steps:**

- ◆ Print this page.
- ◆ Go to The Campaign website: <https://www.nhqualitycampaign.org>
- ◆ Log-in with your username and password.
- ◆ Select "Enter My Data."

Under Consistent Assignment, click "Submit Data" and enter the numbers below in the corresponding fields.

- ◆ Click "Submit" and check the screen for the confirmation message.

Thank You!

	Your Nursing Home or Neighborhood Name	Your Nursing Home or Neighborhood Name	Your Nursing Home or Neighborhood Name
	Long Stay August 06 to September 02 2012	#VALUE!	#VALUE!
Number of Residents During the Time Period	11	0	0
Maximum Number of Caregivers for Any Resident During the Time Period	13	0	0
Minimum Number of Caregivers for Any Resident During the Time Period	1	0	0
Average Number of Caregivers per Resident During the Time Period	6.3	#DIV/0!	
Percent of Residents with Maximum 12 Caregivers During the Time Period*	90.9%	0.0%	

\* The Campaign target for nursing homes participating in this goal is that long stay residents have a maximum of 12 caregivers over a one month period of time short stay residents have a maximum of 12 caregivers over a two-week period.

Welcome Instructions Common Qs & As Residents Caregivers

Entering the data on the AE website fulfills 'participation' requirements AND will give you access to real-time trend graphs and other displays.



# Leadership is Doing

## Leadership Questions:

- ❑ How have I identified opportunities for positive change through communication/observation/listening?
- ❑ What resources do I have to provide structure to process improvement?
- ❑ Does quality truly “start from the top” or do I assume other staff will manage it?
- ❑ How do I support, reinforce, and celebrate quality improvement?

# A Word on “Collaboration”

“Collaboration is kind of like unicorns...we know they are nice and good, but darn if we can find them”

# Leadership Challenges with Collaboration

- Don't know the answer. Collaboration begins with ambiguity
- Unclear or uncomfortable roles – often not hierarchical and may be fluid
- Too much talking, not enough doing
- Oversharing of information
- Fear of conflict
- Often implies (or assigns) more work
- More hugs than decisions

# Collaboration

- Collaboration is not a short-cut to the discipline of leadership
- Collaboration is a powerful tool that is underused, but must be used wisely
- Collaboration requires *active* engagement of leadership – it is NOT a team assignment
- Start by asking yourself:
  - ▣ What does collaboration look like to you?
  - ▣ What goals are you trying to achieve?
  - ▣ How comfortable are you with letting go of process?



# Leadership is Celebration



# Thank You!!!

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