

# Effective Leadership and Communication during COVID-19

## Cohort 2 Session 9

January 26, 2021

11:00 AM

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**AHRQ ECHO National Nursing  
Home COVID-19 Action Network**



# Today's Agenda

Follow-up from Session 8 – Staff Returning to  
Work Safely during COVID-19

Discussion

Case Study - breakout rooms

Performance Improvement Discussion

Wrap-up and Poll

Questions & Answers

# Session 8 Follow Up: Staff Returning to Work Safely

Questions from last week?

Vaccine Clinic follow-up?

*Please unmute and share.*

# Leadership and Communication during COVID 19

Adapted from  
David Farrell, MSW, LNHA

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# My Perspective – A Nursing Home Administrator



**Like a cruise  
ship**



**Fear**



**Mandates  
you can't  
follow**



**Testing =  
Frustration**



**Ever  
changing  
guidance**

# I am a Nursing Home Leader

- Emotionally demanding
- Overwhelmed
- Leadership opportunity



# How Do You Want to be Remembered After This?

- “Be the leader that the staff needs me to be.”
- Validate, support, encourage
- Act calm
- Share everything that you know
- Cite sources and data
- Predictability

# What Matters Most During COVID-19

Leadership Matters Most!!

- Caring
- Listening
- Helping with job stress



# Person-Centered Care Leadership

Balancing Performance and Demands with Compassion



# Staying on Top of All of the Changes

## Examples to monitor

- CDC, CMS, DHCS, AHCA, LeadingAge, Consumer Voice, AMDA, IHI, Pioneer Network, CAHF, McKnight's LTC News, Skilled Nursing News, CALTCM, Research Studies, News Articles, Expert Testimony at Congressional Subcommittee Hearings...



# Peer Leadership

Who is the person/people without official titles you have seen that have been peer leaders?

What makes them a leader?

# What Leaders Have Done?

- Proactively call families
- Dedicated and identified staff for COVID wing
- Feed the staff safely
- Groceries for staff
- Hotel rooms for staff
- Generous sick and quarantine pay policies

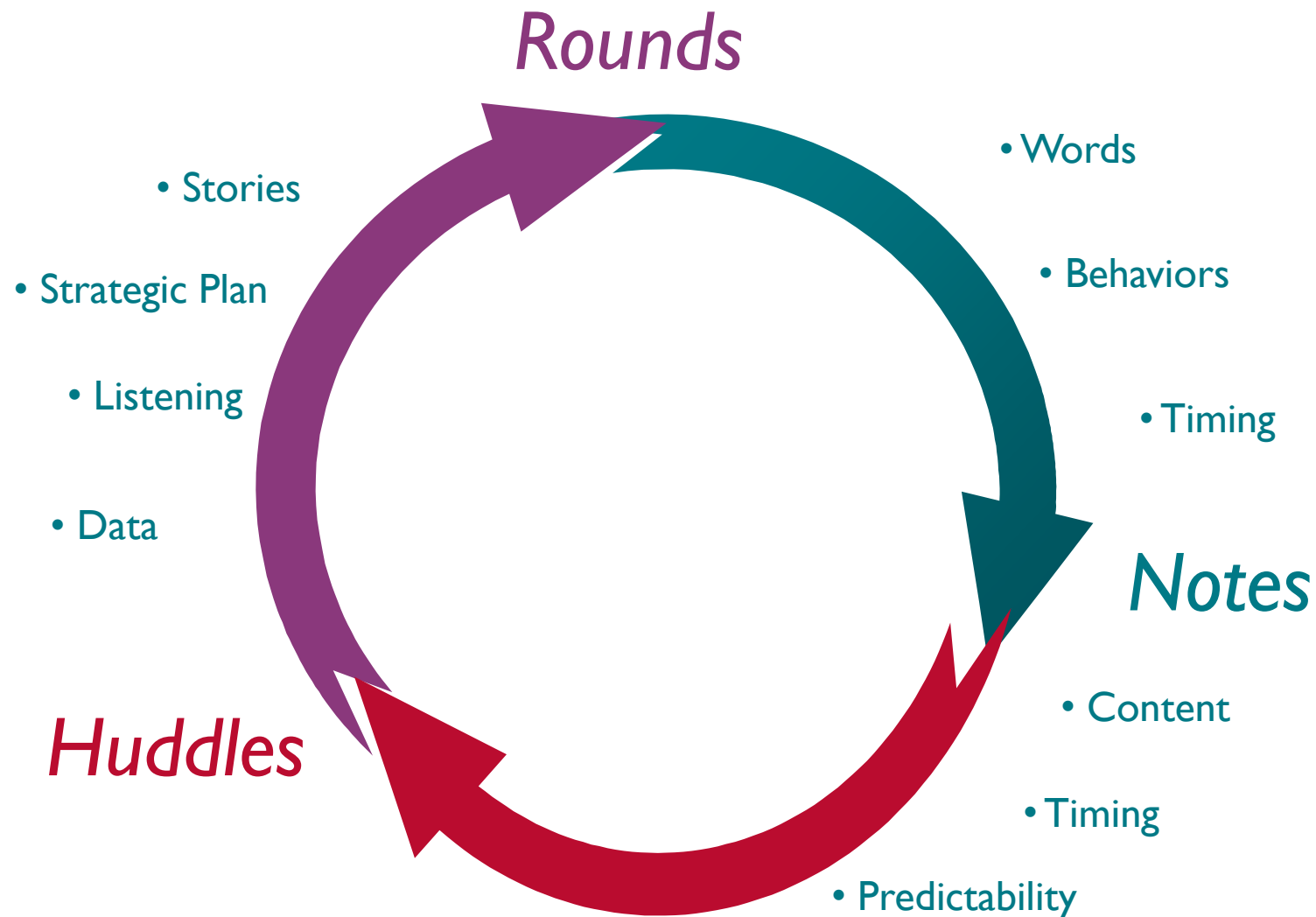
## What More Can Leaders Do?

How can we get staff time to refresh and continue?

# Bundle of Leadership Best Practices

For Creating the Right Conditions for  
Employee Engagement  
Under COVID-19

# Creating the Right Conditions— Leadership Practices



# Purposeful Leadership Rounds During COVID-19

- High visibility
- Keen observations
- Verbal
- You are in the spotlight
- Make eye contact
- Say – “I’m smiling right now.”
- Linger
- Assist

# Five Key Questions to Ask When Making Rounds

- **Relationship building**

- “How is your family and how are your beautiful kids doing?”

- **Focus on the positive**

- “What is working well to keep everyone safe today?”

- **Positive feedback loop**

- “Is there anybody that you are working with who has gone above and beyond the call of duty today?”

- **QI – Infection Control**

- “Is there anything we can do better to keep the virus out today?”

- **Needs**

- “Do you have the PPE, enough coworkers and the right equipment to do your job well today?”





# Notes to Staff During COVID-19

## Monday's Note from the Administrator

Congratulations to Cynthia Poppens – May Employee of the Month! Also – Congratulations to Laurianne Niko – May Rookie of the Month! Both of these C.N.A.'s exemplify our core values and follow our strict infection control protocols to the letter. It's an honor to work with both of you! You both stepped up and worked extra shifts during the outbreak. On behalf of everyone here – thank you!

Thanks you for accepting and wearing your new name badges with your pictures. By displaying your name and face the residents can read them and can help identify who you are. Don't forget to always introduce yourself to the residents and coworkers.

It is Monday morning and I see great people here... who show up... everyday... follow our strict infection control guidelines... we are so proud of all of you!

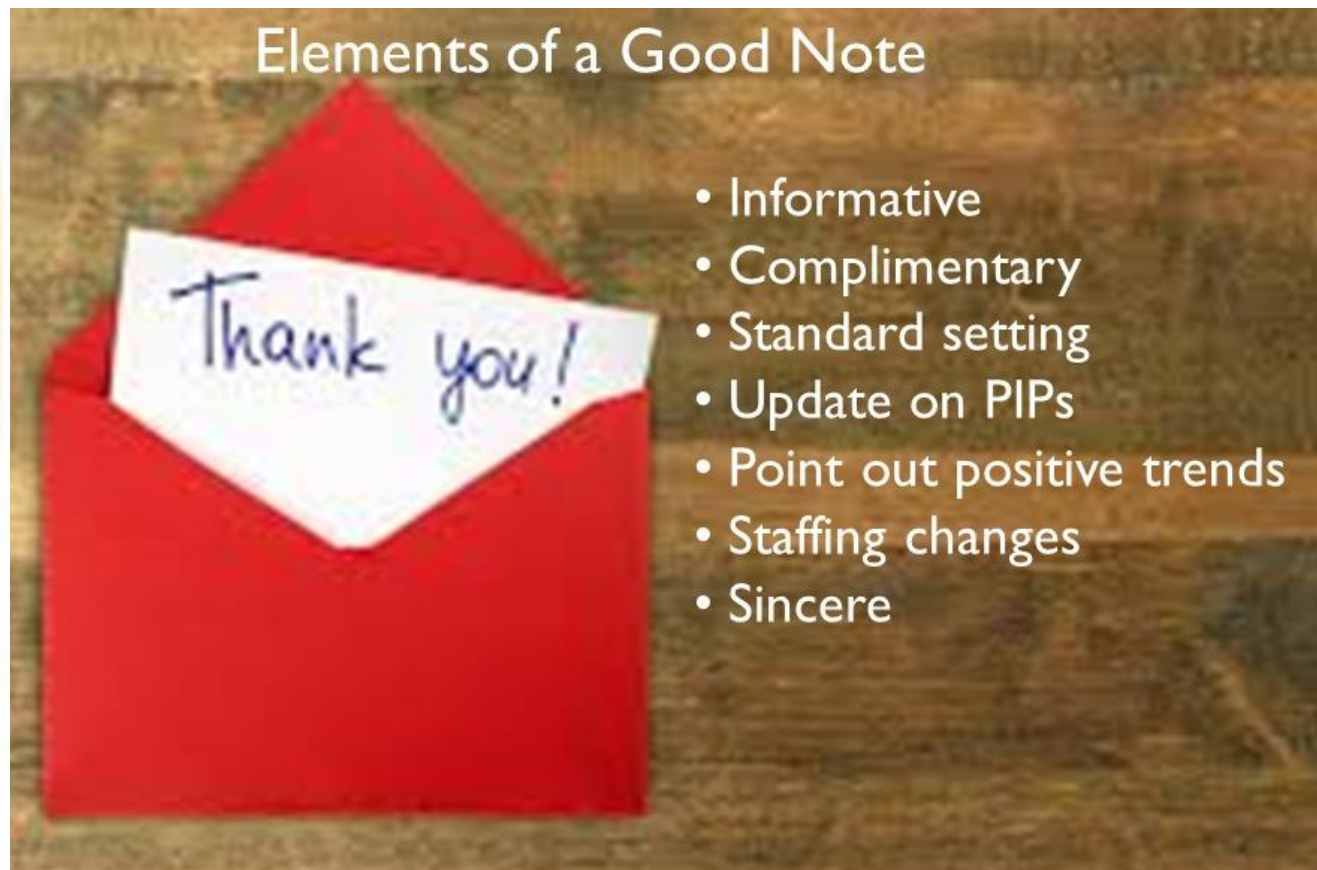
Our commitment to widespread testing and our data reflects that we are starting to turn the tide! Both the positivity rate and total positive cases are declining. I am starting to feel more optimistic and you should too!

I continue to proudly serve as your Administrator. If you need anything, please come and see me, call my cell phone or send me an email. Thank you for all that you are doing to enhance our residents' lives during these challenging times!

Sincerely,  
David Farrell, Administrator

## Elements of a Good Note

- Informative
- Complimentary
- Standard setting
- Update on PIPs
- Point out positive trends
- Staffing changes
- Sincere



# COVID-19 Huddles

- **Ensure everyone has the same information**
  - *Everyone can pitch in and work together*
  - *Everyone knows who tested positive or negative and who is on watch list*
  - *Everyone knows the interventions that work*
- **Promote collaboration**
  - *Everyone's input is received*
  - *Everyone is a part of problem-solving*
  - *Everyone knows they are valued*

# Case Study

## Case Description:

Patty Kingston, the Administrator, arrived at this facility one month ago. She is deeply committed to resident care and quality of life, and she is devoted to improving workplace culture and joy in work for the nursing home team. Patty has a number of strong mentors and colleagues at other nursing homes and professional associations.

## For Discussion:

- What do you believe are the top two most important qualities for a leader in long-term care (e.g., openness, transparency, humility, work ethic, clinical skills and knowledge, compassion, respect for others, ability to set clear expectations and hold people accountable, etc.)?
- If you were to give Patty one piece of advice about leadership, what would it be?
- How do you want to be remembered as a leader after the pandemic?

# High Level Flow Charts for Reliable Design

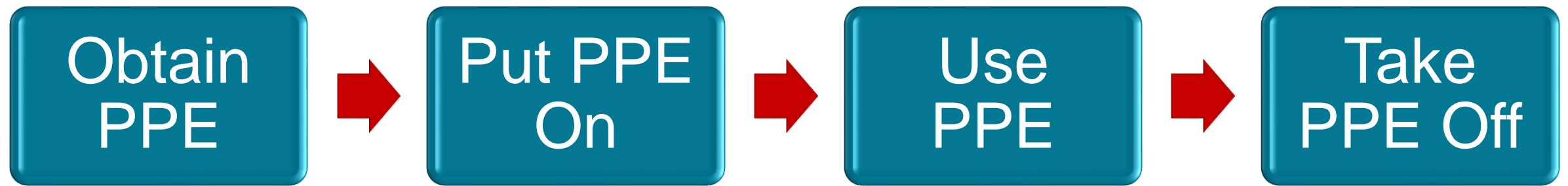
Keeping it really simple by breaking the design into obvious steps

Brian Bjoern

# Getting to Greater Reliability in Your Process

- What are the processes you want to improve?
- Clearly state in 2-5 words what you intend to design.
  - Proper PPE use
  - Prevent staff burnout
  - Proper resident cohorting
  - Testing for COVID
  - Visitation booth use

# 4 Box Flow Diagram (for Proper PPE use)



# Each box is a process with **ATTRIBUTES** (Example: Obtain PPE)

Who is responsible for enough equipment.

Where is the equipment stored.

When is the equipment inventory done.

How is the equipment supply verified.

What is done when something is missing.

# Keep in Mind

- If the flow diagram doesn't seem TOO SIMPLE, complexity has already crept into your design.
- Complexity is the enemy of reliable design because 5 front line users will be less likely to be able to articulate the 5 attributes.



# Thank you!

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# What to expect next...

Next Session: **February 2, 2021**

Topics:

- Session 10: The Role of CNAs

Send in your facility's best practices/challenges by Thursday, January 28<sup>th</sup> to Brenda Chen at [bchen@maseniorcare.org](mailto:bchen@maseniorcare.org)

# Wrap Up and Poll

- Please watch your screen and respond to our 2 poll questions as they launch

# Questions?

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