

# Effective Leadership and Communication during COVID-19

## Cohort 4 Session 9

January 27, 2021

2:00 PM

Please note, Project ECHO collects registration, participation, questions/answers, chat comments, and poll responses for some ECHO programs. Your individual data will be kept confidential. These data may be used for reports, maps, communications, surveys, quality assurance, evaluation, research, and to inform new initiatives.

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# Today's Agenda

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

Leadership and Communication During COVID-19 – includes slides and portions of video

Discussion

Performance Improvement Discussion

Wrap-up and Poll

Questions & Answers

# Joining Us Today

- Tom Lavallee is joining us today to offer insight and share experience related to the topic of Leadership and communication during COVID.
- He is Chief Operating Officer of Alliance Health Management

# Before Jumping into Session 9:

## Session 8 Follow up: Staff Returning to Work Safely

*Does anyone have any questions regarding last week's topic?*

# Leadership and Communication during COVID 19

Adapted from  
David Farrell, MSW, LNHA

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# Nursing Home Leadership during Turbulent Times

- Emotionally demanding
- Overwhelmed
- Growth Opportunity



# A Covid -19 Perspective from NH leadership

- **Fear – unknown with the virus, oversight, requirements**
- **Mandates challenging to follow**
- **Testing = Frustration to meet the demand**
- **Ever changing guidance – from different agencies**

Relatable for many managers living during COVID

A world of competing priorities...

# Staying on Top of All of the Changes

**AHCA Updates**

**Consumer Voice**

**AMDA**

**IHI Best Practices and Tips**

**LTC News, Skilled Nursing News**

**Research Studies**

**Expert Testimony at Hearings...**

**CDC Infection Control Updates**

**CMS Regulatory Changes**

**DPH Guidance Changes**

**MASS Health Regulatory Changes**

**Media/News Articles**



# Leadership Changes

We have changed almost all operations in the facility in response to the virus

- Team meetings – in person and virtual
- Recruitment – challenges
- Orientation
- Rounding
- Communication challenges – stress and conflicts

# Person-Centered Care Leadership

Balancing Performance with Compassion



# Discussion

- For me, I have needed to face the fact that I do not have enough time to provide all the support and mentoring I would normally provide to new staff.
- I have also had to accept that there is not enough time to get everything done and not getting it done does not always equate to a character flaw.

What do others have to add regarding leadership challenges?

# How Do You Want to be Remembered After This?

- Flexible
- Validate, support, encourage
- Act calm
- Present
- Listened
- Engaged
- Showed Compassion

How do I want my staff to remember me after all of this passes?



# How Do You Want to be Remembered After This?

- Share everything that you know
- Visibility
- Cite sources and data
- Predictability
- Reasonable expectations – can't ask for more without giving something up

# Effective Leadership and Communication during COVID 19

<https://www.youtube.com/watch?v=K6QjDI95EOI&feature=youtu.be>

# Case Study

## Case Description:

Patty Kingston, the DON, is relatively new and has only been in her position for about a year. Prior to that, she was a nursing supervisor for five years in a nursing home. 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 nurse 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?
- What are at least two ways to communicate with residents, families and/or care partners, municipal leaders and the public, that could help promote awareness and knowledge related to COVID-19 and the pandemic?

# Discussion

- How would you respond to the question the speaker asked at the beginning of the session: “How do you want to be remembered after this?”
- What does “Person Centered Care Leadership” mean to you?
- What steps might you take to begin “Leadership Rounds”?
- Have you ever received a note from a leader in your organization?
- Have you ever sent a note if you are a leader?
- Who uses “huddles”?



# High Level Flow Charts for Reliable Design

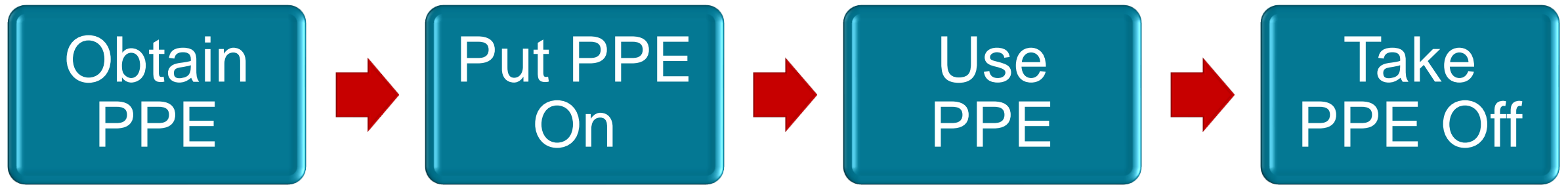
Keeping it really simple by breaking the design into obvious steps

Brian Bjoern, MD, IHI | January 27, 2021

# 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.

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Agency for Healthcare  
Research and Quality



# What to expect next...

Next Session: **February 3, 2021**

Topics:

- Session 10: The Role of CNAs

Send in your facility's best practices/challenges by Monday, February 1 to Marina Renton ([mrenton@maseniorcare.org](mailto:mrenton@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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