Effective Leadership and Communication during COVID-19

Cohort 5 Session 9

January 28, 2021

12:00 PM

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Today's Agenda

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

Presentation

Case Study - Breakout Rooms

Performance Improvement Discussion

Wrap-up and Poll

Questions & Answers

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Session 8 Follow Up: Staff Returning to Work Safely

Questions from last week?
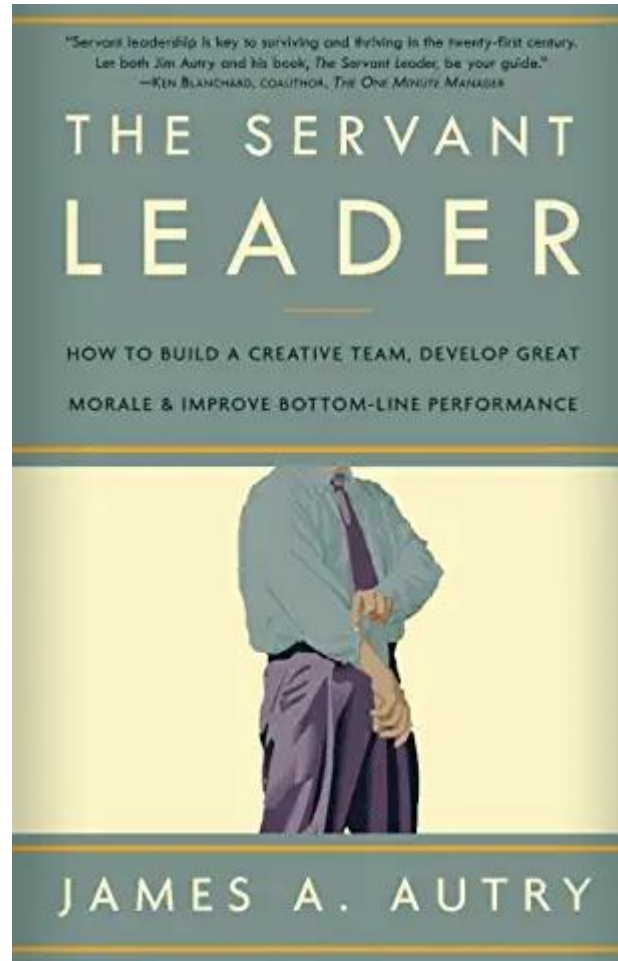
Vaccine Clinic follow-up?

Please unmute and share.

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Leadership and Communication during COVID 19

Matt Salmon, CEO
SALMON Health and Retirement

The Servant Leader

Servant Leadership Requires Authenticity

"There has to be some driving spirit behind your work, something that makes it authentic to everyone involved."

Implicit vs Explicit Authority

- If you think of your work as a calling in the service of the people for whom you are responsible, then you have already transcended the label of manager and become a leader.

Five Ways of Being

- Authentic

- Vulnerable

- Accepting

- Present

- Useful

Leadership Tenants

- It's not about controlling people, it's about caring for people and becoming a resource

- You're not the boss. You need to be present and building a community.

- Letting go of territory.

- Be a coach, a confidant. Not a cheerleader.

- Leadership is a matter of paying attention.

- Leadership requires love.

Building Culture

- It is the primary and essential responsibility of a leader to help guide the development of your company's (or department's) values into a long-term framework of behavior that will benefit the organization and everyone in it.

- If you don't create the culture your staff will.

- What do I value? Compassion, Honesty, Trust, Excellence, Opportunity, Growth, Commitment.

Leadership Requires Accountability

- Creating true accountability comes only when you've achieve the Five Ways of Being.

- Only then can you set standards and hold your staff accountable.

- It starts at the job interview, is cemented with job descriptions and competencies.

- It is all polished with reviews and regular feedback.

- The power of positive corrections.

Putting It Into Practice.

- Stick to your standards!

- Bob and Jane have a relationship the ends badly. It has divided the office into two camps. The whole operation is falling behind. How do you address the situation?

- Your staff are observing all of your words and actions. What do they see from you?
  - Pre-pandemic vs Pandemic (crisis) behavior
  - Have your leadership tenants stayed intact?

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Holding it All Together

- COVID is a prolonged stress event in an industry that was overwhelmed and distracted <u>prior</u> to the pandemic.

  - Eliminate Distractions
  - Strategize then Prioritize
  - Organize
    - To Do List
    - Calendar – Everything
    - Less is more

Breakout Rooms – 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

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Training Hub Logo

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)

Obtain PPE → Put PPE On → Use PPE → Take PPE Off
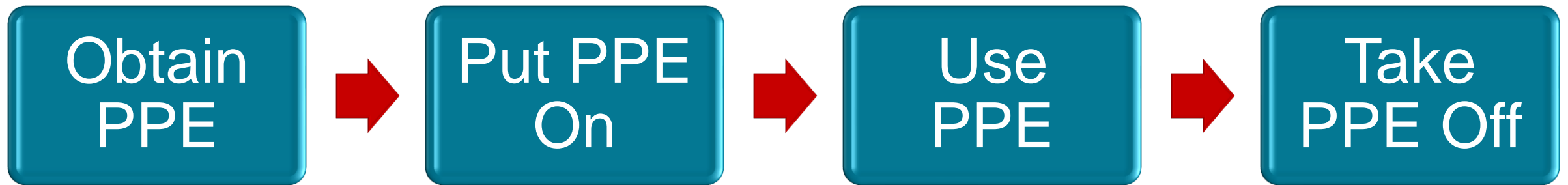
Each box is a process with ATTRIBUTES
(Example: Obtain PPE)

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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What to expect next…

Next Session: **February 4, 2021**

Topics:

- Session 10: The Role of CNAs

Send in your facility's best practices/challenges by Monday, February 1st to Brenda Chen at bchen@maseniorcare.org

Wrap Up and Poll

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