

Effective Leadership and Communication during COVID-19

Cohort 9 Session 9

January 26, 2021

1:00 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.

**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
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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

- Massachusetts DPH, Mass Senior Care, CDC, CMS, AHCA, LeadingAge, AMDA, IHI, McKnight's LTC News, Skilled Nursing News, Research Studies, News Articles.



Peer Leadership

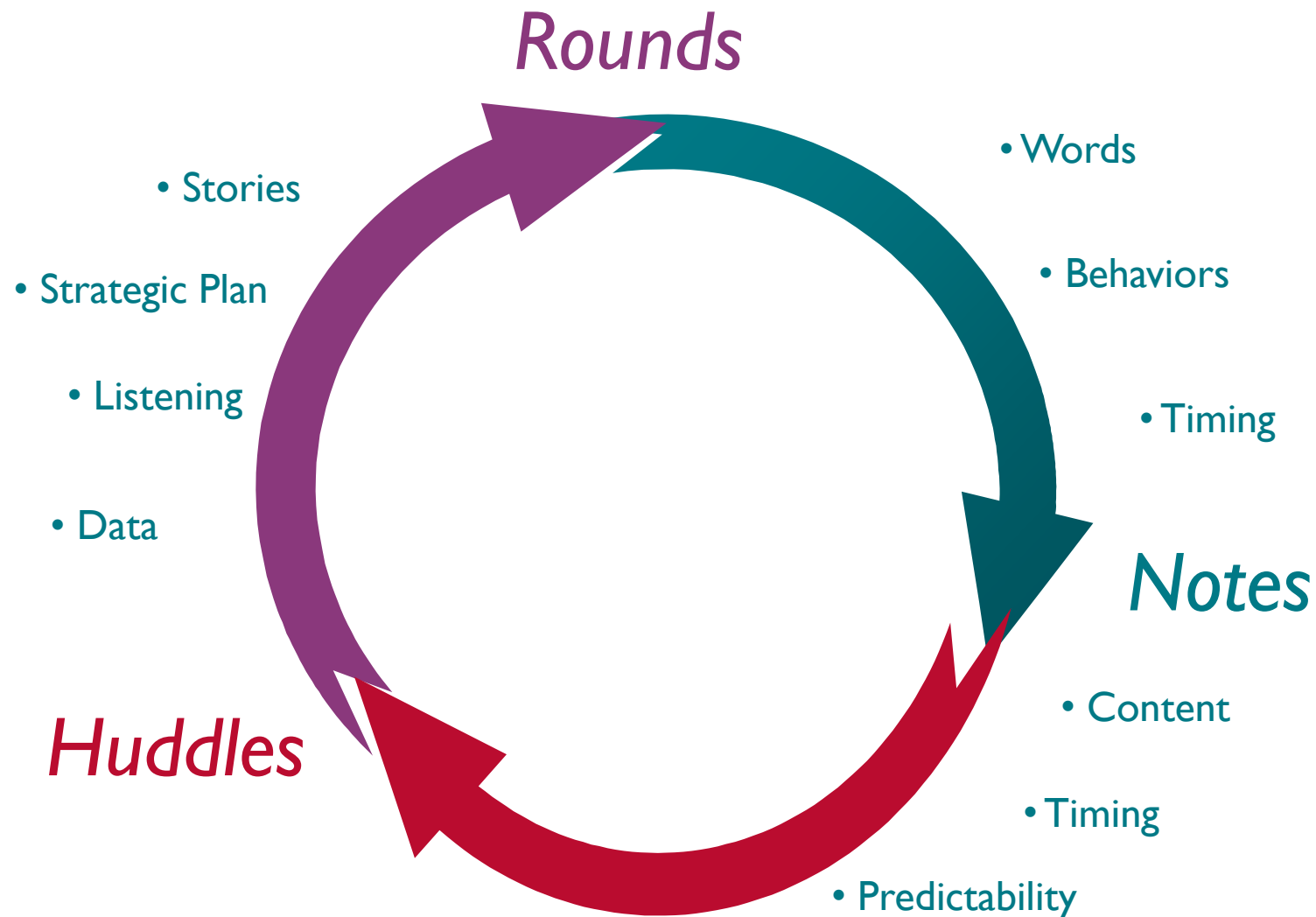
Who is the person/people without official titles you have seen that have been peer leaders?

What makes them a leader?

Bundle of Leadership Best Practices

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

Creating the Right Conditions— Leadership Practices



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*

Purposeful Leadership Rounds During COVID-19

- High visibility
- Keen observations
- Verbal
- You are in the spotlight
- Make eye contact
- Linger
- Assist

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?

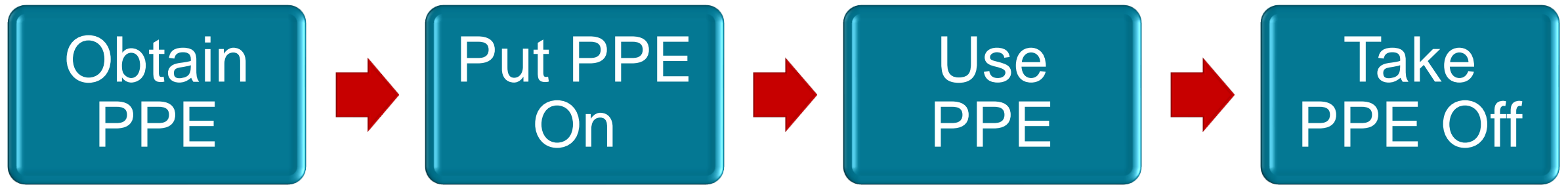
High Level Flow Charts for Reliable Design

Keeping it really simple by breaking the design into obvious steps

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 2, 2021**

Topics:

- Session 10: The Role of CNAs

Send in your facility's best practices/challenges by Thursday, January 28th to Melissa Leccese at mleccese@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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