

***Welcome to our  
roundtable series.  
We're glad you're here.***

# Our Work Together

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# This Year's Focus....Leadership & Culture

- The role of leadership in staff retention and recruitment
  - How can medical directors have an impact on facility culture?
  - How can medical directors, administrators, directors of nursing and others in leadership work together to develop sustain a positive work culture?
- Live leadership modules to kick off in January 2024 with practical, evidence-based “try this” approaches that can help you improve your leadership style



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# To Level Set....

- We are a community focused on co-design
- “All teach, all learn”<sup>1</sup>
- Small tests of change
- Collation and dissemination of insights
- [www.paltc.org/goodthing](http://www.paltc.org/goodthing)



<sup>1</sup>Project ECHO. (2022). <https://hsc.unm.edu/echo/what-we-do/about-the-echo-model.html>

# Today's Discussion...

## Feedback in Action

Cora Coleman

Director of Nursing

Sunbury Nursing and Rehab in PA



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# What we covered in the Leadership Series

## Session - *Feedback (and Feed Forward) that Works!*



Discuss leader practices to improve communication and engagement



Apply SBI-I to deliver timely, authentic, actionable feedback



Consider where and how you can apply feedback and feed forward by next Tuesday!

# Consider this....

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Jan is a social worker who has led the social work team at a large nursing facility for the past year. Prior to joining this team, she had been the lead of the social work department with a local hospital for 10 years.

Jan is frequently late getting to the facility and is often late to the Clinical Meeting. Today she again joined late, and immediately pulled out her phone to check messages, then brought out her laptop and began typing. The team is discussing the post-acute care plan for Mrs. C and Paula, the DON asks Jan about how the family meeting went. Jan doesn't respond right away, and then looks up and says, "I left a message for the husband. I haven't heard back from him." He then goes back to typing.



# What Concerns You?

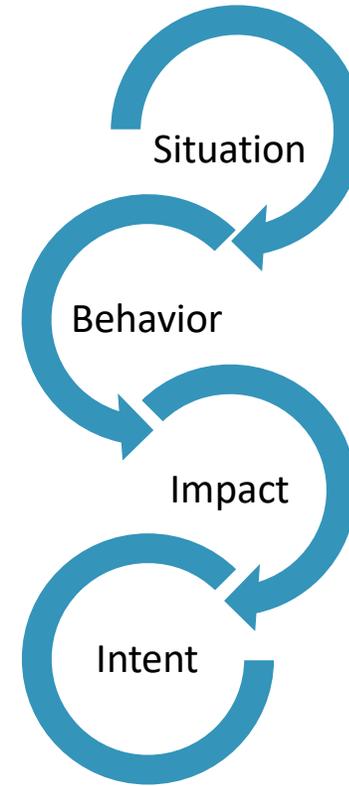
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# Growing your leaders...giving Feedback that works



**“Did you happen to see that little note I left about your evaluation?”**

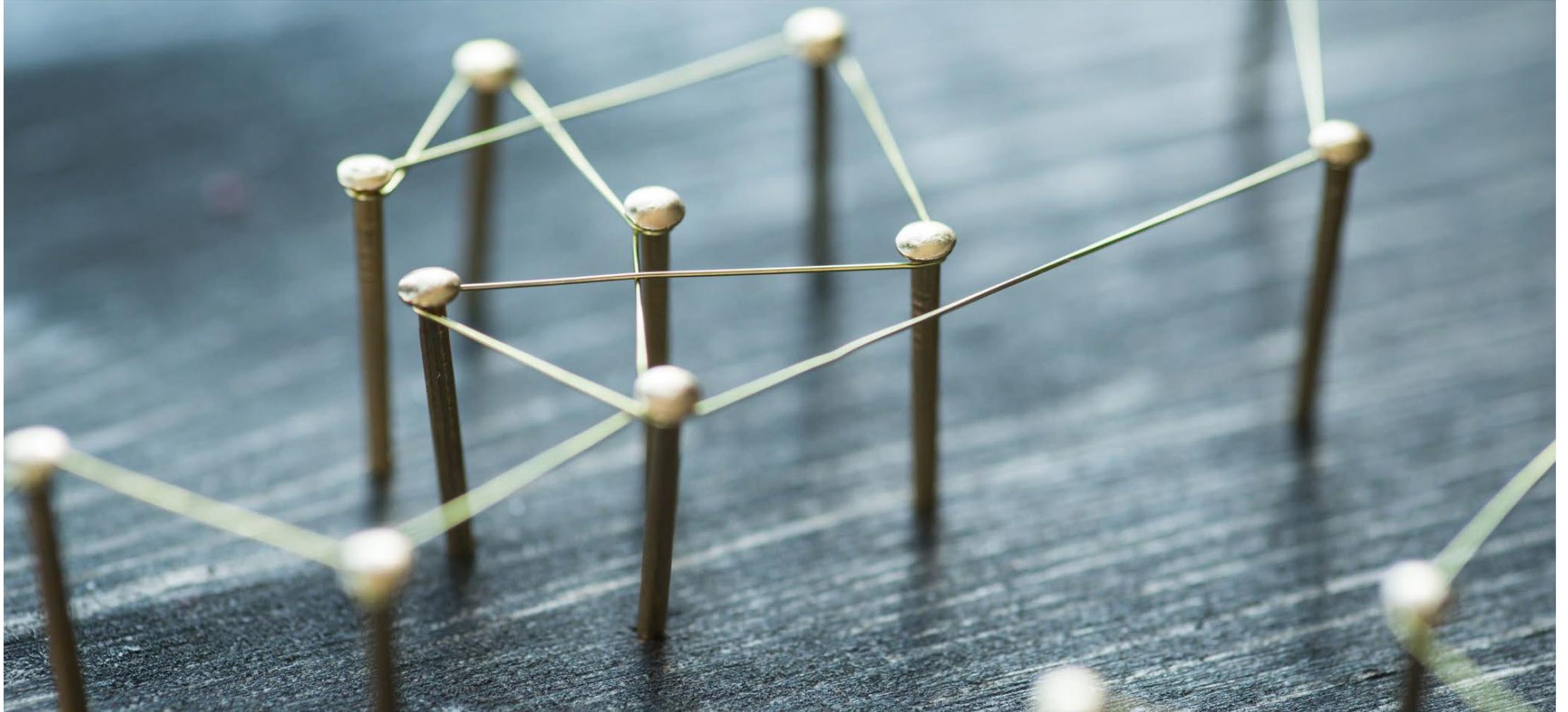


# Using SBI - I



- **Situation** – when and where, be specific
- **Behavior** – the precise behavior that you observed and wish to discuss
- **Impact** – how the behavior affected the team, the organization, you
- **Intent** – what did you hope to accomplish, what was meant

# Discussion



# Tips for Using SBI - I

- Give timely, authentic, actionable feedback
- Get right to the point
- Avoid the “Feedback Sandwich”
- End with next steps

Good leadership  
requires you to  
surround yourself with  
people of diverse  
perspectives who can  
disagree with you  
without fear of  
retaliation.

Doris Kearns Goodwin

[WWW.STOREMYPIC.COM](http://WWW.STOREMYPIC.COM)

Questions?

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# References

- Goldsmith, M. *Try Feedforward instead of feedback*. <https://marshallgoldsmith.com/articles/try-feedforward-instead-feedback/>
- Porter, L. (2022). We need a careforce, not just a workforce. McKnight's Long-Term Care News. <https://www.mcknights.com/blogs/guest-columns/we-need-a-careforce-not-just-a-workforce/>
- Weitzel, S. (2019). *Feedback that Works: How to Build and Deliver Your Message*. Center for Creative Leadership.

# Resources

Find the Recordings of *More of a Good Thing* and *Leading with Purpose* (this series) ... Along with Other Resources

<https://paltc.org/goodthing>

The screenshot shows the AMDA website's resources page. The header includes the AMDA logo and navigation links: RESOURCES, EDUCATION (CME/MOC), PUBLIC POLICY, MEMBERSHIP, STATE CHAPTERS, PRACTICE MANAGEMENT, and CAREER CENTER. The main content area features a banner for 'More of a Good Thing' and 'Leading with Purpose' with logos for AMDA, Jewish Healthcare Foundation, and the University of Maryland School of Nursing. Below the banner, there are three main sections:

- More of a Good Thing: A Framework to Grow and Strengthen the PALTC Careforce**: A description of the 4Ms Framework and a 'Register Now' button.
- Leading with Purpose: 8 Strategies for Engaging Your Careforce**: A description of the virtual sessions and a 'Register Now' button.
- More of a Good Thing Meeting Archives & Tools**: A list of recorded sessions with dates, including 'Developing Leaders Within Your Organization | January 11, 2024'.

On the right side, there is a 'Save The Date' section for 'More of a Good Thing Monthly Roundtable Discussions' and 'Leading With Purpose: 8 Strategies for Engaging Your Careforce', both with 'Register Now' buttons. At the bottom right, there is a 'Stay Connected to More of a Good Thing' section with a 'Join Our Email List' button and a 'Questions?' section with contact information for AMDA's Director of Clinical Affairs and Education.

# Next Month's Roundtable:

**Thursday, May 9, 2024**  
**4:00-4:45pm ET**

More of a   
*Good Thing*



**Feedback**

## **We Want to Hear from You**

Help us better understand how *More of a Good Thing* roundtable discussions have impacted your efforts to recruit and retain staff by completing this brief survey.

Survey: <https://forms.office.com/r/8FERzPEULT>

Next Leadership Session: April 18 • 4:30-5:00 ET

# Leading With Purpose



*8 Strategies for  
Engaging Your  
Careforce*

## Crowdsourcing the Collective Intelligence of Your Team

*JoAnne Reifsnyder, PhD, MSN, MBA, FAAN*

Register: [www.paltc.org/goodthing](http://www.paltc.org/goodthing)



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