

September 12, 2024



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



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# 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 and sustain a positive work culture?
- A series of live leadership modules kicked 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>



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# Today's Discussion...

## A Look Back...and Ahead:

### A Review and Reflection on This Year's MOAGT Roundtables

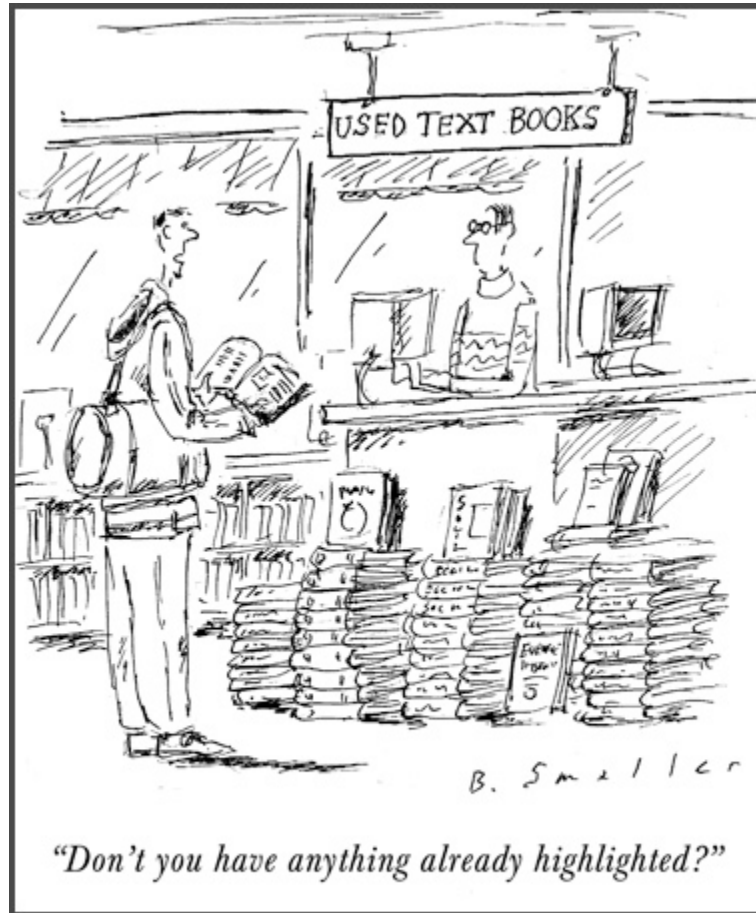
*JoAnne Reifsnyder, PhD, MSN, MBA, FAAN; Erin O'Brien, MA, RN*



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# Highlights From Each Session...



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phone: 216.371.8600 / email: ft@funnytimes.com

# Teaching Nursing Home Collaborative

## The Proposal in 2021

... implement a contemporary version of the Teaching Nursing Home model in three regions of Pennsylvania to **demonstrate how enhanced partnerships between academic nursing schools and nursing homes can improve quality and cost outcomes.**

Drawing upon existing resources from the **Age-Friendly Health Systems** initiative while **integrating lessons learned and partnerships created through the COVID-19 pandemic** and the original Teaching Nursing Home model from the 1980s.

# Teaching Nursing Home Collaborative

## Road to 100, Phase II: Teaching Nursing Home Collaborative

There are more than 600 nursing homes and more than 40 schools of nursing across Pennsylvania. **Our goal is to reach them ALL and to engage at least five other states in this work between 2023 and 2026.**

*Collaborative members will share the same goals:*

- *improve the clinical outcomes for nursing home residents,*
- *enrich nursing education, and*
- *support the Careforce*





# New Nursing Home Value Business Model



**Leadership Rounds are one of the best ways to maintain a high degree of sensitivity to operations, situational awareness and create an atmosphere of trust...**

“How to communicate effectively and efficiently with all the stakeholders in the post-acute long term care environment is always a challenge. IDT rounds have proven to strike the right balance with everyone involved-patients, families, and all members of the team.” ~Dr. Russell Blackwelder, M.D., M.Div., C.M.D.

“IDT rounds have been the biggest source of culture change we’ve had in my ten years at The Village. Patient/family satisfaction, interprofessional collaboration, and patient care have all improved.” ~Dr. Russell Blackwelder, M.D., M.Div., C.M.D.

- 1 Sharing a clear mission
- 2 Inspiring action
- 3 Supporting individuals
- 4 Creating environments where it is safe to speak up

# New Nursing Home Value Business Model



## Medical Directors became part of the TEAM—Champions for clinical staff by:

- Taking ownership in assisting the clinical team in achieving 5-star rating
- Taking an active role in QAPI meetings
- Reviewing resident level quality measures, e.g., antipsychotics, antibiotics, UTIs, Pain, and falls to identify improvement opportunities
- Providing clinical and front-line staff education around quality
- Conducting formal and informal rounding with staff

# Partnership in Leadership: A DON and Administrator Share Success Stories

- “We had leadership who was invested in us—who cared for us.” –Jamy Von Berg, DON
- “Our staff knows that we care about them. We have expectations for what the work should look like and we’re willing to get in there with them to assist them with what needs to be done.” –Jamy Von Berg
- “We have an unconditional love with every single employee...we are an unconditional, dysfunctional community—we accept each others’ quirks, we move on, and keep the game rolling.” –Cindy Woodward, Administrator



# Partnership in Leadership: A DON and Administrator Share Success Stories

- “It’s like a marriage...we’re committed to this.”
- “People (employees) didn’t feel cared for...didn’t feel loved.”
- It took TIME...a couple years to start to see a change. No quick fixes.
- How do they deal with conflict with each other? “We give a hug goodbye at night, no matter what! It’s not about us—it’s about winning the game. It’s about the residents.”
- “You’ve got to stay humble.”
- We are invested in our employees, so they are invested in our community. We model what we do for them—now they support each other. We reach out to support them...don’t always wait for them to come to us.
- Medical director says hello to all staff; very approachable; supports them; trusts them
- “4-Points” when thanking someone—both shoulders and both hips should be facing the other person
- IMPACT shirt: Integrity, Motivation, Passion, Ambition, Caring, Teamwork



# Developing Leaders Within Your Organization



Increase engagement, fill gaps, reduce costs, skill up your talent, grow your own



“Tap into your own talent pools to preserve the workforce’s inherent culture and organizational knowledge.” –Lisa Thompson



“We can spend time on employee recruitment, but if we don’t spend time on growing our talent and increasing employee engagement, we will not be able to grow as an organization.” –Lisa Thomson

# Developing Leaders Within Your Organization

## Who is an Emerging Leader?



- High achievers who show leadership potential.
- A person who steps up to lead their peers in various ways
- Individuals who have (or are interested in developing) the skills and knowledge required to become a leader
- Consistently high achievers in their roles, distinguishing themselves as a potential candidate for future leadership.

*Leaders exist at all levels of your organization —seek them out.*



# Developing Leaders Within Your Organization

## Developing an Emerging Leader Program



Question	
What are the short-term and long-term strategic goals that we would want the program to achieve?	
Perform a Self-Assessment	Which will make a positive difference?
1. Are there talent gaps in the organization that should be filled by new leaders?	Resources will we need? Time, money, mentors... Learning opportunities
2. What are our core organizational values? How can strong leadership support those values?	<ul style="list-style-type: none"><li>• Onsite</li><li>• Offsite</li><li>• Online Courses/Virtual Training</li><li>• Coaching/Mentoring</li><li>• Formal classes</li><li>• Workshops and seminars</li></ul>
3. Describe our organization's pervading culture. (i.e., open, siloed, accountable, noncommittal, other) <ul style="list-style-type: none"><li>o Does it need transformation or reinforcement?</li><li>o How can leadership development help in either case?</li></ul>	Assessment tools or processes
4. Define what makes an ideal leader. (define) <ul style="list-style-type: none"><li>o What type of leaders does each department in our organization need?</li><li>o Which leadership traits and skills does your organization need?</li></ul>	How will we measure ROI?

1. Assess organization
2. Team Buy In
3. Identify Skills and Candidates
4. Develop and Nurture

# Developing Leaders Within Your Organization

- **By next Tuesday**...Take time with your leadership team, identify top 2 priorities, who can we talk to who might be interested in participating in this program?
- Start with one person. Who will speak with them? One person starts the ball rolling!
- Identify what development opportunities do you currently have in place?—tie this program to others you are already doing, e.g., wound care program
- Develop someone’s talent around the education you are already doing
- Remember resident-facing staff, like CNAs, and evening shift staff
- Keep action plan short—too long, and it will get buried
- Have consistent conversations with emerging leaders
- Assign them specific tasks that they can be successful at...small steps at a time

[Download Form](#)

Professional Development Plan

<b>Employee Name</b>	
<b>Date</b>	
<b>Current Title/Role</b>	
<b>Professional Goals and Aspirations</b> <i>Work with the individual to map out their goals, and aspirations. This may include specific education, projects, or other areas that the employee wants to achieve.</i>	
<b>Employee Skills and Abilities</b> <i>Determine a baseline of current skills, talents, and abilities while identifying areas of opportunity for growth. Positive feedback is key to building confidence and readiness.</i>	
<b>Development Opportunities</b> <i>List each development opportunity and a corresponding goal.</i>	
<b>Action Plan</b> <i>Develop action steps that are individualized and achievable. (Plan, steps, costs, resource needs, etc.) Determine routine communication and meeting cadence with employees.</i>	

*Work with the employee to map out their professional development plan.*



# The National Dementia Workforce Study



- New \$81 million cooperative agreement (U54) with National Institute on Aging
  - September 30, 2023 through August 31, 2028
- Surveys of the workforce that serves people living with dementia
  - Clinicians (physician, APRN, PA)
  - Licensed professionals (e.g., RN, LCSW)
  - Direct care workers (e.g., nursing home assistants, home care aides)
- Survey data can be linked with patient outcomes and facility data
- Pilot grants to accelerate use of the data



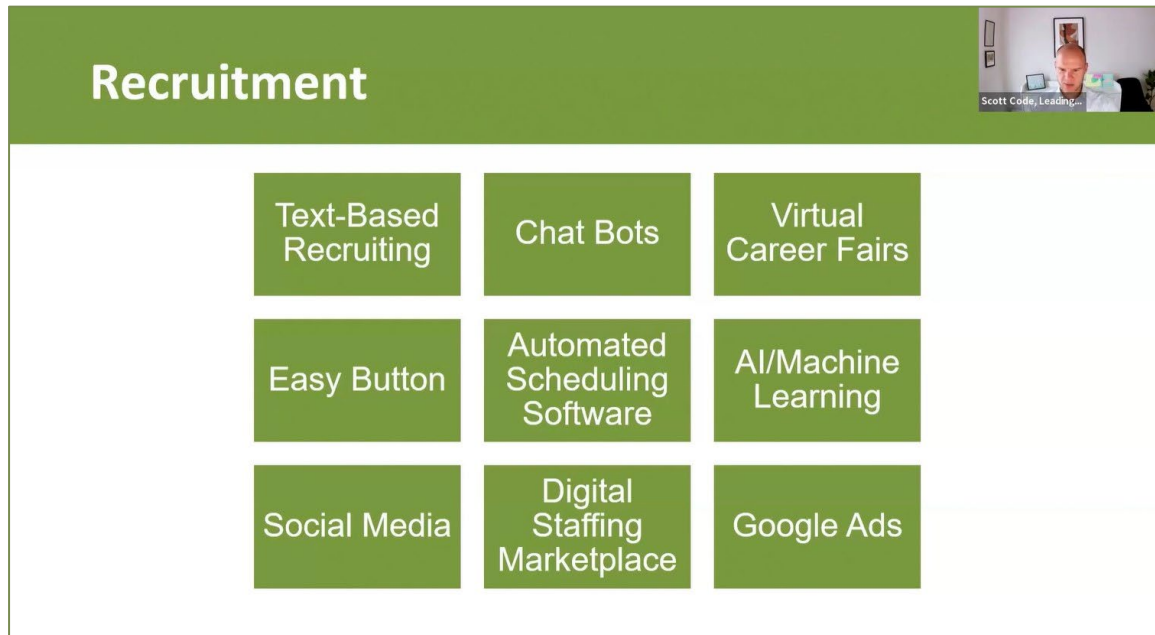
# The National Dementia Workforce Study

## Making the data accessible

- Public-use files (standalone survey data)
  - First unweighted files available in August 2024 (“beta data”)
  - Full Y1 datasets available in early 2025
- Restricted-use survey files with linked data
- Pilot awards available to encourage use of the data (\$85K each)
- Webinars and information sessions to support users
- Annual data user conferences (starting Year 3 [2025/26])



# The Role of Technology in Staff Retention & Recruitment



- Effective recruiting technology—what’s working?
- Depends on what your recruitment process looks like right now. What can you do better? What are your weak points?
- There is no magic bullet, but there are tools to help support the process. You should be using some type of technology that makes the process more efficient and streamlined for HR staff, helps potential employees learn more about you, and that adds to the employee experience.

# The Role of Technology in Staff Retention & Recruitment

What tools do we already have that we aren't optimizing?

## Staff Recognition and Wellness



DIGITAL SIGNAGE



SOCIAL MEDIA



VIRTUAL EVENTS



VIRTUAL EMPLOYEE  
REWARDS  
PLATFORMS



MENTAL AND  
PHYSICAL HEALTH  
SUPPORT APPS

## Compensation and Benefits



EARNED  
WAGES  
ACCESS



EMPLOYEE SELF  
SERVICE  
PORTAL



TOTAL  
REWARDS  
STATEMENTS



FLEXIBLE  
SCHEDULING  
SOFTWARE



PAY EQUITY  
SOFTWARE

# The Role of Technology in Staff Retention & Recruitment

- Have an action plan for staff surveys -- use scenarios
- When using a survey platform, communicate an overall timeline and your plan to address what's learned in the employee survey to all staff
- Ask employees for suggestions on how to address what you've learned
- Avoid ad-hoc, reactionary surveys – surveys should be ongoing
- Helps build trust with employees

# Feedback in Action



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!

# Feedback in Action

## 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

# Feedback in Action

## 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)



# Partnering with QIN-QIOs to Implement Retention Strategies

- Who is your QIO? <https://qioprogram.org/locate-your-qin-qio>
- Take advantage of their many free resources
- Discuss how to use huddles and tools most effectively
- Learn more about how to build trust – lessons learned from the pandemic
- What practices do we start during the pandemic that we should consider retaining?



# Partnering with QIN-QIOs to Implement Retention Strategies





## Resilience Rounding

Rounder/Unit/Date:

Short summary script (for context): Hi, my name is ( ). I am here today to see how people are doing and what I and others may do to support you. With that said, do you have a few minutes for some short questions?

Staff Interview	Respondent 1	Respondent 2	Respondent 2
1 How is your day going? Is there anything that you need? (skill: intro)			
2 Tell me about how you are taking care of yourself? Is that enough? (skill: self awareness)			
3 Over the last months, what personal contribution makes you most proud? (skill: strengths of character)			
4 How do you prepare yourself to come to work and to leave and assume other roles and responsibilities? (skill: self regulation and connection)			
5 How have you and your co-workers been supporting each other? Do you have an example? (skill: connection)			
6 How can I support you? (skill: seeking assistance)			

General Comments (good and bad):

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[Download Tool](#)

# Partnering with QIN-QIOs to Implement Retention Strategies

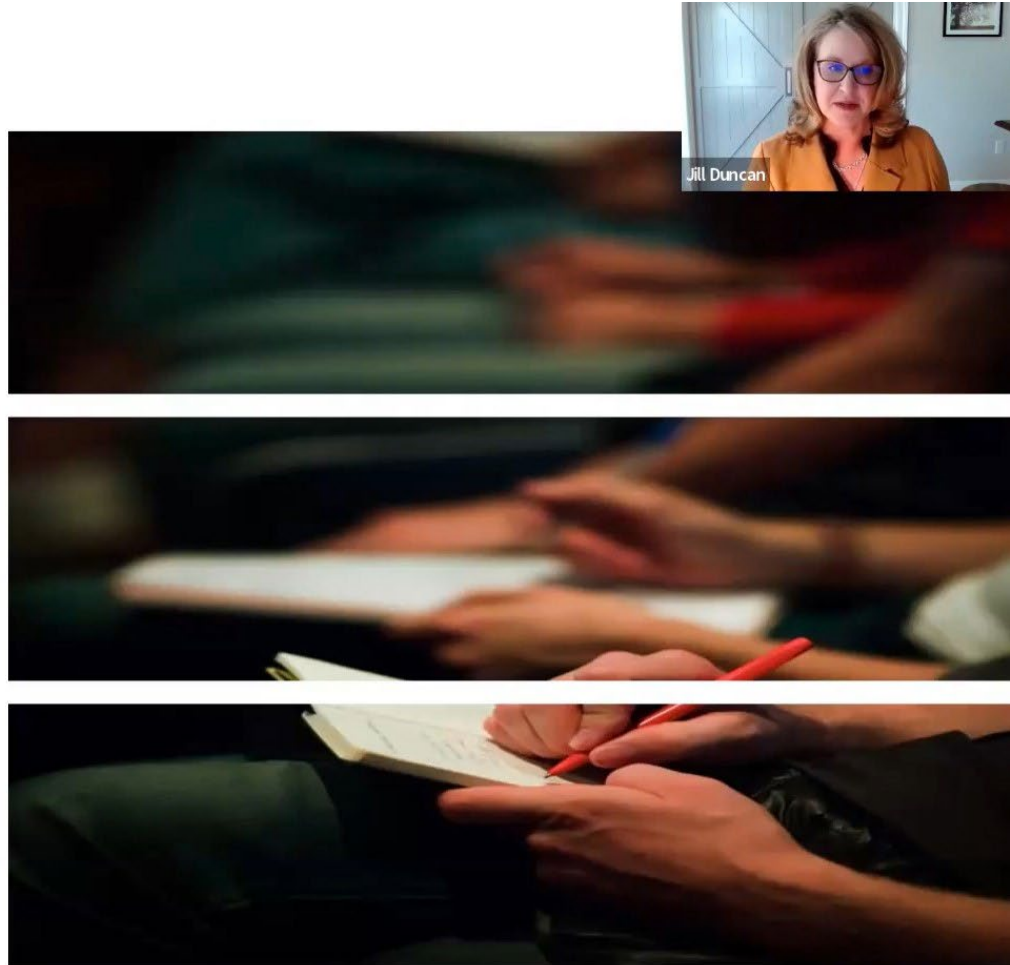
- After you collect the data...think about who on your staff can get excited and lead the charge to co-design the needed changes that are identified?
- When staff have input and are more invested in the changes, they are more committed to your team and the facility.
- Staff can often solve problems together more effectively and in less time if they are given the opportunity to do so... “crowdsourcing the collective intelligence of the team”!

# Partnering with QIN-QIOs to Implement Retention Strategies

- Opportunities for the Medical Director (Leslie Eber, MD, CMD):
  - How do I become part of the team and the process?
  - Need to “find my way in”
  - Engage with staff to build relationships and trust – ask staff questions, collaborate, provide information, ask for their input and ideas, appreciate the expertise of frontline staff
  - Medical Directors can act as mentors
- Everyone can participate in “Resilience Rounding” – Not just DONs and administrators

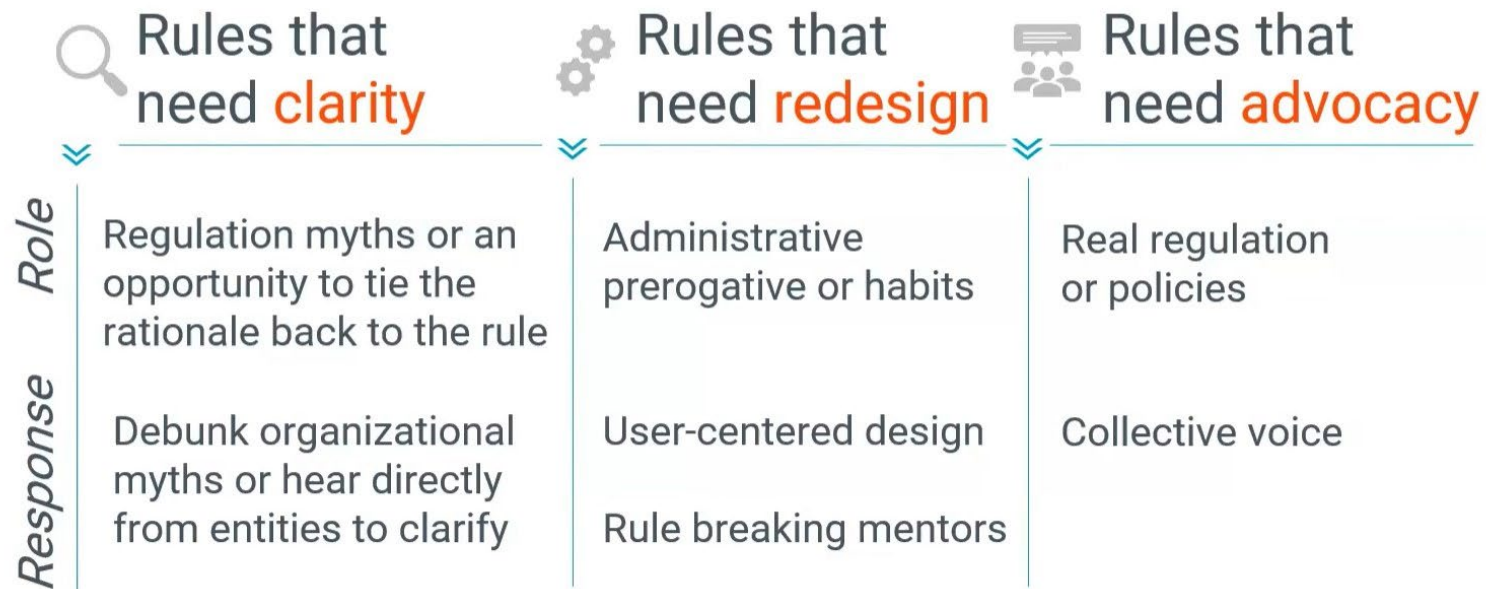
# Breaking the Rules for Better Care

If you could  
**break any rule**  
in service of a  
better  
experience for  
patients and/or  
staff, what  
would it be?

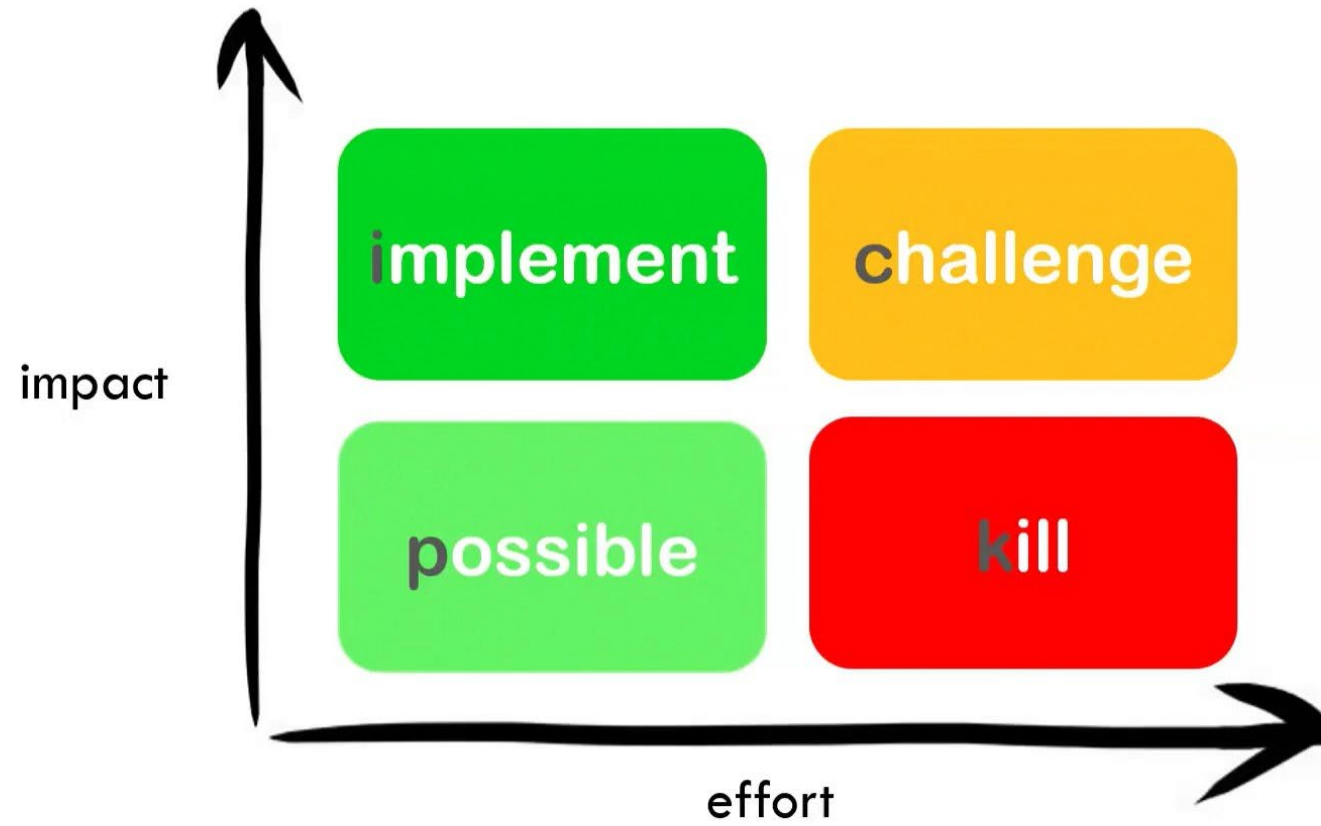


# Breaking the Rules for Better Care

## From Collection to Action Three Types of Rules



# Breaking the Rules for Better Care

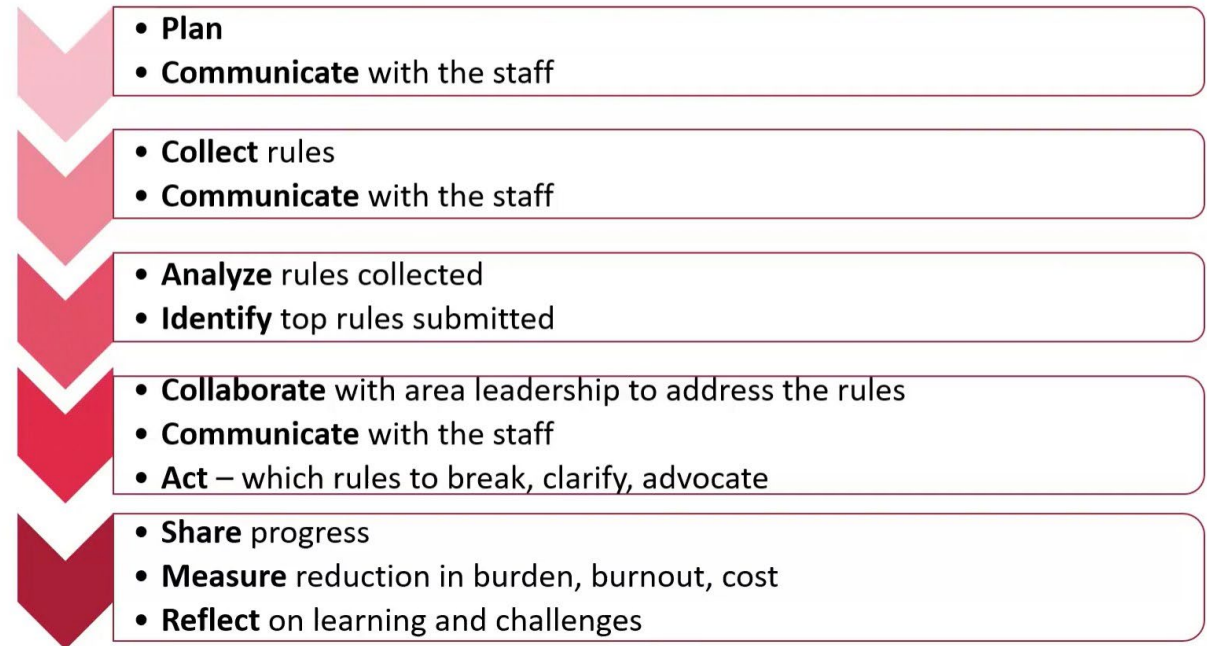


# Breaking the Rules for Better Care



## Breaking the Rules for Better Care Taskforce Team – Action Steps

- Think BIG...but okay to start small
- Find your “flock”—department leaders, wellness, quality improvement team
- Engage with staff at ALL levels
- Senior leadership buy-in is key to success
- Create a taskforce team with key stakeholders
- Ongoing communication with staff is key—what is plan, next steps?
- Commitment to follow up is critical
- Agree to process for review and prioritization of submitted rules to break

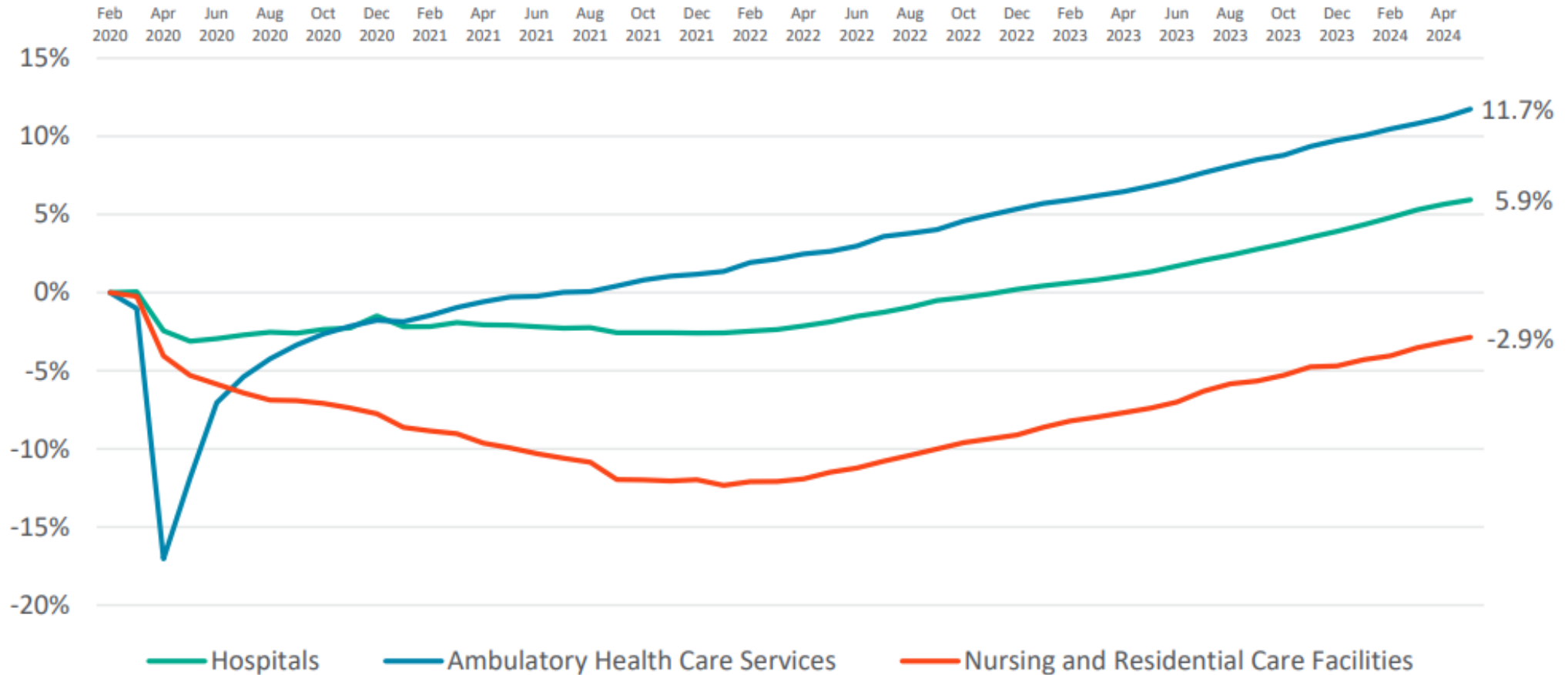


<https://www.ihl.org/leadership-alliance-breaking-rules-better-care>



# Altarum Labor Briefing: We Still Have Work To Do!

**Exhibit 3. Change in Health Employment Compared to May 2020 by Major Setting of Care**



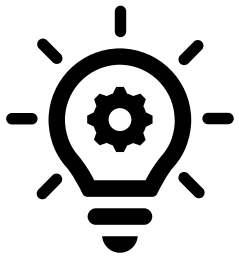
Source: Altarum analysis of monthly BLS Current Employment Statistics data.

[https://altarum.org/sites/default/files/HSEI-Labor-Brief\\_June\\_2024.pdf](https://altarum.org/sites/default/files/HSEI-Labor-Brief_June_2024.pdf)

# Next Roundtable: October 10, 2024

More of a   
*Good Thing*

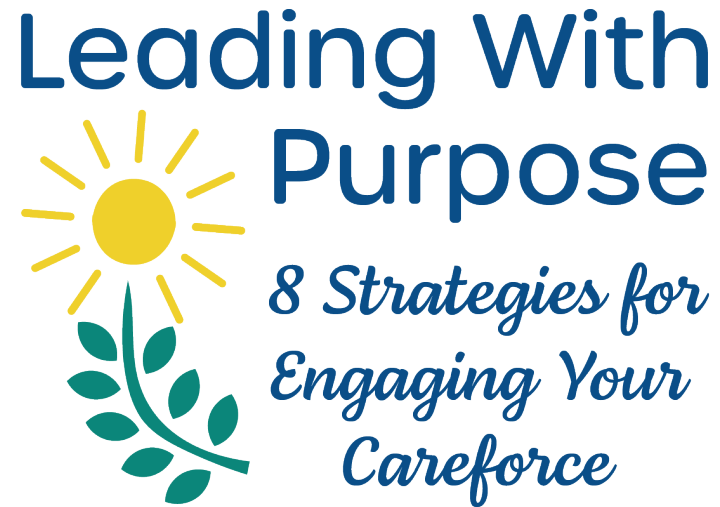
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**Have an Idea for a Future Roundtable Discussion?**

Please type into the chat and let us know.

Next Leadership Session: September 19 • 4:30-5:00 ET



## Strengthening your Approach to Leading Change

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

**Register:** <https://paltmed.org/goodthing>



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# Fall 2023-Summer 2024 Roundtables

<b>Month</b>	<b>Discussion</b>
October 2023	Teaching Nursing Home Collaborative with Nancy Zionts
November 2023	New Nursing Home Value Business Model with Beth Herscher, Alyssa Pischel, Vicki Sides, and Vincent Thurman
December 2023	Partnership in Leadership: A DON and Administrator Share Success Stories and Lessons Learned with Jamy Von Berg and Cindy Woodward
January 2024	Developing Leaders within Your Organization with Lisa Thomson
February 2024	The National Dementia Workforce Study with Donovan Maust and Joanne Spetz
March 2024	Role of Technology in Staff Retention and Recruitment with Scott Code
April 2024	Feedback in Action with Cora Coleman
May 2024	Partnering with QIN-QIOs to Develop Retention Strategies with Carolyn Kazdan and Amy Daly
June 2024	Breaking the Rules for Better Care with Jill Duncan