Leading Change in Long Term Care
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Learning Objectives
1. Identify important traits that are necessary for leading an organization successfully through the change process
2. Identify qualities that leaders should embrace during times of change
3. Learn strategies to assist in implementing changes in a way that anticipates needs & shows concerns for employees
4. Understand the role of strategic planning and the change process
5. Learn skills and strategies for sustaining change efforts

Change is Constant

“Change is the new normal for leadership success and all leaders must accept this fact.”

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People Resist Being Changed

Change Management Exercises

- Cross Your Arms
- Change Places

CHANGE
Kotter 8-Step Change Model

Set the Stage & Create a Sense of Urgency

- Create a sense of urgency for the change
- Sell the need for change and consequences of not changing
- Provide everyone impacted by the change with information regarding the change
  - Why we need to change
  - Where the change will take us
  - How are we going to get there
- Discuss ways to solve the problems people identify with the change
- Empower people to solve the identified problems

Pull Together the Guiding Team

- Choose key players, especially staff-level managers
- Multidisciplinary
- Goal-oriented
- Leaders who can drive change processes
  - Credibility
  - Communication skills
  - Expertise
  - Authority
- Management and Leadership Skills
  - Management skills control the processes
  - Leadership skills drive the changes
Developing Teams

“A team is a small number of consistent people with a relevant, shared purpose, common performance goals, complementary and overlapping skills and a common approach to its collective work. Team members hold themselves mutually accountable for the team’s results and outcomes.”
—Kanter and Smith (1993)

Setting Up Teams for Success

- Involve the right people for the job
- Consider skills necessary & additional training necessary
- Include members from across the organization & manager participation
- Mission & tasks are appropriate to the group
- Team must combine its abilities to complete tasks
- Organization & peers must support teams work
- Have a sponsor at administrative level to act as an advisor & advocate
- Grant the team decision-making authority
- Allocate resources of time & money
- Act as a coach to the team, not a manager

Develop the Change Vision & Strategy

- Leadership must:
  - Establish expectations, core values, & shared beliefs
  - Inform staff of these values & evaluate the culture
  - Lead the process of
    - Establishing trust & accountability
    - Translating values into expected behaviors
  - Communicate a commitment to shaping the culture

“The role of the leader is to help create a process that helps people see new possibilities that engage their emotions and thus change behaviors or reinforce changed behavior” (Michael Fullan, 2004)
Communicate for Understanding & Buy-In

- Communicate vision and strategies
- "Three and nine" rule when communicating
- Build Trust
- Model expected behaviors
- Plan for resistance
- Value resisters
  - They clarify the problem & identify other problems that need to be solved first
  - Their tough questions can strengthen & improve the change
  - They may be right

Empower Others

- Encourage risk taking and nontraditional ideas
- Give people freedom and direction
- Give people permission to find their own team-driven solutions
- Encourage people to voice their views
- Affirm & refine the vision- making room for others’ ideas
- Always communicate as much as you know
- Encourage teamwork & collaboration
- Encourage personal reflection & learning
- Provide training & support
- Use QAPI methods to track performance measures
- Set short-term goals

Produce Short-term Wins

- Recognize & reward short-term success
- Provide further momentum for change
- Provide positive feedback
  - Builds morale & motivation
- Lessons learned help plan next goals
- Create greater difficulty for resisters to block further change
- Provide leadership with evidence of success
- Build momentum
  - Draws in neutral or reluctant supporters
Don’t Let Up

- Implement necessary changes until the vision is a reality
- Create systems, structures, & policies that reinforce new behaviors
- Provide tools & training to reinforce new behaviors
- Hire, promote, & develop people who can implement the change vision
- Celebrate success & accomplishments
- Reaffirm the vision
- Develop long-term goals & plans

Create a New Culture

- Develop action steps for stabilizing, reinforcing, & sustaining the change:
  - Provide skill & knowledge training
  - Revise job descriptions
  - Develop new reward systems
  - Strengthen social connections & relationships
  - Recognize & celebrate accomplishments
  - Develop performance measures to continually monitor results from change & identify opportunities for improvement
  - Make adjustments to change vision & strategy to reflect new learning & insights
  - Challenge people to be open to new challenges, forces, & pressures for next change

Errors to Common Organizational Change

- Allowing for complacency
- Failing to create a sufficiently powerful Guiding Coalition & Change Team
- Not truly integrating the vision
- Allowing for obstacles
- Not celebrating short-term wins
- Declaring victory too soon
- Not anchoring changes firmly into the culture
Change Process

Assessment
Set the Stage

Training & Implementation
Decide What to Do
Make it Happen

Monitoring, Integrating, & Coaching to Sustain Initiatives
Make it Stick

What Does LTC Research Tell Us?

• Focusing only on direct care delivery makes practice change difficult to achieve & sustain
  • Must be a systematic, organizational-level commitment to change
• When care quality problems are not addressed everyone becomes accustomed to them & serious quality issues arise
• Residents & families have less positive view of quality of care in facility than management
• Workers have a more negative view of their work environment than administrators have
• Positive objective outcomes often coexist with poor quality of life for residents and poor quality of work life for staff
Nursing Home Culture Change Initiatives

Examples Include
- Eden Alternative
- Pioneer Movement
- Wellspring Model

- Recognize link in improving quality of care & quality of work life
- Acknowledge role of front-line workers in providing high-quality care & importance of empowering them to improve the quality of their work experience
- Identify organizational culture as necessary focus of change

Leading Through Change

- Engage in strategic planning & systems thinking
- Constantly assessing the environment-internal & external
- Surround yourself with the right people for the job
- Build trust among staff & management
- Make communication a priority
- Engage staff, families, & residents in key decision-making
- Empower staff
- Provide tangible support to staff when asked

Leadership

- Lead with a sense of purpose
  - Let the mission drive your actions
  - Be the leader you would want to follow
  - Nurture professional growth and foster innovation in others
  - Focus on systems for change
Recruit and Retain Quality Staff
- Hire only the best fit for your organization
- Welcome new staff and make them a part of your team
- Set high expectations & support success
- Give your best staff a reason to stay

Employees

Structured & Systematic Process
- Leaders establish the vision of organization’s future
- Develop & implement actions necessary to achieve that future
- Used to help:
  - Address external & internal factors during times of change
  - Plan & use staff & resources most effectively & efficiently
  - Focus the organization’s culture & customer base
  - Build consensus on where the organization is going
  - Lead proactively

Strategic Planning

Leading Change Lessons from Astronaut Scott Kelly
1. Be willing to take risks and learn from the process
2. Embrace working with diverse teams
3. Step back and view things from a new perspective
4. Intentionally & regularly communicate in ways that resonate with your audience

(From Dallas Morning News, 2015)
Change Resources

• The Pioneer Network: Implementing Change in Long-Term Care: A Practical Guide to Transformation. [Link]
• National Nursing Home Quality Care Collaborative: Change Package - Version 2.0 [Link]
• TeamSTEPPS® Long-Term Care Version: Agency for Healthcare Research and Quality [Link]
• Kotter International: [Link]

Questions?

• Thank You!!

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References