



TIPS FOR SUCCESS:

The Importance of Leadership Presence

A leader's presence and responsiveness creates a positive environment that directly influences resident care, staff attitude and the organization's overall performance. Without effective leadership, transformational change is impossible. Helping staff develop critical thinking skills and qualities of effective leadership is the key to sustained quality improvement. Leadership can be a learned skill and should be continually developed.

Intervention Tips



- Management staff should take turns making rounds and listening/addressing staff concerns.
- Assign residents to department heads who round on these residents regularly to timely address resident/ family concerns.
- Appoint a management presence for residents/families after 5:00 PM to manage new admissions and identify problems/concerns on the second shift.
- Use huddles and standardized tools to improve staff communication from frontline staff to leadership. Encourage all staff to use the INTERACT Stop and Watch tool to report resident changes: interact2.net/tools.html
- Implement "all hands on deck" team attitude that bans "it's not my job" thinking: www.bandofconsulting.com/Site/Free_Resources.html
- Empower CNAs. Use a CNA as the scheduling coordinator for peer-to-peer scheduling.

Overcoming Barriers



- Round to ensure managers/staff are appropriately following through.
- Train and mentor leadership skills and guide by example.
- Demonstrate residents and their families are happier if concerns are addressed quickly and less time is spent resolving formal grievances or in complaint surveys.
- Promote a culture of problem-solving, not blaming.
- Implement projects in stages. Enlist staff participation, keep them highly involved, and if you are not seeing desired success, return to a plan-do-study-act (PDSA) cycle to adjust.

Leadership Presence Tips for Success

- ☐ Model the behavior you want to see.
- ☐ Communicate. Develop communication processes that transfer information to all staff levels. TeamSTEPPS has many communication models that can be adapted to fit your facility's needs. Check them out here: www.ahrq.gov/teamstepps/longtermcare/index.html
- ☐ Listen to, value and respond to all staff input and/or concerns.
- ☐ Hold staff accountable for the care they provide and the actions they do/do not take.
- ☐ Do not micromanage.
- ☐ Be proactive. Resolve problems before they start.
- ☐ Provide opportunities for staff to assume new responsibilities. It works!
- ☐ Empower certified nursing assistants (CNA) through education and give them project leadership.
- ☐ Ensure that staff is tuned into the residents' quality of life and their medical wellbeing.

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