

**Session R23:**

*Person-Centered  
Nursing Homes:  
Practices of Successful  
Leaders of Change*

---

---

---

---

---

---

---

---

**Jane Straker  
Heather Reece  
Kimberly Berner**  
*strakejk@miamioh.edu*  
*reechr@miamioh.edu*  
*don@hillebrandhealth.com*

---

---

---

---

---

---

---

---

**Objectives:**

- Participants will be able to identify the skills and practices of leaders that have successfully implemented person-centered practices in their facilities.
- Participants will be able to identify common themes of leaders in person-centered facilities.
- Participants will be able to explain and describe how these themes play out in day-to-day leadership in a person-centered facility.

---

---

---

---

---

---

---

---

### Fundamental Questions:

- Why study culture change?
- Who are leaders in high-performing person-centered nursing homes?
  - Background and training/experience
  - Leadership style
  - Leadership practices
- Are there important differences between leaders of high-performing nursing homes that are and are not person-centered?




---

---

---

---

---

---

---

---

### How do we measure culture change?

- Choice & Decision-Making (7 items)
- Individualized Care (6 items)
- Organizational Design (6 items)
- Community Integration (6 items)
- Physical Environment (6 items + 3 about neighborhoods)
- Overall items
  - Extent of change
  - Years in culture change
  - Competition and culture change

---

---

---

---

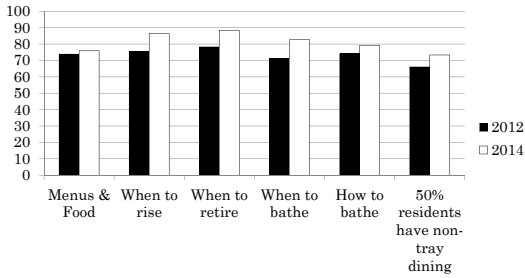
---

---

---

---

### Choice in Facilities (70% or greater say 'yes')




---

---

---

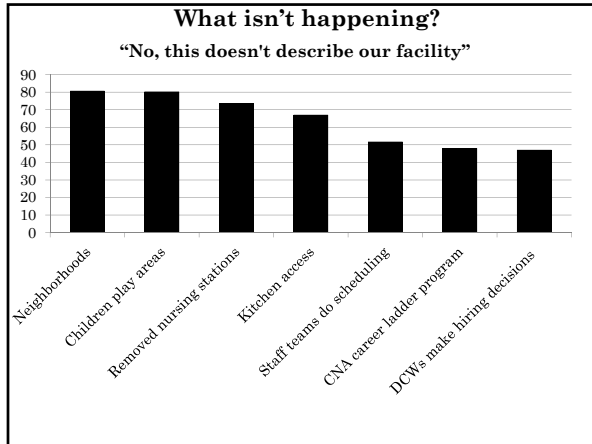
---

---

---

---

---




---

---

---

---

---

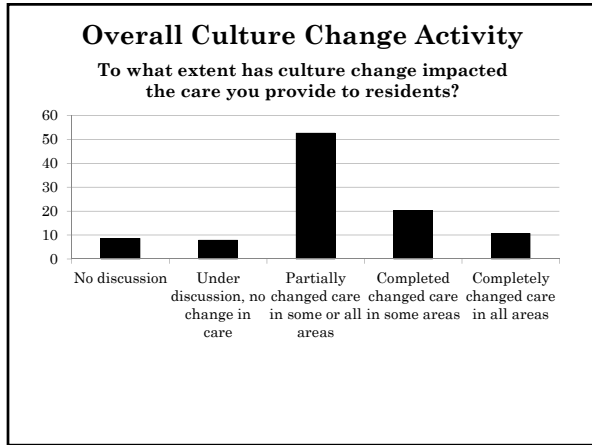
---

---

---

---

---




---

---

---

---

---

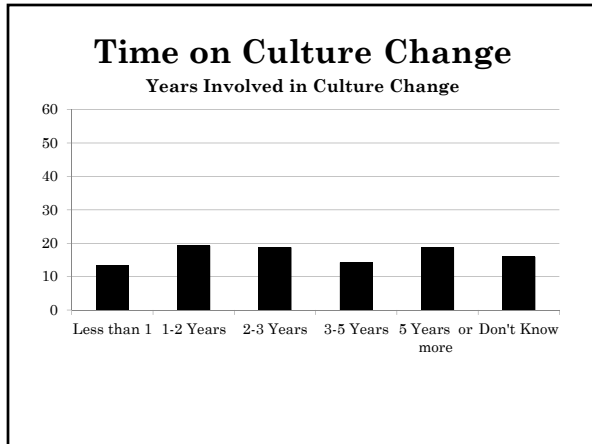
---

---

---

---

---




---

---

---

---

---

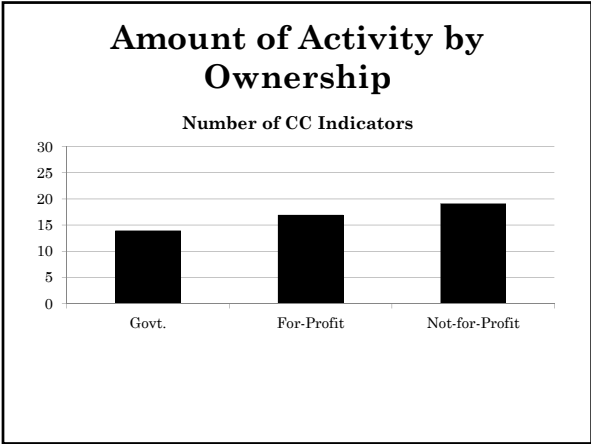
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

### Where are we now?

- As expected, the percentage of facilities participating in culture change activities has grown over time
- A number of indicators, particularly in physical environment, are still rare
- Time spent on culture change results in more complete change
- Ownership is related to the extent to which culture change is implemented

---

---

---

---

---

---

---

---

---

---

### Person-Centered Nursing Homes

- Respect the individuality of residents and staff
- Empower residents and staff to direct care
  - Voice and choice
- Focus on resident quality of life
  - Dignity
  - Purpose
- Not just homelike, but home
- Build relationships among residents and staff
- Always ask "how can we make that happen?"




---

---

---

---

---

---

---

---

---

---

### Our project

- Used data on nursing home culture change practices to identify high and low person-centered nursing homes
- Used resident and family satisfaction data to identify high satisfaction facilities
- Eliminated facilities with 3 or fewer NH Compare stars
- Recruited and visited:
  - 8 high person-centered facilities
  - 2 low person-centered facilities




---

---

---

---

---

---

---

---



Data Collection

---

---

---

---

---

---

---

---

### PCC Facility & Leaders Information

- 3 women, 5 men
- 100% Bachelor's Degree
  - 3 accounting or business
  - 2 gerontology
- 2 MBAs, 1 Mdiv
- 1 PhD Clinical/org. psychology
- Tenure as LNHA
  - Avg. 19 yrs. and 3 mos.
  - Median 23 yrs. 9 mos.
- All belong to professional associations
- All attend professional conferences
- 3 attended some leadership development training
- 5 served as AIT preceptor/mentor




---

---

---

---

---

---

---

---

### What do these leaders do?

- Participate in the community
- Keep up with LTC policies
- Attend PCC conferences
- Read articles/books about PCC
- Attend webinars
- Offer PCC training
- Partner/collaborate
- Follow a strategic plan
- Seek/ assess evidence-based practices
- Use technology to improve care
- Involve all levels of staff on teams
- Use satisfaction survey results from:
  - Resident
  - Family
  - Staff

---

---

---

---

---

---

---

---

### Assessing Leadership Style

- Leadership Assessment Tool:
  - 45 statements
  - Based on authentic, transformational, service, and other healthcare leadership
  - Rated from
    - Not at all like me, to
    - Just like me

Q7 I look to other administrators for models of how I should lead.  
 Not at all like me  
 Not much like me  
 Somewhat like me  
 Quite a bit like me  
 Just like me

Q8 I have some special stories about people or events who shaped who I am today.  
 Not at all like me  
 Not much like me  
 Somewhat like me  
 Quite a bit like me  
 Just like me

Q9 I have one or two colleagues who I rely on for honest feedback about my leadership.  
 Not at all like me  
 Not much like me  
 Somewhat like me  
 Quite a bit like me  
 Just like me

Q10 I focus on finding and building the strengths of our staff.  
 Not at all like me  
 Not much like me  
 Somewhat like me  
 Quite a bit like me  
 Just like me

---

---

---

---

---

---

---

---

### Over half of the PCC leaders said “Just like me”....

- Put residents and families first in every decision (100% of non-PCC also said this)
- Focus on finding and building strengths of their staff\*\*
- Pay close attention to others when they are talking\*\*
- Make sure we celebrate successes\*\*
- Make sure staff feel appreciated\*\*
- Feel like part of a family here\*\*
  - 24 of 45 statements were true for over half; NONE of these sig. different between PCC and non-PCC
  - \*\* sig. different by gender

---

---

---

---

---

---

---

---

**more “Just like me”....**

- I have stories about people or events that shaped me
- I want the staff to find their work meaningful
- When changes have to be made I wait to put the word out (not at all like me)
- Can be counted on to do what I say I will do
- Info. is one of the best things you can give your employees
- I try to be fun to be around
- I want the employees to be loyal to this nf
- I regularly ask staff for ideas and opinions

---

---

---

---

---

---

---

---

**still more “just like me”**

- I primarily see mistakes as a learning opportunity
- I work side-by-side with DCW if needed
- I make sure staff feel appreciated
- My core beliefs and values guide business decisions
- I can often be found walking around, looking and talking
- I look for new ideas everywhere I go
- I take risks to change or improve this facility
- I make sure we have teamwork here

---

---

---

---

---

---

---

---

**“Not at all like me”**

- Think staff can say “It’s not my job
- When choosing a new employee I’d choose experience over passion

---

---

---

---

---

---

---

---

**From our interviews: Effective leaders should:**

- Be passionate about caring for elders & families
- *“When your role and your soul are lined up you know you are in the right place.”* Administrator
- *“This may sound silly...but going back to what the vision is...I feel like it’s not just a job. What I’m doing is who I am.”* Human Resources Manager
- *“We have a lot of staff that would express it...for them it’s a “calling.” It is something they are meant to do, kind of a purpose given in life.”* DON

---

---

---

---

---

---

---

---

---

---

**Have personal connections to residents & families**

- *“...I hear so many people say ‘I’d never put my mom in a nursing home.’ And I said, ‘But you haven’t experienced what I experienced.’”* family member
- *“You will not have to worry about them ...I feel content, I’m not stressed out worrying about Mom. I know she’s well taken care of and that’s the most important thing., that she’s taken care of.”* family member
- *“Well, the residents are our customer, you know...and feedback from your customer is gonna tell you if you’ve got a problem or not...his being close with them, them feeling that he’s approachable, him walking through and saying ‘Good morning, how are you? How’s your breakfast?’ He’s looking up and looking around and he’s saying hi to people as he passes them and if the residents don’t like something, they will tell him ...He takes the responsibility of going and investigating what they said.”* Activities Director

---

---

---

---

---

---

---

---

---

---

**Have personal connections to staff**

- *“a big part of my success ...is all about relationship building and it’s relationship building with the people that we serve, with the staff who are so important. When you talk about resident centered, if you’re not also staff centered, you’re losing because you have to take care of the staff.”* Administrator
- *“I think of when a staff member is going through a divorce or is facing a foreclosure or is dealing with a troubled child. They impact their work, their work with the resident so we have an employee assistance program and you know, we feel for them and there are those of us that just kind of surround that person and say, “What can we do to help? What can we do to help?”* Administrator
- *“The higher up we go, the more we realize that we have a larger responsibility to serve the people who report to us. To give them the support they need; to give them the tools they need; to give them the development and the growth that they need so that they can best serve these residents. And if we don’t really have that as our burden, if you want, or...or our task, our largest task then we don’t belong on the job.”* Human Resource Director

---

---

---

---

---

---

---

---

---

---



**Be approachable, available, open**

*"Go out, be seen in the neighborhoods and have them come in anytime they need anything ... Knowing that you're out there and it's okay you'll go answer that light ."*  
Administrator

*"Staff need to understand that they have availability, that they have a director of nursing that is receptive to ideas and suggestions from the staff."* DON

*"If I have a problem, I can call them or I see them in the hallways or go down to see them. They just, you know, if you have issues they talk to you. So....very open, I would say."* Family member

---

---

---

---

---

---

---

---

**Be observant and in-touch**

*"He is always out seeing what needs to get fixed. What could we do better? Like I'll be walking with him and he'll take a picture of something..... like he doesn't like the way that looks, he wants it fixed to look like this."* DON

*"I care about how people look and how they act and how they behave and I can tell if something's not right. And if it's not, I ask."..... "I'm walking around to see if things are in their place, and people look good and people are happy. And people are busy."* Administrator

*"I can walk through dining rooms and tell if people aren't happy at their tables. You can just look at them, you can tell, or they'll look at you...or they're sitting there with their fork on their plate moving things around. So you know to go over there...."Mary, is everything OK right now?"* Chief

---

---

---

---

---

---

---

---

**Have processes to get and use input from staff**

*"I like to invite people to be really, really honest with me, cause the risk is, if they're not being honest with me, you really don't know where you stand. I don't want to be told what they think I wanna be told, I wanna be told the truth."*

*"one thing that I find very valuable is ....doing less one on one meetings and more group meetings. ... but hearing people bounce things off of one another as opposed to if I spoke to you about something and then I spoke to YOU about something and then you two had a conversation ..and then you know, there was an outcome. That outcome would be very different than if we were all sitting in a room and I heard what you two were bouncing off and I heard the reactions of other people."*

---

---

---

---

---

---

---

---

### Let staff do their jobs

*“...because every department director to me knows more about their area than I do and if they don't, then we ... haven't developed them enough. I'm more like the orchestra director. I'm not going to tell the first violinist that I know how to play violin better than them even if I've done it before. ... I'm just responsible for making sure that all those parts come in when they need to and be quiet when they need to.”*

---

---

---

---

---

---

---

---

### Have vision

*“I try to always be checking myself...I'm walking around and not looking for the same thing. Trying to do things I've never done...Trying to break away from your normal habits to do something different or new”.* Administrator

---

---

---

---

---

---

---

---

### Have fun

*“And I think always have fun. ...because ...if it's not fun then we need to look at why. How can we help it to be fun again, because happy employees make good employees, they really do. ...That filters through the entire campus, that we're having fun doing what we're doing, the residents are happier, its contagious, it truly is contagious, people having fun.”*



*“And I have been known to go through the dining room and do cartwheels... and pull practical jokes on the staff.... people can't decide sometimes if I'm the administrator or if I'm a clown.”*

---

---

---

---

---

---

---

---

### Becoming Person-Centered

- Ask residents
- Ask staff
- Start small
- Don't start small
- Change people's minds
  - Staff
  - Families
  - ODH
  - Physicians/contractors
- Let those go who are not on board
- Don't expect staff to do what you won't do
- Grant wishes
- Reinforce and remind
  - Institutional creep
  - Ask who benefits from a proposed change

---

---

---

---

---

---

---

---

### Becoming Person-Centered

- Where do you start? Do you start small or start with "radical and comprehensive change"?
- How do you change people's minds about the way they think about nursing home care?
- How did you move from traditional to person-centered or resident-directed?

---

---

---

---

---

---

---

---

### Providing Person-Centered Care

- What strategies do you use to get input from staff? From residents?
- How do you choose and keep staff that understand this way of giving care?
- How do you keep a vision for new things alive?
- How do you keep reminding and monitoring and keep out "institutional creep"?
- What advice do you have for nursing homes ready to start embracing this change in care?

---

---

---

---

---

---

---

---

## Acknowledgements

Funding from:

- Harvey Picker Center on Applied Research in LTC
- Ohio Long-Term Care Research Project at SGC, through the Ohio General Assembly

Thank you:

- 10 cooperating nursing homes
- Research assistant Sherry Lind



---

---

---

---

---

---

---

---

## Resources

- Final project Report—Describing and Assessing Leadership for Person-Centered Care
  - <http://dspace.lib.miamioh.edu/xmlui/handle/2374.MIA/5170>
- Changing Minds: An Introduction to Person-Centered Care (Training Video and User's Guide)
  - [http://miamioh.edu/cas/academics/centers/scripps/research/training-videos/person-centered-care-training-video\\_2015/index.html](http://miamioh.edu/cas/academics/centers/scripps/research/training-videos/person-centered-care-training-video_2015/index.html)
- Common Sense Management for Caring Organizations—NAB Approved for 3.5 CEUs
  - <http://cader.bu.edu/>
- Planetree/Picker Long-Term Care Improvement Guide
  - [www.residentcenteredcare.org](http://www.residentcenteredcare.org)



---

---

---

---

---

---

---

---