

Nurse Leadership Program
Thursdays, 12:00-2:00pm
January 18 – May 30

“High Administrator and Director of Nursing turnover land providers more complaint investigations” according to an article published in an issue of McKnights addressing research results in a study by Miami University in Ohio. “Staffing retention matters just as much at the top of the managerial chain as it does for frontline staff.” Retaining your Nursing Leadership and Administrator is likely to result in fewer consumer complaints and fewer substantiated complaints. Nursing Homes with high leadership turnover are more likely to be in the group of facilities with 6 or more substantiated complaints. Not only were the complaints made but they resulted in actual deficiencies in care.

Leadership instability has been found to be significantly associated with high turnover of frontline staff which influences overall quality of care according to a recent JAMDA study.

Do you want to avoid complaint investigations? Do you have new nurse leaders on your team? Do you want to solidify collaboration and cohesion among your nurse leaders?

Consider having your Leadership Team participate in this upcoming 5-month intensive live Virtual training. The Program consists of a weekly Zoom meeting lasting 2 hours where leadership staff will meet with the Program Facilitator for Education and Consultation. Sessions will be recorded and available to participants to review during the 5-month period.

Why should your team attend?

1. To Invest in your team and set them up for success!
2. Program is incorporated into their workday (no travel or need to be away from the community)
3. To gain a greater understanding about DSHS regulatory requirements and to adopt strategies to be survey-ready at all times!
4. Access to a Nurse Leader mentor during the training program!
5. Learn to use a systems approach to managing day-to-day operations and address challenges.

6. To cross-train members of the nurse leadership team.

Who Should attend:

Director of Nursing, Assistant Director of Nursing, Staff Development/Clinical Educator, MDS Coordinator, Infection Preventionist.

Schedule

January 18

1. State Mission, Vision, & Values of your organization and how those play out on a day-to-day basis.
2. Understand the role of the nursing leadership in the context of the larger organization.
Description: Participants will define and discuss their facilities mission, vision, and value statement. How do they keep these statements in the minds of those they supervise and are reflected in their work. They will identify ways to keep these concepts evident in everyday practice. We will explore creating or discussing mission, vision, and value statements for the nursing department and how they support the organization's mission, vision, & values statements.

January 25

1. Define the difference between organizations & teams.
2. Articulate the Culture & Climate of your organization.
Description: This session focus is on the structure of the organization and how teams work within that structure. Success and challenges among teams are often dictated but the culture and climate found in the organization. Participants will be able to articulate these concepts and explain how to influence culture and climate within the organization, their department, and their teams.

February 1

1. Identify your leadership style.
2. Review successful team processes for health care environments and specific to LTC.
Description: Participants will use tools that will help them identify their leadership style and how it affects the people they supervise. This sets them up for learning their communication style the following week. They will also be able to use the tools to evaluate the staff they supervise to help them identify the strengths and opportunities they may need to further develop in their own staff.

February 8

1. Understand the communication styles of your leadership team and how to use that knowledge to improve and maintain good communication.
2. State 2 strategies for managing change in the LTC environment.

Description: Participants will identify and evaluate their preferred communication style and how that impacts those they supervise. We will also focus on change theory and apply it to their environments. Planning for change results in successful changes.

February 15

1. Strategize Survey Preparation
2. Understand F-tags, what are they and how to keep track of them.
3. Understand WAC, what are they and how they work with the F-tags.

Description: In this session, Participants will discuss strategies to ensure nursing is survey-ready at all times. We will identify methods to identify potential survey citations so nursing systems can be evaluated to ensure compliance.

February 22

1. State what is a 2567 and how to use it?
2. Learn how to write a Plan of Correction.

Description: Participants will review the requirements for writing the Plan of Correction (POC) and we will discuss language to use that will support the POC minimum standards for compliance. We will also discuss strategies to implement the POC and assure compliance.

February 29

1. Identify the components of a good Abuse & Neglect Prevention Program.
2. State 2 components of strong Incident/Accident Investigations.
3. Explain Mandatory Reporting.

Description: Participants will bring their policies and procedures for Abuse & Neglect, Mandatory Reporting, and Incident/Accident investigations. We will be discussing the reasons why citations are written in these areas so frequently and how they can minimize their risk of repeat citations.

March 7

1. Discuss strategies to collaborate with State/Federal Surveyors and Complaint Investigators.
2. State the types of surveys you can expect to see each year.
3. Policies and Procedures – what are they, how to write and use them.

Description: This session focus is on etiquette when working with various state and federal regulators to ensure efficient investigations and outcomes. Components of strong policies and procedures will be presented with some time to review and revise as needed a policy of their choosing.

March 14

1. Explain a budget and why should I care?
2. State the 3 kinds of budgets I need to be aware of and manage with the support of the CFO?

1. Staffing Budget
2. Supply Budget
3. Capital Budget

Description: *Budgets are managed in various ways depending on each community's Financial officer. However, as nursing leaders you are responsible for managing the nursing budget day to day. Nursing leaders will learn the basics in terms of defining each type of budget and how to determine what is including in each line item.*

March 21

1. Learn how to ask for something that will impact the budget?
2. State one way to work with the Finance Operating Officer/Department.

Description: *Participants will learn how to have input into their budget, and how to request additions to each of the types of budgets by writing a budget proposal. Strategies to work with the financial officer will be presented.*

March 28

1. Identify ways to manage Agency Use.
2. Managing Call-ins/absenteeism

Description: *The focus of this session is to explore the ways to manage the staffing budget in light of call-ins, absenteeism, and agency use. We will share programs for encouraging good staffing models from the fiscal perspective.*

April 4

1. Explain the importance of recruitment and retention as a part of Staffing Management.
2. State the nurse's role in hiring, disciplinary action, and termination.

Description: *The section focus is on managing staffing models, recruitment, retention from the human resources perspective. While most communities have a human resource department, we will discuss the role of nursing to ensure all employees, new or those with seniority, are inspired to do their best work.*

April 11

1. Demonstrate the Disciplinary action process.
 1. Standards of Practice
 2. Job descriptions
 3. Employee Handbook
2. State the impact of working with different generations.

Description: *This section will explore the many facets of the Disciplinary Action Process and how to use this process to help employees improve their skill sets. Unfortunately, nurse leaders may have to use the disciplinary process. We will review the standards of practice related to this along with the policies and procedures specific to the disciplinary process to minimize the risk of litigation and ensure improved performance.*

April 18

1. Learn how to identify and control Bullying in the workplace.
2. List 2 strategies to Managing Conflict
3. Explain the importance of Staff Evaluations (self evals, peer review evals, performance evals or pay raise evals).

Description: Participants will learn how to identify what bullying is and is not in an effort to demystify the concept that “Nurses eat their young.” They will learn how to embrace conflict rather than avoiding it, as a positive approach to problem solving. The importance of staff evaluations in terms of creating training programs to improve and enhance care will be explored.

April 25

1. Managing Nursing Systems through the MDS process
2. Work effectively with consultants such as Hospice, Palliative Care, Dentist, Podiatrist, Mental Health Specialists, etc.

Description: Many nurse leaders have not been MDS nurses. This session will focus on how to use MDS data to identify nursing systems needing review to ensure the risk of citations are minimized and the care of the residents are maximized. Consultants are often used to provide specific consultation. We will explore strategies to ensure consultant reports are reviewed and acted upon to ensure compliance.

May 2

1. QAPI to track potential areas of concern.
2. Effect of PDPM on monitoring nursing systems

Description: The focus of this session is to ensure that all the steps of a good QAPI program are in place with special emphasis on Performance Improvement Programs (PIPS) to ensure the highest quality of care and services are provided. We will discuss PDPM and how this system has changed how we monitor nursing systems.

May 9

1. Nursing areas to keep track of through a process.
 - a. Weight loss/gain
 - b. Falls/Incidents
 - c. Infections (Role of Infection Preventionist)
 - d. Behavior management
 - e. Use of unnecessary drugs
 - f. Monitoring the environment
 - g. Admissions and Discharges
 - h. Infection Preventionist

Description: This session places emphasis on the use of MDS data to evaluate nursing systems identified in the objectives. These often translate into PIP programs and eventual resolution and ongoing monitoring. This process will be explored using case studies from their MDS documents.

May 16

1. Define the role of the clinical educator/staff development Coordinator as it may relate to the nursing department and the organization.
2. What is the role of the Clinical Educator in Orientation, Inservice Training and Continuing Education.

Description: The Clinical Educator role is often misunderstood. This discussion will be centered around identifying potential training programs based on employee evaluations and annual review topics. This sometimes is a shared role between the nursing department and the organization. We will look at the best structure for this role in your environment.

May 23

1. State one way to use staff evaluations to determine training programming/staff education.
2. Identify 3 Strategies to get information disseminated.

Description: This session will present strategies to identify training programs from employee evaluations and disciplinary actions that will enhance and improve care to the residents. Different teaching and learning styles will be discussed and we will also discuss using a variety of techniques using online learning as well as in-person training via inservices or 10-minute teaching projects.

May 30

1. Discussion of how they have used or plan to use information from the program.
2. Evaluation instructions

Description: This will be a short session. We will discuss take aways from the training and how they have been implemented at their communities. A brief evaluation tool will be presented, and I will give the participants time to complete it and then send it on to Leading Age. We can then evaluate the responses and I will include them in future changes or additions to the course content.