

The Geriatric Nursing Leadership Academy:

Outcomes Across the Care Continuum

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Need for Geriatric Nurse Leaders

- World's population of persons age 65 & older grows by 800,000 per month
- Persons 80 and above are fastest growing component of population
- Life expectancy is increasing
 - Japan: 84
 - Singapore: 84
 - Switzerland, Australia, Italy: 82
 - Sweden, Canada, France, Spain, Israel, Bermuda: 81

Geriatric Nursing Shortage - USA

- Of the 2.71 million RNs in the USA, fewer than 20,000 are certified gerontological nurses (Hartford, 2014)
- Of 250,000 APN, only 3,812 are geriatric nurse practitioners or clinical nurse specialists (GAPNA, 2014) *spell out GAPNA

Geriatric Nursing Shortage - Canada

- Of the approximately 290,008 RN's in Canada, approximately 25,000 working in geriatrics or long term care (Canadian Nurses Association, 2012)
- There are less than 3,000 nurse practitioners in Canada (Canadian Institute for Health Information, 2012)

Purpose

- To prepare and position nurses in leadership roles in various health care settings to lead interprofessional teams in the improvement of health care quality for older adults and their families
- To develop skills that lead to the promotion of health policies for the geriatric population in diverse and global health care settings

Leadership Development Model

- Self-awareness and Self-assessment
- Behavioral focus
- Reflective analysis
- Relationship foundation – triads
- Kouzes-Posner “Leadership Challenge”

GNLA Structure Overview

- Competitive selection
- 18 month guided leadership journey
- Two three-day workshops
- Fellow & Leadership Mentor relationships
- Self & professional development

GNLA Structure Overview

- Faculty consultation including organizational site visits
- Monthly learning activities & discussion groups
- Design & implementation of interprofessional team leadership project

GNLA Structure Overview

- Journaling
- Evaluation of experience and project
- Dissemination of results
- Professional presentations of project outcomes and experience

Three Learning Domains

- Individual leadership development
- Advancing nursing practice through an interprofessional team leadership project
- Expanding scope of influence:
Organization, Community, Profession

Individual Leadership Development Project: Three Learning Domains

Individual Leadership Development:

- Continuing education – enrolled in DNP program
- Pursuing career path towards CNO: promoted to corporate VP role



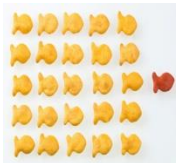
Interprofessional Team leadership Project:

- Led team leadership project focused on culture change at Genesis SNF



Expanding Scope of Influence:

- Serves on national professional organization committees and advocate for policy change
- Implemented and leads interprofessional team across Genesis



Individual Leadership Development

- Self-assessment – Leadership Practices Inventory (LPI), reflection, advisors, 360 feedback
- Individual leadership development plan
- Interprofessional project team feedback

Advancing Practice Through Interprofessional Team Leadership Projects

- Cohorts have completed a total of 44 interprofessional team projects within the following health care settings:
 - Acute care
 - Long term care
 - Community health agencies
 - Academic and community based clinics

Interprofessional Team Leadership Projects: Acute Care Settings

Projects Conducted in Acute Care Settings

“Mobility Program”

- Decrease functional decline
- Reduce the number of falls, reduce the incidence of pressure ulcers
- Reduce length of stay
- Reduce readmission rate
- Improve patient satisfaction scores

Projects Conducted in Acute Care Settings

“Improving Geriatric Nursing Resources in an Acute Care Organization using the Kouzes-Posner Leadership Model”

- Designed to build interest in geriatric nursing as a specialty in an acute care hospital
- Increased number geriatric resource nurses by expanding the NICHE (Nurses Improving Care for Healthsystem Elders) to post-acute settings
- Promotion stronger relationship between Acute and Sub-acute care settings

Project Outcomes

- NICHE achievement in hospital
- NICHE extended to seven Community Nursing Homes
- “Teach-Me-Tuesdays” 14 core modules for NICHE GRN education and 1 Non-NICHE module
- 21 total nursing homes
- Interprofessional collaboration

Projects Conducted in Acute Care Settings

“Older Adult Knowledge (OAK) Initiatives”

- Designed as a three phase project
 - Phase I: Explore the knowledge level of RNs related to dementia, falls, delirium and pain of older adults
 - Phase II: Development and implementation of pain inter-professional rounding
 - Phase III: Reassess knowledge of RNs at two and six weeks post intervention of rounding

Project Outcomes

- Increased number of RNs obtaining Board Certification in Gerontology
- 100% Critical Care nurses trained on delirium assessment and intervention knowledge
- Developed annual geriatric specific continuing education class



Current Trends in Post Acute Care

Short Stay Patients:

- Increasing acuity with increased admissions & discharges
- Mean Medicare LOS 20 days
- 39% discharged to the community
- Focus on reducing re-hospitalizations
- Primary dx for admission - joint replacement, septicemia, kidney and urinary tract infections, hip and femur procedures, heart failure and shock

*2009 SNF Medicare Provider Analysis and Review, 2009

Nursing Practice in SNFs

- Only 6% of RNs nation-wide work in SNFs
- LPNs make up majority of licensed staff
- RNs typically do not deliver direct care to nursing home patients/residents
- Little differentiation of licensed nurses roles
 - Job descriptions, positions, pay scale

Nursing Practice Challenges

- RNs lack leadership competencies
 - Many lack leadership competencies needed to execute their roles in SNFs; few prepared to delegate or supervise
- RNs lack geriatric competencies
 - Majority of RNs working in SNFs have not received formal education in geriatric nursing

GNLA Addresses Long Term Care Nursing Practice Challenges and Opportunities

Effective nursing leadership has been associated with a number of positive outcomes in long-term care, including:

- Improvements in the quality of care
- Increase in staff retention and job satisfaction
- Improvements in the organizational and work climate
- Reductions in the cost of care
- Successful quality improvement practices

Research in Gerontological Nursing, Vol. I, No.3, 2008

Interprofessional Team Leadership Projects: Post Acute Care

Interprofessional Team Leadership Projects – Long Term Care

- **Clinical Nurse Education - 3**
 - Assessment, geriatric knowledge, role of nurse in assisted living
- **Practice Improvement - 3**
 - Communication and collaboration
- **Quality and Safety - 3**
 - Resident safety, medication management, health promotion
- **Culture Change - 8**



Advancing nursing practice through an interprofessional team leadership project

Title: “Adding Life to Years”

Location: Skilled Nursing Center

Purpose: To deliver patient centered care through understanding and valuing cultural diversity of patients, residents, and staff

Leadership Project: Methods

Evidenced Based Assessment:

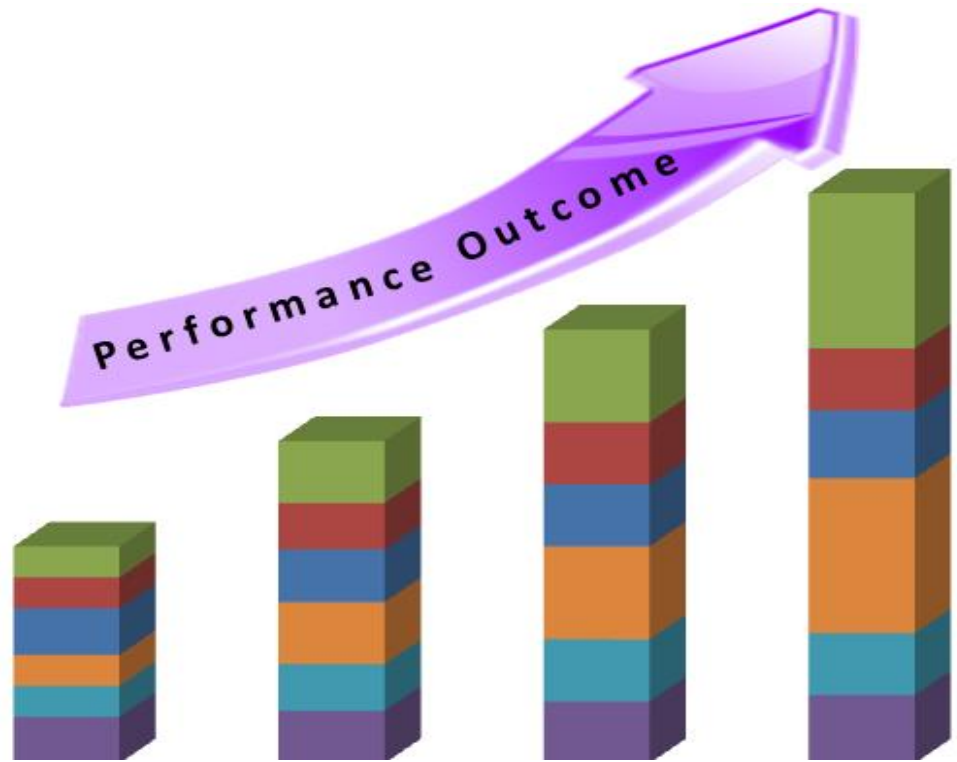
- Determine components of patient centered care and cultural competence that were in place at the center
- Evaluate staff's knowledge/perception about patient centered care and cultural diversity

Interventions:

- Form and lead team to implement:
 - Consistent assignments
 - Culture of the Month Celebration
 - Spa Day
 - All About Me Tool

Leadership Project: Measured Outcomes

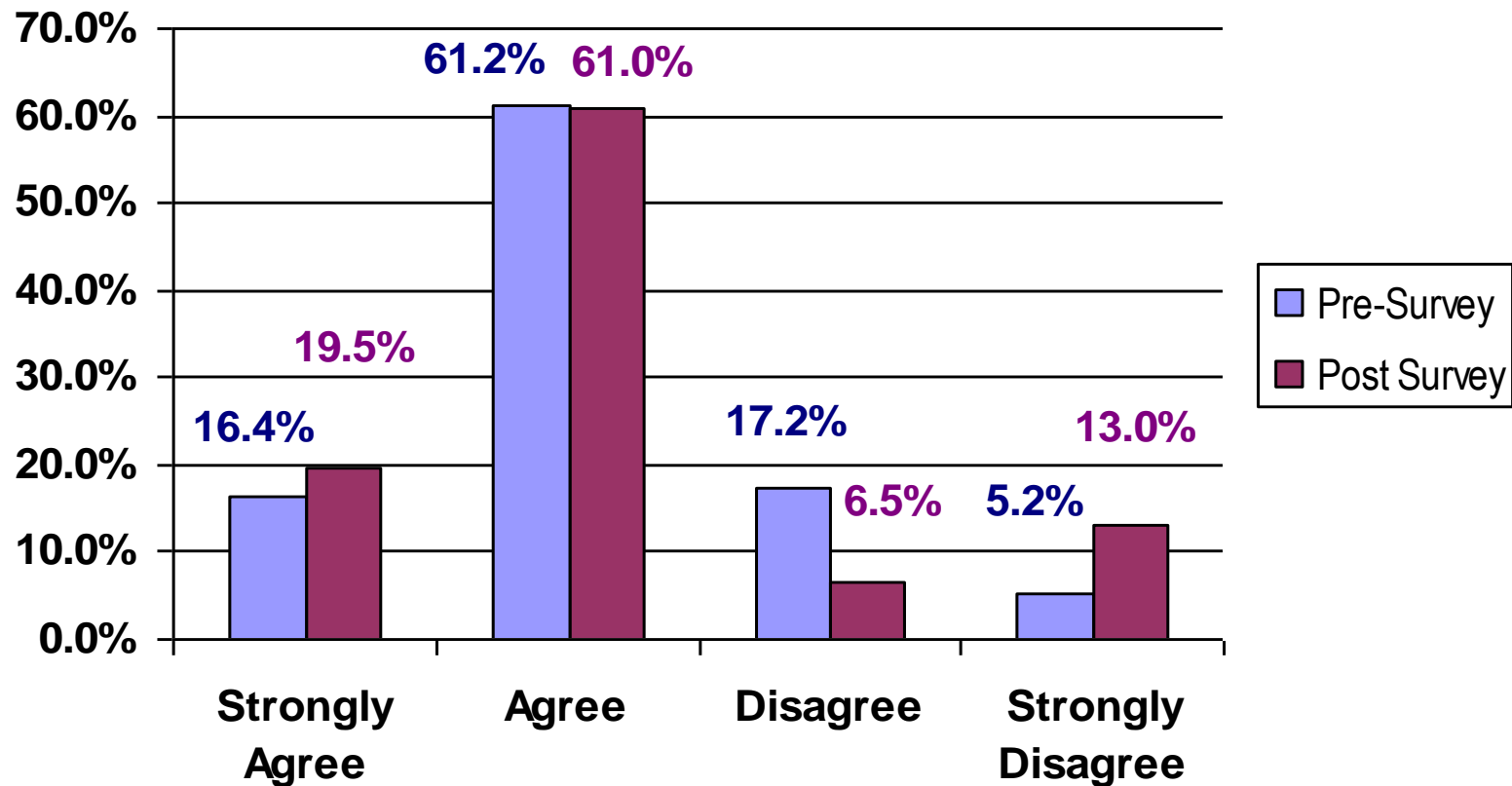
- Employee Satisfaction
- Staff Retention
- Fall Rate Reduction
- Customer Satisfaction



Domain 2

Employee Satisfaction

Do you feel your culture is respected at work?



Leadership Mentor Role

- Assists, supports and guides the Fellows through their 18 month leadership development journey
- Creates new networking opportunities and assist with navigating organizational structure and culture

The Impact of Leadership on Fellow Development: Mentoring Matters

Mentoring relationship:

- Enabled Fellow to become more self confident and take professional and personal risks
- Supported Fellow with critical decision making
- Role modeled coaching and mentoring behavior
- Assisted Fellow to become involved in external activities

Interprofessional Team Leadership Projects: Community Agencies

Examples of Projects: Community Agencies

- Needs assessment and business plan for creation of an adult day care center and fall prevention program
- Assessment of nursing practice models in PACE organizations
- Instructional module and training of home care nurses in telehealth monitoring of patients for pneumonia
- Developed program to assist older adults in selecting physical activities for maintaining active health

Outcomes: Community Agencies

- Identified multiple nursing care models in PACE organizations, with majority of nursing PACE leaders willing to compare quality indicators to improve care of the elderly
- Home health RNs trained for a telehealth program for monitoring pneumonia
- Increase in monthly personal health reviews of residents

Impact and Sustainability of Leadership Projects

- All projects transitioned into much larger initiatives
- Interprofessional teams have continued in all project organizations
- Projects have had a sustained impact on parent organizations
- Scope of projects were expanded across systems of care delivery

Expanded Scope of Influence

- Expectation of all Fellows
- A organizational, community, and profession
- Intentional relationship building
- Appointments
- Advanced formal education
- Promotions and new positions

Value of Behavioral Leadership Development

- Leaders who approach leadership behaviorally
 - Collaborate
 - Promote Relationships
 - Vision Together
 - Reach Desired Outcomes



Develop Cadre of Nursing Leaders Globally



Impact of Nursing Leaders on Health Systems

- Health Care is Global
- Major Population Needs
 - World is Aging
 - Mothers and Babies
 - Eradicate Diseases
 - Provide Interventions
- Systems of Care

Nursing as a Global Community

- Take Action Together
- Commit Full Potential
- Prepare Leaders Worldwide
- Support One Another



Thank you!

**For more information or questions, contact:
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