The Gerontological Nursing Leadership Academy: Leading Advancements in Interprofessional Care of Older Adults

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Needs Grow for Older Adults

Gerontological Nursing Leadership Academy
Demographic Shifts

Aging

Aging of the Aging

10,000 turn 65 each day

Pew Charitable Trust; NCHCS FastFacts
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.
Origins

• Ideas
• Conversations
• Commitment
• Reality
Academy History

Five cohorts:

- 2007 - 2008  Planning Grant
- 2008 - 2009  US
- 2010 - 2011  US
- 2012 - 2013  US
- 2014 - 2015  US & Canada
- 2016 - 2017  US & Philippines
Leadership Development Model

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

- Fellow
- GNLA Triad
- Leadership Mentor
- Faculty Advisor

Gerontological Nursing Leadership Academy
Three Learning Domains

• Individual Leadership Development

• Advancing Nursing Practice through an Interprofessional Team Leadership Project

• Expanding Scope of Influence: Organization, Community, Profession
Curriculum Overview

• Competitive selection
• 18 month guided leadership journey
• Two three-day immersion workshops
• Fellow & Leadership Mentor relationships
• Individual leadership development plan
• Self development
Curriculum Overview

- Faculty consultation
- Facilitated site visits by the academy faculty
- Monthly faculty led learning activities & discussion groups
- Design & implementation of interprofessional team leadership project
Curriculum Overview

• Journaling
• Evaluation of experience and project
• Dissemination of results
• Professional presentations of project outcomes and experience
Fellowship is Life Changing
An Exemplary Fellowship Leadership for a Lifetime

Presented By
Karen Reynolds, DNP, CNS-BC, FGNLA
Objectives

• Share the experience of the geriatric leadership fellowship
• Discuss how leadership development in geriatrics can improve outcomes for older adults
• Demonstrate the sustainability of the fellowship through expansion of your scope of influence
Gerontological Nursing Leadership Fellowship
Individual Leadership Development

- Self Assessment
- Deep Dive into the Principles
- Individual Leadership Development Plan (ILDP)
- Mentor – Dyad
- Mentor and Faculty Advisor – Triad
- Leadership Advisory Team
Diversity became our strength!
Challenges and Opportunities in Developing a Leader

Becoming a new person in a familiar environment

– Overcoming internal perceptions of limits of one’s abilities and ‘making waves’
– Understanding influence of stakeholders that are affected
– Balancing mentoring recommendations with situation being experienced
– Development from the “Inside Out”
Goals / Strategies
Critical to My Success for Individual Leadership Development

1. Increased confident and assertive communication to generate and influence a shared vision
   Strategy:
   • Introspection, self assessment, Leadership Practices Inventory (LPI), feedback from leadership advisors, mentoring
   • Preparation and clarity of communication & affirmation of values

2. Sustained relationships and establishment of new relationships with key influential stakeholders
   Strategy:
   • ILDP, mentoring, networking
   • Established relationship with CNO and Strategic Marketing Manager

3. Increased involvement in opportunities to network and advocate for older adults
   Strategy:
   • Introspection, Self Awareness
   • Relationship building in the organization and in the community
Actualizing My Potential

Everyone has his or her own unique power. It is our responsibility to find that power and use it to the fullest capacity we can in the service of other people.

Toan Lam
Interprofessional Team Project

Collaboration among professionals to improve the outcomes of care for older adults

- Brainstorming Delirium Project – Critical Care
  Delirium- acute iatrogenic effect in acute care

Challenges and Opportunities

Leading a Team

• Developing skill set makes the processes easier
• Getting to the point of change activates the resistors
• Competing influencers
• Self-questioning effort versus the outcome
“Be you, go quietly and confidently about it, give others the chance to shine. The outcomes will guide the evaluation of you!”

Meredeth Rowe, 2013
Exchanging Breadth for Depth

• Set the course for your future
• Career Mapping
• Branding
• Align actions and behaviors with your goals - Intentional
Expanding Scope of Influence Fellowship

How I changed the organization – Sarasota Memorial Health Care System

– Geriatric Advanced Practice Nurse – Expert Consultant/Leader
– Hospital Board Influence – Geriatric Specific Acute Care
– Initiating discussion and data analysis specific to outcomes and population health for older adults leading to interprofessional projects – PEACE Project (Patient Experience for Acute Care Elders)
– Integration of Acute Care of Older Adults in our established service lines

How I impacted the community/profession

– STTI Delta Beta Chapter Chair of Research and Scholarship
– Acute Care/Advanced Practice Nurse Representative Community Stakeholders for Aging Consortium
– Facilitator for Local County Aging Network – Knowledge regarding Communicating with Older Adults in Acute Care & focus on advocacy and Health Literacy
– Adjunct Faculty for Gerontology Courses at State College of Florida
– Sarasota County Commissioners (Government) Geriatric Health Care Representative on Senior Advisory Council
– Many Community /State Presentations on Older Adults, Advocacy, & Delirium

Gerontological Nursing Leadership Academy
Expanding Scope of Influence
Sustainability
National/International Collaboration and Influence

• NICHE (Nurses Improving Health System Elders) Coordinator SMHCS
  Presented at NICHE Conference 2017

• Appointed to Florida State Elder Affairs Dementia Care and Cure Initiative – Dementia Friendly Communities

• On Governors Board for Friendship Centers – serving Older Adults in a large region in Florida

• Presented at STTI Research Congress Puerto Rico, 2015 & Ireland, 2017

• ICU Liberation National Collaborative – Lead for SMHCS (70 hospitals)

• Collaborated with National Press Ganey – PEACE Project for Improved Patient Experience for Older Adults – National Over 80 years old Initiatives

• Policy Institute – Hartford Change AGEnts – Influence to change national survey for older adults/caregivers for Medicare
Social Media as an Influencer

Follow:
Karen Reynolds @RaysNurseK
Sigma Theta Tau International @STTI #INRC2017
American Geriatrics Society @AmerGeriatrics
American Society of Aging - @ASAGeering
John A. Hartford Foundation @JHARTFOUND

Gerontological Nursing Leadership Academy
The GNLA experience was instrumental in actualizing my potential as a leader. With the supportive structured curriculum and intensive mentored experience, I garnered new skills, behaviors, and the confidence to expand my influence and to make an impact on improving outcomes for older adults.

— KAREN REYNOLDS, DNP, CNS-BC, FGNLA

See are currently taking applications for this program. Applications for our next cohort will begin in 2017. If you would like receive a notification when we begin accepting applications, please complete the IJ Academies Interest Form.

GNLA STTI
http://www.nursingsociety.org/learn-grow/leadership-new/international-leadership-institute/geriatric-academy
In appreciation:

My Mentors: Meredith Rowe & Deb Cleeter Bailey
My leadership advisory team: Sue Shkrab, Lisa Baumgardner, Jan Mauck, Jennifer Rheingans, Kathleen Houseweart
My family: John, Rachel and Rebekah
Influence through Mentoring

Deborah D’Avolio, Ph.D.
BC-ANCP, ANP
Associate Professor
Florida Atlantic University
Leadership Development
GNLA fellow

• Accomplished through intense mentoring and guidance of the Fellow’s leadership development

• Development & design of the Fellow’s Gerontological project

• Perfect vehicle-hands on experience in implementing the interprofessional project
Leadership Development
GNLA fellow

• “Triad” relationship between Faculty Advisor, Fellow, and Leadership Mentor
• Integral in providing support and guidance during the fellow’s leadership journey
• Facilitating a Fellow in her development as an interprofessional leader
• One of the most rewarding experiences in my career
Leadership Project
Massachusetts General Hospital

Profile: Admissions
43% of Adults 65

Admissions

MGH is a participating NICHE Hospital
"Tailoring healthcare for today's older adult"
MGH 65Plus NICHE

MGH-Networking to Improve the Care of Hospitalized Elders

– Senior VP, Chief Nurse J. I. Erickson
– Associate Chief Nurses, T. Gallivan, D. Burke.
– First NICHE in MA.

• 65 Plus Interdisciplinary Advisory Team.
65 Plus Program

- MGH-Networking to Improve the Care of Hospitalized Elders
- First NICHE in MA, Interprofessional
- Education
- Practice & Policy
- Consultation
- Research and Research Utilization
- Professional and Clinical Leadership

“Tailoring healthcare for today’s older adult”
The G.R.E.A.T. Project: Geriatric Rounds to Educate, Assess, and Teach

Susan Gordon, ACNP-BC, GNP-BC
STTI Geriatric Nursing Leadership Academy Fellow

Deborah D’Avolio, PhD, BC-ACNP, ANP
Nurse Scientist Yvonne L. Munn Center for Nursing Research
Massachusetts General Hospital
STTI Geriatric Nursing Leadership Academy Mentor
GREAT Project: Aims

• Explore the incidence of geriatric syndromes among hospitalized older adults

• Pilot a geriatric syndrome assessment and intervention tool

• Provide unit based education

• Bedside geriatric nursing rounds
GREAT Project Results

• 70% S  Sleep
• 74% P  Problems with eating
• 72% I  Incontinence
• 54% C  Confusion
• 80% E  Evidence of falls
• 68% S  Skin
GREAT Project Results

• 369 geriatric syndromes- 83 patients

• 2,043 nursing interventions implemented

• Clusters of geriatric syndromes/risks.

• *Geriatric Nursing Knowledge and Skills* are needed to improve the outcomes of hospitalized older adults and ultimately reduce healthcare costs.

• Future research-continue to explore syndrome clusters and development of assessment tool.
“Translational research transforms scientific findings or discoveries from basic lab, clinical, or population studies into new clinical tools, processes, or applications.”

Grady, P., Translational Research and Nursing Science, NINR News Nursing Outlook.
Oh, the Places You'll Go!
Adapted from Dr. Seuss

Congratulations! Today is your day. You’re off to Great Places! You’re off and away! You have brains in your head. You have feet in your shoes. You can steer yourself any direction you choose.
You’re on your own “but with your **GNLA mentor and faculty** along.” And you know what you know. And **YOU** are the person who’ll decide where to go.
Acknowledgements

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  – GNLA
  – Mentee: Susan Gordon, DNP
  – Faculty: Deborah Cleeter Bailey, MSN, EdD
  – MGH 65 Plus Advisory Team and Leadership
  – Older Adult Participants
Sometimes the Greatest Transformation Begins by Walking Through the Door

Congratulations Susan Gordon, DNP!
Interprofessional Healthcare Leadership

Health care is dependent on strong teamwork: communication, quality, safety, satisfaction.
Defining leadership

• At its heart, leadership is broadly accepted to be about influencing others to accomplish common goals. It is a complex and multi-faceted process which involves providing support, motivation, coordination, and resources to enable individuals and teams to achieve collective objectives. It is boundary spanning that creates limitless possibilities.
Driving Forces

Demand for more efficient use of resources

- Standardized processes that coordinate and distribute responsibilities
- Vertical integration
- Cost-containment measures aimed at reduction of clinical and administrative waste
Interprofessional teamwork for health and social care integration

• Effective interdisciplinary teamwork starts with the leaders..with us !!!!

• This requires a high level of trust, respect, and willingness to focus on the big picture

• The goal is to achieve optimal outcomes in a complex, ever changing environment
GNLA Fellows Influencing Advancements in Healthcare

• Transforming the Healthcare System on the front lines of care delivery to the Boardroom

   Areas that have been affected:
   patient and family experiences
   financial outcomes
   quality and safety
Important Initiatives: Demonstrating Value, Driving Innovation

- Fall prevention
- Delirium prevention and treatment
- Medication reconciliation
- Transitional care
- Telemedicine/virtual care
- Convenient Care
- Patient/family centered care
- Preventive/personalized care
Nurse Leadership

- Organizational structures
- Recruitment and retention
- Improving health outcomes
- Productivity and cost effectiveness

The Infinite Loop of Transformation

Gerontological Nursing Leadership Academy
Building a shared understanding: Meeting the demands of Many

• The key opportunities GNLA are maximizing
  1. Innovation: not diversification
  2. Integration – technology/digitally accelerated
  3. Redefine access
  4. Patient/family centeredness
Nurses’ policy influence

• Nurses’ influence on health policy protects the quality of care by access to required resources and opportunities.

• Nurses, as part of health systems need to influence the formulation of health policies rather than just implement them.

• Nurses have unique and valuable views toward health policies.
Drivers for Policy

- We live in an interconnected world: Policy is Global
- Health care costs are rising
- The world is graying
- The workforce is aging
- Life expectancy is increasing
- Communicable diseases are an ongoing threat
- Chronic diseases are on the rise
Prolific Policy

• True health care reform can serve as a vehicle for movement or progress in practice. It can open doors for opportunity and provide methodology for solidarity in action.

• Policy must be seen as a tool to sharpen our practice to meet the needs of the consumer.

• Policy and advocacy are interconnected.
Stages of Policy Development: opportunities exist in each stage

- Policy Agenda
- Policy Formulation
- Policy Adoption
- Policy Implementation
- Policy Evaluation

- Policy is born our need for communal actions
Nurse Leaders: Shifting Policy

• Scope of practice
• Results-oriented payment
• New models of delivery

• From Florence Nightingale to active leaders today
Engage: Redesign: and Shift the Paradigm
What questions do you have?