

Person-Centered Care and Leadership in Long-Term Care

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Background

- ❖ The increasing elderly population creates concerns in the care delivery in long-term care (LTC) facilities where the sustainability of best care practices has been a great concern.
- ❖ A culture change focusing on person-centered care (PCC), which is based on the moral principle that all human beings are valuable and deserve respect regardless of their disabilities, is highly recommended to improve the quality of care and increase the well-being of residents and staff.
- ❖ Effective leadership is an essential foundation for implementing and sustaining a PCC environment.
- ❖ Several critical components are required for the successful implementation PCC culture change, including strong leadership skills, commitment to sharing and promoting the vision of PCC and to holding self and others accountable for sustaining PCC.
- ❖ Leadership theories such as the transformational leadership (TL) theory of James Burns (1978) and the SERVICE (S-service, E-Education, R-Respect, V-Vision of the organization, I-Inclusion, C-Communication, E-Enrichment and self-reflection) leadership model of Susan Gilster (2005) suggest that if organizational leaders are passionate and committed to the way they lead, they will inspire their staff to provide PCC on an ongoing basis which enhance the quality of life for older adults whilst also improving job satisfaction among staff.

Purpose of the Study

- ❖ A literature review was conducted to explore the significant role of leadership in the implementation of PCC by examining the TL and SERVICE leadership models within the LTC arena.

Methods

- ❖ Systematic searches were conducted via CINAHL, EBSCO, PsycINFO, PUBMED, Business Complete, ProQuest and Google Scholar using the following keywords using both US and European English, individually and in multiple combinations: Person-centered care implementation, resident-centered care, client-centered care, individualized care, PCC, person-centeredness, culture change, leadership, management, long-term care and nursing homes.
- ❖ The searches were limited to journal articles in English language and published from 1999 to April of 2015.
- ❖ References of all the relevant articles were reviewed to identify additional ones.

Results

- ❖ Out of fifty articles reviewed, 17 studies from eight different countries were chosen based on the inclusion criteria specific to LTC/NH settings.
- ❖ Implementation of PCC in LTC settings varies depending on particular PCC practices a specific facility adapted.
- ❖ Among the few recommend leadership models for LTC, the Transformational Leadership (TL) model of James Burns (1978) and the SERVICE leadership model of Susan Gilster (2005) seem to best fit the LTC setting.
- ❖ TL consists of four components: idealized; inspirational motivation; intellectual stimulation; and individualized consideration, which empower employees in a transformational process to achieve success.

Table 1

Major Components	Leadership components identified in this integrated review	TL	SERVICE Leadership
Inspire followers toward the shared vision	Communication Managerial Influence	X	X
Appropriate for changing healthcare and LTC settings	Flexibility	X	X
Learn about each employee and express concern/care	Managerial Influence	X	X
Encourage innovations and problem solving	Supportive Environment Empowerment	X	X
Promote intellectual stimulation and offer ongoing training	Education and Training	X	X
Appreciate uniqueness, maximize capabilities, and value/respect others	Promote RNs leadership by maximizing capabilities	X	X
Encourage employees' best and promote partnership	Supportive Environment	X	X
Role-model desired behavior and be a visionary leader	Managerial Influence	X	X
Communicate and promote an open and supportive environment	Communication	X	X
Frequency of citation in the literature	NA	Frequently cited	Citation limited
Enrich self with self-reflection and self-care	Empowerment		X

Results

- ❖ Transformational leaders coach and empower employees to form vision-aligned values so that they can work collaboratively to benefit the organization.
- ❖ Research studies support a positive correlation between the TL style and effective employee performance, as well as TL and higher job satisfaction.
- ❖ The SERVICE model encourages a service-oriented, compassionate, and efficient LTC environment.
- ❖ Passion is the overall concept of success for this model, as change adaptation is a natural process driven by passion.
- ❖ Passion, commitment, and consistency are necessary for staff in keeping the PCC philosophy vibrant.
- ❖ SERVICE model emphasizes self-care as an essential component in embracing a healthy work-home balance.
- ❖ The goal of the SERVICE leadership model is to help leaders develop themselves, and promote a work-culture predominantly about serving other.

Conclusion

- ❖ There are several similarities between the TL and SERVICE models. Both models empower employees to become part of the new organizational culture by collaborating as a team toward a shared vision. Table one provides a visual comparison of the two leadership models.
- ❖ The core values of the SERVICE model and TL are comparable to the PCC philosophy because they promote service, individuality, empowerment, commitment, team-work, effective communication, genuine relationships, dedication to quality care, and dedication to the organizational vision and mission.
- ❖ Creating a PCC-friendly climate is only possible with supportive leadership that is committed to the organizational vision and mission of the PCC philosophy.

Future Implications

- ❖ As the LTC industry continues to face challenges with embracing the PCC philosophy, leaders are key change agents for culture creation, adaptation, and the ultimate success of initiatives.
- ❖ PCC-driven leaders with the passion to serve, and with a dedicated workforce, will transform the LTC industry.
- ❖ Modeling, inspiring, and influencing the workforce to provide the best quality PCC preserves personhood and enhances the lives of older adults living in the LTC facilities.
- ❖ Ongoing leadership development programs in LTC are warranted and utilizing a standardized leadership framework, such as SERVICE or TL model may provide guidance for leaders when initiating PCC culture change.
- ❖ Further exploration of effective leadership styles in relation to PCC implementation may be necessary to minimize the current gap in the literature.