



# VCU

## Nursing Home ECHO COVID-19 Action Network

Virginia Nursing Homes \* VCU Department of Gerontology  
VCU Division of Geriatric Medicine \* Virginia Center on Aging

For educational and quality improvement purposes, we will be recording this video-session. By participating in this ECHO session you are consenting to be recorded. If you have questions or concerns, please email, [nursinghome-echo@vcu.edu](mailto:nursinghome-echo@vcu.edu).

Project ECHO® collects registration, participation, questions/answers, chat comments, and poll responses for some teleECHO® programs. Your individual data will be kept confidential. These data may be used for reports, maps, communications, surveys, quality assurance, evaluation, research, and to inform new initiatives



Agency for Healthcare  
Research and Quality





**VCU**

# Session 16

Navigating the COVID-19 Pandemic:  
Effective Leadership and Communication During  
COVID-19

Quality Assurance-Performance Improvement:  
Celebration and Summary

# CE/CME Disclosures and Statements

## Disclosure of Financial Relationships:

The following planners, moderators or speakers have the following financial relationship(s) with commercial interests to disclose:

Christian Bergman, MD – none; Dan Bluestein, MD – none; Joanne Coleman, FNP-none; Laura Finch, GNP - none; Tara Rouse, MA, CPHQ, CPXP, BCPA – none; Sharon Sheets-none;

## Accreditation Statement:

In support of improving patient care, VCU Health Continuing Education is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

## Credit Designation:

VCU Health Continuing Education designates this live activity for a maximum of 1.50 **AMA PRA Category 1 Credits<sup>TM</sup>**. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

VCU Health Continuing Education designates this activity for a maximum of 1.50 ANCC contact hour. Nurses should claim only the credit commensurate with the extent of their participation in the activity.

VCU Health Continuing Education awards 1.50 hours of participation (equivalent to AMA PRA Category 1 Credits<sup>TM</sup>) to each non-physician participant who successfully completes this educational activity.

# Session Agenda

- Announcements
- Best Practices Briefing-Leadership & Communication
- QAPI Celebration and Summary
- Guest speaker videos
- Community Forum
- Celebrate!

# Session Learning Objectives

## Best Practices Briefing:

By the end of the session, participants will identify:

1. Understand how QAPI can create more effective leadership strategies
2. Describe the elements of purposeful rounding
3. Explore strategies to improve staff engagement.

## Quality Assurance-Performance Improvement:

By the end of the session, participants will:

1. Describe key leadership behaviors that support improvement

# Leadership and Communication During COVID-19

thanks to David Farrell, MSW, LNHA, consultant and nursing home administrator

# Question For You

- What is leadership?

# Next Question For You

- How has leadership changed during COVID-19?



# Last Question For You

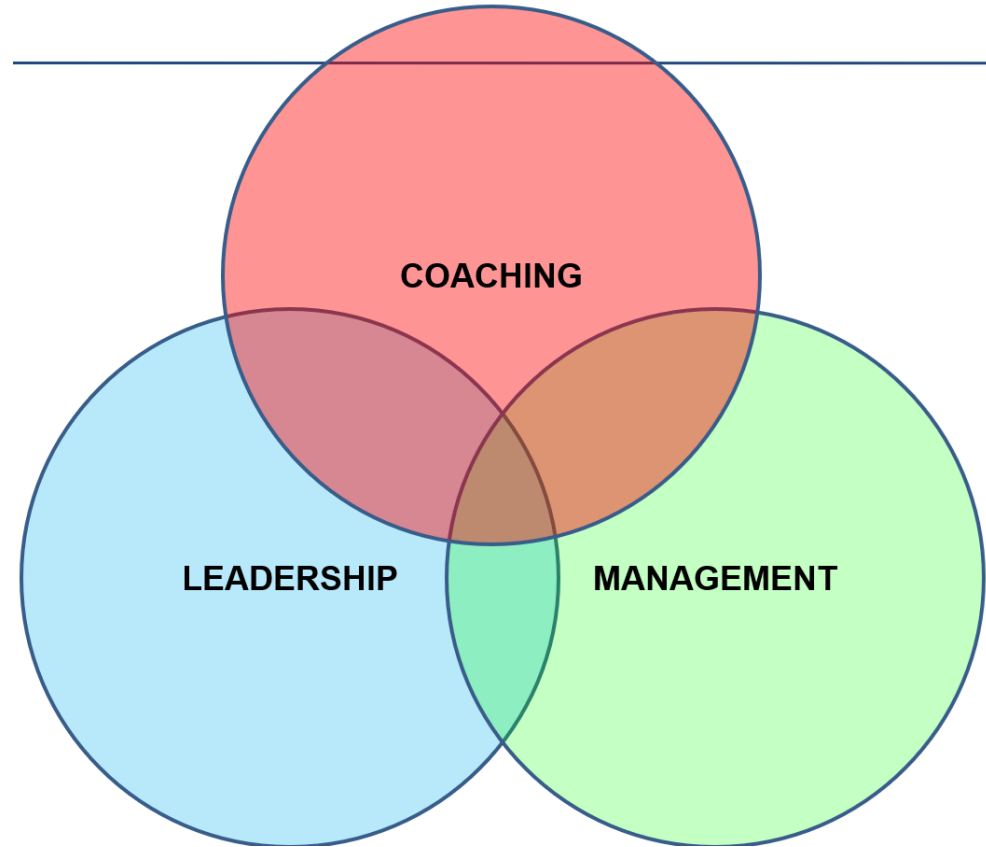
- What advice would you give a new leader based on your experience over the last year?

# Leadership, Definition & Attributes

- Definition
  - The art of motivating a group of people to act towards achieving a common goal.
  - Direct towards what should be done
- Attributes
  - **Align** people.
  - **Inspire** people towards common goals.
  - **Positive Energy**
  - **Motivate** people.
  - **Communicate** a vision
  - **Credibility** deeds = words
  - **Create Trust**
  - **Persevere**
  - **Care about others**

# Compared to Management & Coaching

- Leadership-what should be done
- Management-what needs to be done
  - Ex: address PPE budget, inventory, supply
- Coaching: how to do it:
  - Ex: ensure proper use of PPE by staff



# Formal and Informal Leadership in the Nursing Home

- Formal:
  - Designated authority (Administrator, DON, etc.)
  - Content Experts (Infection Preventionist, Medical Director, Others)
- Informal: (anyone)
  - Role Models
  - Innovators
  - Opinion Influencers
  - Empaths/Nurturers
  - Others

Enlightened formal leaders engage informal leaders in organizational change

# An Engagement Model

## SET THE STAGE

1. Develop urgency
2. Build a guiding team

## CREATE A PLAN

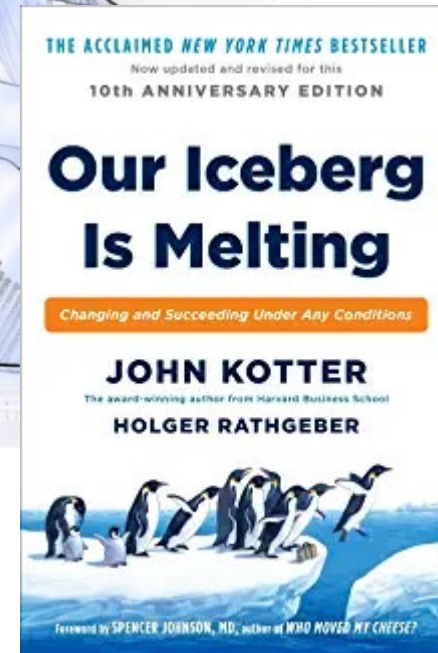
3. Develop a vision & plan

## MAKE IT HAPPEN (PDSA, QAPI)

4. Share the vision
5. Empower others
6. Create short term wins
7. Build on these

## MAKE IT STICK

8. Culture change “new normal”
- (9. Repeat)



# Leadership Best Practices For Employee Engagement Under COVID-19

- Written communication
- Rounds
- Huddles

# Written Communication

## **Memos, newsletters, email blasts**

- Informative
- Complimentary
- Standard setting
- Update on PIPs
- Point out positive trends
- Staffing changes
- Sincere

## **Personal Notes**

- Birthday
- Thank you
- Condolences

# Purposeful Leadership Rounds During COVID-19

- High visibility
- Keen observations
- Verbal
- You are in the spotlight
- Make eye contact
- Say – “I’m smiling right now.”
- Linger
- Assist



# Rounds – What to Say and Do

## Trigger higher performance -

- Say - “I am worried about...I am proud about...thanks for helping her with that...that was nice of you...the residents really love you...I notice that you really care...thanks for being here today...I really like working with you”
- Do – Answer call lights...hold doors open...sit in the break room... don the PPE and sit at the end of a residents bed and talk to them...carry a leftover food tray back to the kitchen...move a linen barrel to the right spot...slow down...go look everywhere...

# Five Key Questions to Ask When Making Rounds

## **Relationship building**

“How is your family, and how are your beautiful kids doing?”

## **Focus on the positive**

“What is working well to keep everyone safe today?”

## **Positive feedback loop**

“Is there anybody that you are working with who has gone above and beyond the call of duty today?”

## **QI – Infection Control**

“Is there anything we can do better to keep the virus out today?”

## **Needs**

“Do you have the PPE, enough coworkers and the right equipment to do your job well today?”

# COVID-19 Huddles

## Ensure everyone has the same information

- *Everyone can pitch in and work together*
- *Everyone knows who tested positive or negative and who is on watch list*
- *Everyone knows the interventions that work*

## Promote collaboration

- *Everyone's input is received*
- *Everyone is a part of problem-solving*
- *Everyone knows they are valued*

# Successful Huddles

- Consistent and reliable
- Share Data – test results, cases, PPE counts, community numbers
- **Stop Rumors**
- Tell a story – from percentages to people
- Transparency – cautious optimism, trust
- Teachable moments
- Predictability



Happy Long Term Care Administrators Week!

# Let's Poll It Up!

**AHRQ ECHO National Nursing  
Home COVID-19 Action Network**



Agency for Healthcare  
Research and Quality



# Where have we been and where do we want to go?

# 16-Week Nursing Home Content Curriculum Topics

Week	Curriculum Topic
1	Preventing and Limiting the Spread of COVID-19 in nursing homes
2	Guidance and Practical Approaches for Use of Personal Protective Equipment (PPE) during COVID-19
3	Approaches to Cohorting during COVID-19
4	Promoting Solutions for Making the Built Environment Safer During COVID-19
5	Guidance for Cleaning & Disinfecting during COVID-19
6	COVID-19 Testing for Nursing Homes
7	COVID-19 Community Transmission and Nursing Home Screening Strategies
8	Staff Returning to Work Safely during COVID-19
9	Interprofessional Team Management of Mild cases of COVID-19
10	Advance Care Planning in the time of COVID-19
11	Promoting Safe Care Transitions during COVID-19 – Admissions, Discharges and Transfers
12	Managing Social Isolation during COVID 19: Perspectives on Staff and Residents
13	The Role of certified nursing assistants (CNAs) in managing and Supporting Residents and Families during COVID-19
14	Promoting Safe Visitation and Nursing Home Re-opening during COVID-19
15	Supporting the Emotional Well-being of Staff Caring for Residents during COVID-19
16	Effective Leadership and Communication during COVID-19



# Chat Waterfall

## GROUPS

- Group 1: First initial of your last name is A – M
- Group 2: First initial of your last name is N- Z

## PROCESS

- One question per slide
  - One group types answer but does not press send until asked
  - Second group reviews answers and type in what resonates most with them, but does not press send until asked
  - Debrief

Group 1: First initial of your last name is A – M

Chat in your response to this question...

**What has been most helpful from our  
16 weeks together?**

(i.e., an aspect of the community, a  
specific topic or moment that stands out)

Group 2: First initial of your last name is N – Z

Chat in your response to this question...

**What questions still remain for you  
in responding to the COVID-19  
pandemic within your facility?**

# Key Take-Aways

- Create and sustain effective infection prevention and control practices and surveillance.
- Provide the tools and resources that staff need to effectively care for COVID-19 positive residents and to prevent the spread of COVID-19 in their facility.
- Support the physical and emotional well-being of staff.
- Address the physical and emotional needs of residents in partnership with families and care partners.
- Leaders need support, too.

# Create and sustain effective infection prevention and control practices and surveillance.

- Create a plan for testing and screening residents, visitors, and staff
- Create a plan for ongoing COVID-19 vaccination of staff and residents
- Increase the frequency of routine environmental cleaning
- Support a culture of psychological safety in order to engage staff in recognizing risks
- Celebrate successes
- Lead by example

# Provide the tools and resources that staff need to effectively care for COVID-19 positive residents and to prevent the spread of COVID-19 in their facility.

- Ensure staff is trained in proper selection, donning and doffing of PPE
- Practice intentional rounding
- Ask staff what they need
- Ensure shared understanding of purpose for all new processes and tools
- Try out new processes and ensure effective training and workflow design before implementing

# Support the physical and emotional well-being of staff.

- Ask staff “what matters” to them
- Establish and support a physically safe work environment
- Listen and act on lived experience to understand and address concerns to the extent you are able
- Commit to operationalizing trauma-informed care principles

# Address the physical and emotional needs of residents in partnership with families and care partners.

- Focus on the basic daily needs of residents (4M's – Mobility, Mentation, Medication, what Matters)
- Update resident care plans and goals of care and treatment preferences
- Engage families and care partners on advance care planning
- Ask residents, families, and care partners “what matters” to them
- Identify and mitigate the effects of social isolation



# Leaders need support, too.

- Focus on professional development
- Cultivate a peer network
- Develop a culture of teamwork
- Acknowledge the losses and challenges
- Practice self-care and work-life balance

# QI Roadmap

## Weeks 1-4: Building Trust with Staff

- Role of leaders
- Honoring the work being done
- Conversations with staff
- Psychological Safety

## Weeks 5-11: Exploring Methods and Tools for Improvement

- Reliability
- Focus on Process
- A simple improvement process
- High Level Flow

## Weeks 12-15: Finding and Acting on Opportunities for Making Things Better

- Identifying challenges and change ideas to try
- Asking “What Matters”

# Our Top 5 Suggestions for Accelerating Improvement:

1. Use open and honest conversations with staff to identify areas for improvement and engage all staff in improvement

- What matters to you in daily work?
- What helps make a good day? When we are at our best, what does that look like?
- Who is thriving and not thriving?
- What gets in the way of a good day?

2. Use a framework to guide your PIPs

- 5-Steps
- Improvement Questions
- Model for Improvement
- Lean/Six Sigma

# Our Top 5 Suggestions for Accelerating Improvement:

## 3. Go Slow to go fast

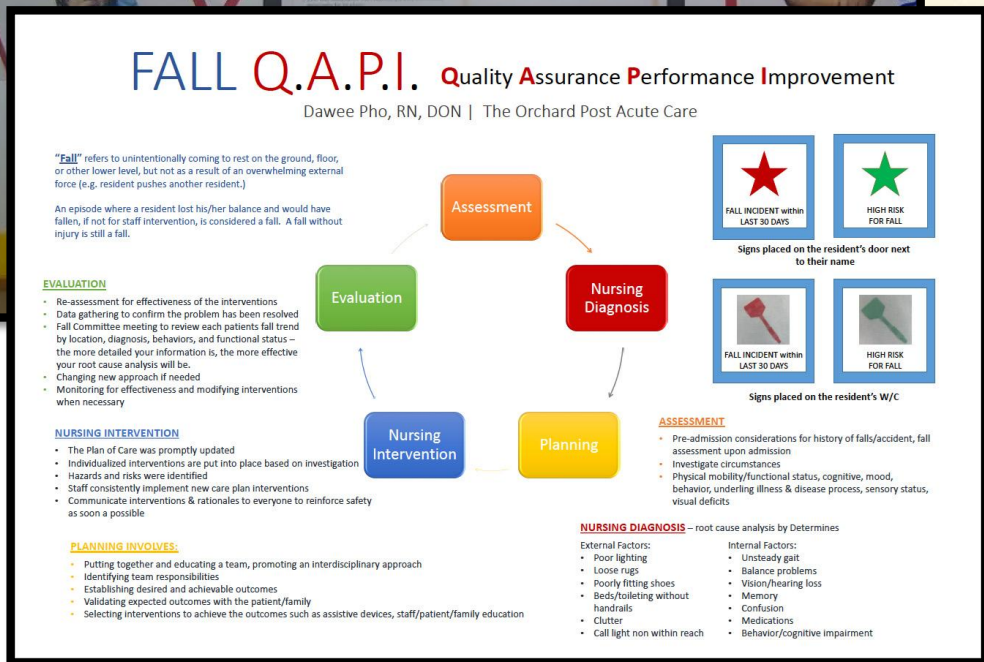
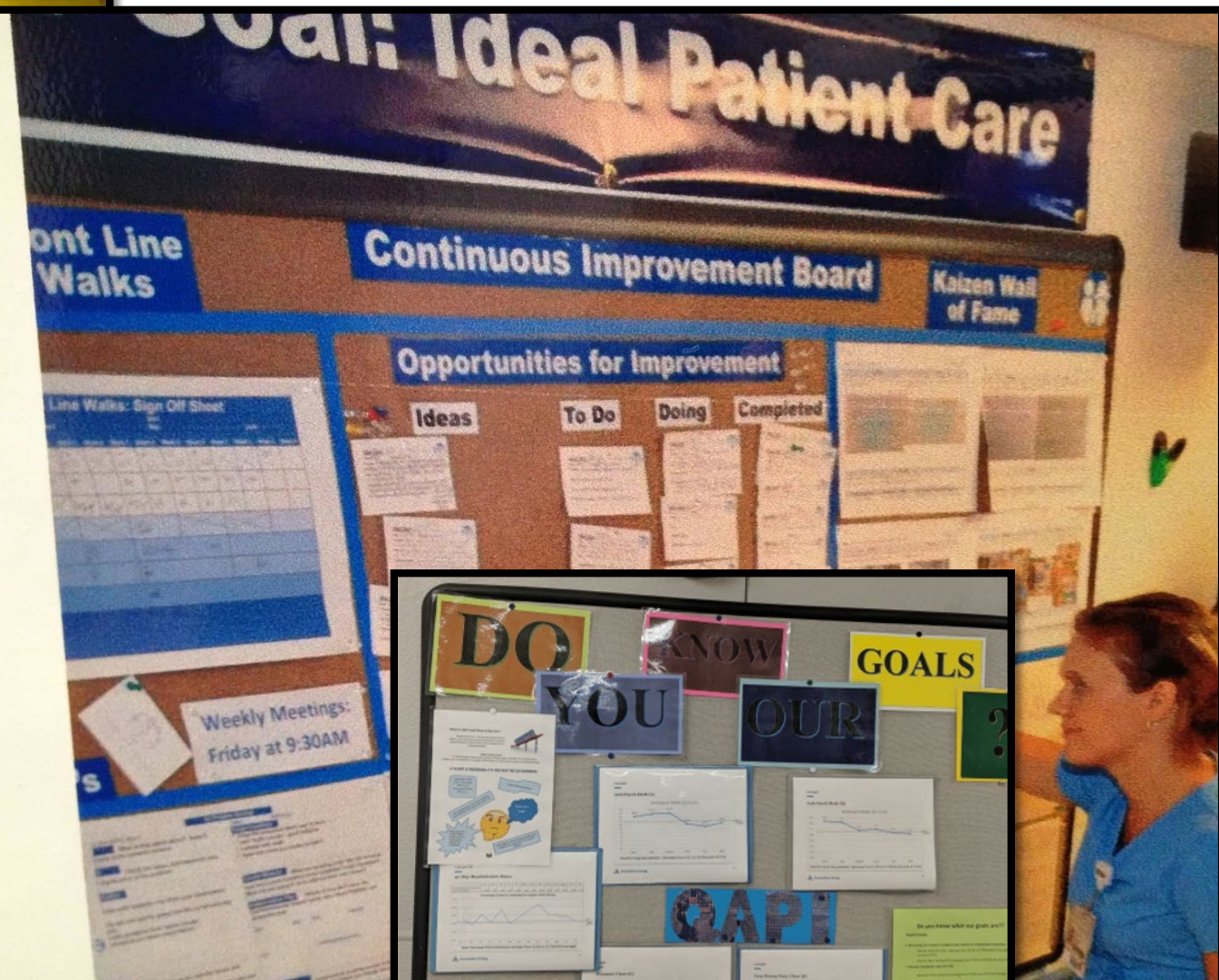
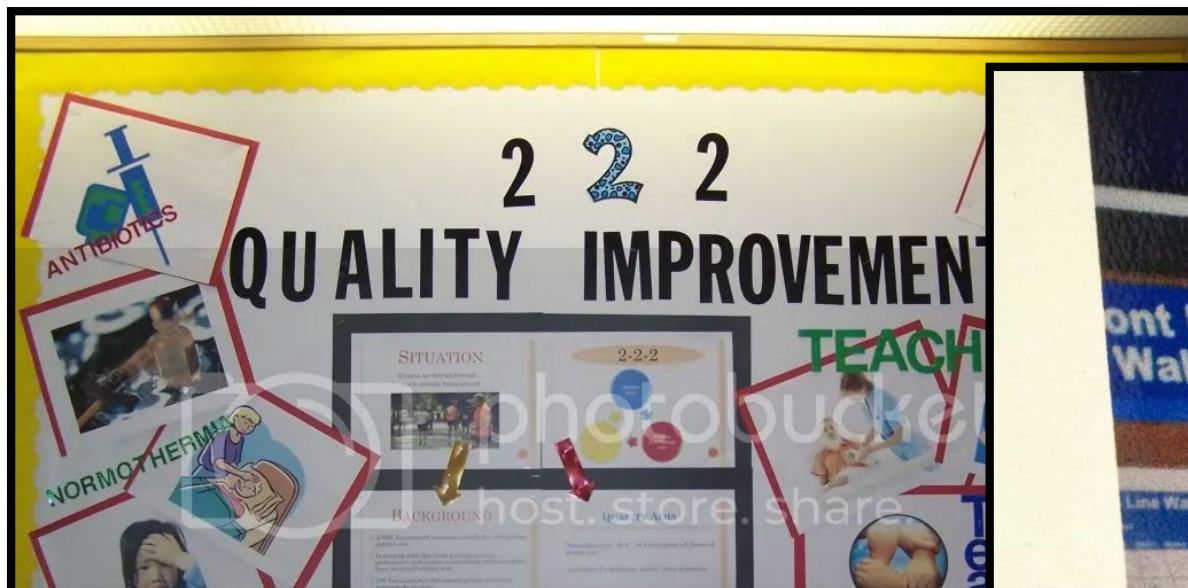
- Do not short cut identifying goals/aims (what are we trying to accomplish and for whom?) and measures (how will we know changes are making things better?)
- Use useful tools to identify areas for improvement
- Engage staff in trying things out (testing)
- Engage residents and families in trying things (as possible)

## 4. Small tests are not just for PIPs

- Consider using a small test for any new idea being introduced
- Plan for how to come together reflect and adjust as needed

## 5. Communicate & Celebrate





# Let's Poll It Up Again!

**AHRQ ECHO National Nursing  
Home COVID-19 Action Network**



# Congratulations and Thank You Presentation of Videos



**Certificate of Completion**

This Certificate of Completion is awarded to \_\_\_\_\_ of \_\_\_\_\_

*Name* *Name of Facility*

for successful completion of the AHRQ ECHO National Nursing Home  
COVID-19 Action Network Program, conducted by

\_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_

*Name of Training Center* *Start Date* *End Date*

  
David Meyers, MD  
Agency for Healthcare Research and Quality (AHRQ)

  
Saqina Aroia, MD, MPH, FACHE  
Project ECHO™

  
Kadir Mulla, MD  
Institute for Healthcare Improvement (IHI)

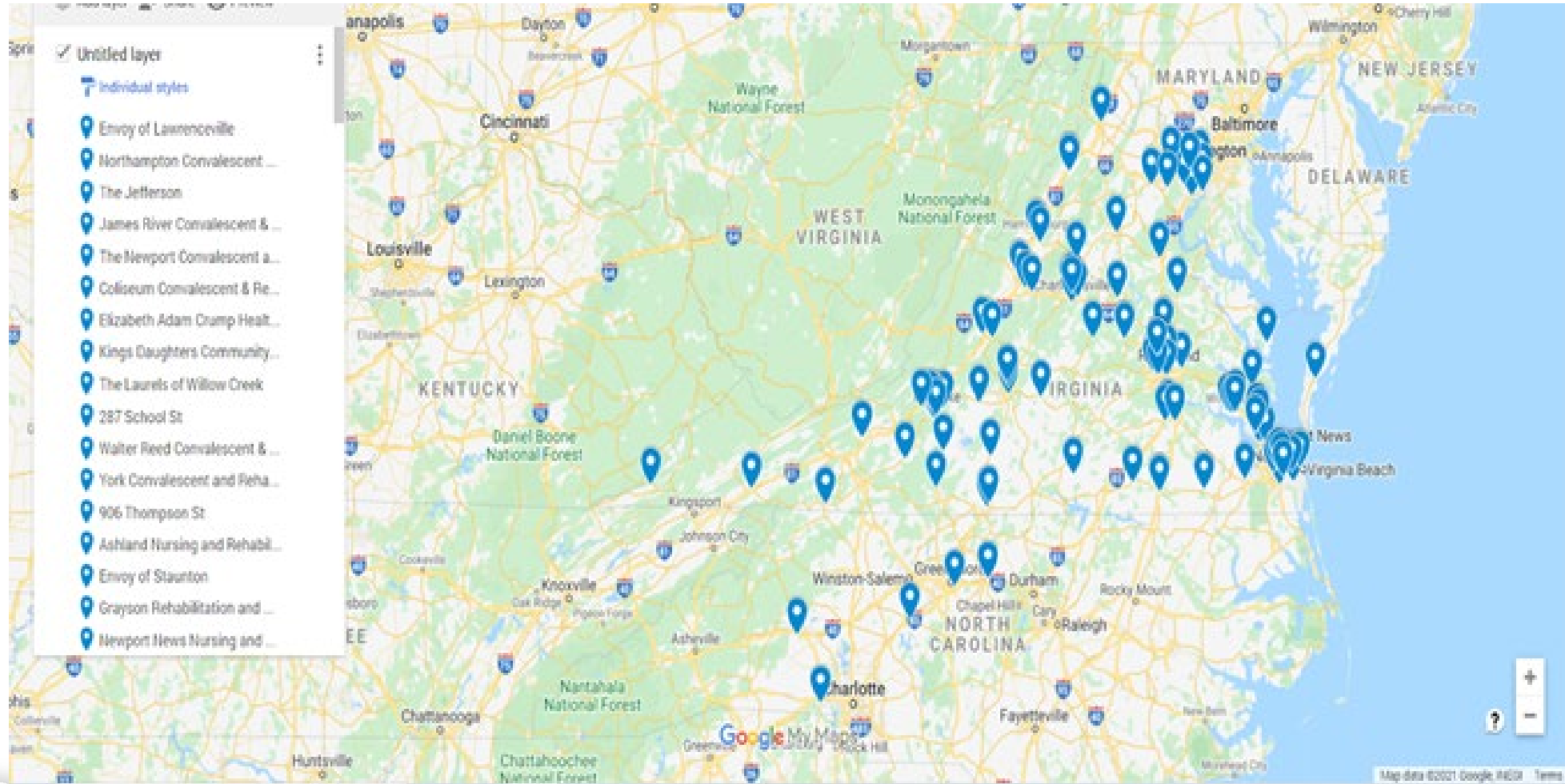
\_\_\_\_\_  
Training Center Program Director

A partnership of the Federal Agency for Healthcare Research and Quality (AHRQ), Project ECHO, and the Institute for Healthcare Improvement (IHI) to prevent and reduce the spread of COVID-19 in our nation's nursing homes.

   Agency for Healthcare Research and Quality  Institute for Healthcare Improvement



# ECHO Participants





# ECHO Hubs and Superhubs: United States



Agency for Healthcare  
Research and Quality



NM SCHOOL  
OF MEDICINE



Institute for  
Healthcare  
Improvement



# Staying Connected

## VCU ECHO:

- Reach out at [nursinghome-echo@vcu.edu](mailto:nursinghome-echo@vcu.edu)
- We will be in contact about future opportunities, collaborations

## U New Mexico ECHO:

- Sign up for the newsletter [here](#)
- Provide Feedback or share stories/ideas with UNM [here](#)
- Email ECHO institute, participate in a focus group or provide feedback about your experience at [ProjectECHOComms@salud.umn.edu](mailto:ProjectECHOComms@salud.umn.edu)

# Future Applications of Project ECHO in Nursing Homes

- Trauma Informed Care
- Antibiotic Stewardship
- Infection Preventionist Training
- Quality Assurance, Performance Improvement Coaching
- Dementia Specific Clinical Care
- Mental Health Crisis Intervention Training
- Falls Assessment
- Polypharmacy, De-prescribing
- Staff Wellness

# Announcements

## CE Activity Code

Within 7 days of this meeting, **text to (804)625-4041.**

Questions? email [ceinfo@vcuhealth.org](mailto:ceinfo@vcuhealth.org)