Effective Interprofessional Leadership:

Outcomes of the Geriatric Nursing Leadership Academy
Deborah Cleeter, MSN, EdD, RN
Stacey Watkins, MSN, RN
Abbey Baum-Beigie, MSN, ANP-BC, RN
Therese Murphy, BSN, RN
Rita LaReau, MSN, GNP-BC, RN
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.
Purpose

To develop skills that lead to the promotion of health policies for the geriatric population in diverse and global health care settings
Sigma Theta Tau International

Mission Statement:
“…..commitment to improving health of world’s people.”

Specific organizational focus on older adult population across spectrum of health-illness continuum and diverse health settings
Geriatric Nursing Shortage - USA

• Of the 2.56 million RN’s in the USA, fewer than 15,000 are certified gerontological nurses (Hartford, 2007)

• Of 111,000 APN, only 3,500 are geriatric nurse practitioners or clinical nurse specialists (Hartford, 2007)
Geriatric Nursing Shortage - USA

- Of the approximately 253,000 RN’s in Canada in 2006, only 26,528 report working in geriatrics or long term care, equivalent to 10% of the RN workforce (Canadian Nurses Association, 2008)

- With 9/11 Canadian provinces reporting for 2004, only 3.8% of all nurse practitioners worked in nursing homes or long term care (Canadian Institute for Health Information, 2005)

- There were less than 1000 nurse practitioners in Canada in last reporting data (Canadian Institute for Health Information, 2005)
Need for Geriatric Nurse Leaders

- World’s population of persons age 65 & older grows by 800,000 per month
- China – from 88 million to 349 million by 2050
- Persons 80 and above are fastest growing component of population
- Life expectancy is increasing
  - Japan: 81
  - Singapore: 80
  - Australia, Canada, Italy, Sweden: 79
Three Learning Domains

• Individual leadership development

• Advancing nursing practice through an interprofessional team leadership project

• Expanding scope of influence: organization, community, profession
Kouzes-Posner “Leadership Challenge”

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart
GNLA Structure Overview

• 18 month guided leadership journey
• Two three-day workshops
• Fellow & Leadership Mentor relationships
• Individual leadership development plan
• Self development
GNLA Structure Overview

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

• Journaling
• Evaluation of experience and project
• Dissemination of results
• Professional presentations of project outcomes and experience
Individual Leadership Development

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

- Professional activities
- Commitment from organizational leadership
- GNLA national networking
- Engagement in policy & advocacy activities
Advancing Practice through Leadership of Interprofessional Team Projects

- 38 interprofessional team projects
- Practice outcomes
- Sustaining activities
Advancing Practice through Leadership of Interprofessional Team Projects

- Acute care settings
- Long term care facilities
- Community health agencies
Expanded Scope of Influence: Organization, Community, Profession

- Environmental scan
- Stakeholder analysis
- Organizational advisors
- Organizational outcomes
- Sustaining efforts
- Two site visits
Individual Leadership Development

Stacey Watkins, MSN, RN
Geriatric Nursing Leadership Academy Fellow
Individual Leadership Development

2012 – 2013 Cohort 3

• Demographics
• Aggregate Data
• Assessments
  Leadership Practices Inventory (LPI)
  360 Evaluation
  Self-Reflection
  Feedback
LPI Result Comparison
June 2012 & March 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Jun-12</th>
<th>Mar-13</th>
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<tbody>
<tr>
<td>Model the Way</td>
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<td>Inspire a Shared Vision</td>
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<td>Enable Others to Act</td>
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<tr>
<td>Encourage the Heart</td>
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Jun-12

Mar-13
Individual Leadership Development Plan (ILPD)

Fellow Name:
Leadership Mentor Name:
Faculty Advisor Name:

**MODEL THE WAY**

<table>
<thead>
<tr>
<th>Goal 1:</th>
<th>Objective</th>
<th>Action Strategies</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Desired Outcomes</th>
<th>Measure of Results</th>
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<tr>
<th>Goal 2:</th>
<th>Objective</th>
<th>Action Strategies</th>
<th>Time Frame</th>
<th>Resources</th>
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<th>Goal 3:</th>
<th>Objective</th>
<th>Action Strategies</th>
<th>Time Frame</th>
<th>Resources</th>
<th>Desired Outcomes</th>
<th>Measure of Results</th>
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Primary Goals

- Leadership Growth
- Relationship Development/Interprofessional Collaboration
- Advanced Degree/Knowledge
- Advocating/Networking
- Planning & Leading Change
- Professional Etiquette
Goal Identification as Priorities

- Assessment Process
- Leadership Development
- Relationship Building
- New/Enhanced Leadership Roles
- Advocating/Networking Opportunities
- Vision Alignment
- New Risks & Challenges
Key Strategies to Achieve Goals

- Leadership & Professional Development
- Relationship Building/Strengthening Others
- KP’s 5 Leadership Practices
- Risks & Challenges
- Finding Commonalities between Organization & Interprofessional Teams
- New/Enhanced Leadership Roles
- Professional Etiquette
- Celebration of Victories
Changing Leadership Behaviors

• Behavioral Change Recognition
• Personal Achievements
• Feedback
• Interprofessional Collaboration
• Involvement in Important Meetings & Decision-Making
• Different Outlook
Key People

Leadership Mentors • Faculty Advisors
Interprofessional Team Members • Peers
Directors of Nursing/Chief Nursing Executives
Impact of Leadership Mentor Relationship

★ Life-changing; keystone for stimulating behavior changes

• Challenging & Pushing
• Support & Encouragement
• Leadership Potential
• Knowledge & Expertise
• Communication
• Feedback
• Networking Opportunities
Long Term Goals

- New/enhanced leadership roles
- Advanced degrees (PhD, DNP)
- Certifications (GNC, international health)
- Officer in Professional Organization
- Geriatric Expert at Local, State & National Levels
- Community Involvement
- Publications
- Geriatric Service Lines
My “Transformation” as a Leader

Individual Leadership Development Plan

Assessments
- Leadership Practices Inventory (LPI)
- 360 evaluation
- Self-reflection
- Observations

LPI results
Top Three Primary Goals

1. Improvement in meeting facilitation
2. Improvement in overall presentation skills
3. Enabling others to act through teamwork

Key Strategies to Achieve Goals
Relationships That Effected My Leadership Development

- Leadership Mentor
- Faculty Advisor
- Triad Relationship & Role
- Leadership Advisory Team
- Geriatric Care Team
Transformational outcomes

- Communication
- Presentation skills
- Confidence level
- Decision making
Future Career Expectations

Where do I want to go?

What do I want to do?

How has this changed as result of GNLA?
Advancing Practice through Leadership of Interprofessional Team Projects

Abbey Baum-Beigie, MSN, ANP-BC, RN
Geriatric Nursing Leadership Academy Fellow
# Interprofessional Team Projects

<table>
<thead>
<tr>
<th>Healthcare Settings</th>
<th># of Fellows</th>
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<tbody>
<tr>
<td>Acute Care</td>
<td>6</td>
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<tr>
<td>Long-term Care</td>
<td>2</td>
</tr>
<tr>
<td>Community Agencies</td>
<td>2</td>
</tr>
</tbody>
</table>
Representation

- Administration
- Education & Development
- Finance
- Informatics
- Information Technology
- Marketing
- Medicine
- Nursing
- Nursing Assistants
- Pharmacy
- QA/QI
- Social Work
- Spiritual/Pastoral
- Students
- Therapy
- Volunteers
Team Members

- Shared Passion
- Expertise/Skill Sets
- Personal Attributes
- Interprofessional Representation
- Stakeholder Representation
<table>
<thead>
<tr>
<th>Project Focus</th>
<th># of Fellows</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delirium</td>
<td>4</td>
</tr>
<tr>
<td>Nurses Improving Care for Healthsystem Elders (NICHE)</td>
<td>2</td>
</tr>
<tr>
<td>Pain</td>
<td>2</td>
</tr>
<tr>
<td>Caregiver Support</td>
<td>1</td>
</tr>
<tr>
<td>Dementia</td>
<td>1</td>
</tr>
<tr>
<td>Difficult Behaviors</td>
<td>1</td>
</tr>
<tr>
<td>Falls</td>
<td>1</td>
</tr>
<tr>
<td>Mobility</td>
<td>1</td>
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<tr>
<td>Polypharmacy</td>
<td>1</td>
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### Focus

<table>
<thead>
<tr>
<th>Delirium</th>
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<tr>
<th>Outcomes: Acute Care</th>
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<tbody>
<tr>
<td>• Implementation of a clinical practice change/evidence based delirium assessment and intervention for critical care patients</td>
</tr>
<tr>
<td>• Enhanced integrated interprofessional education related to delirium management</td>
</tr>
<tr>
<td>• Development and implementation of nursing and interprofessional plan of care and order set for delirium</td>
</tr>
<tr>
<td>• Decreased incidence of hospital acquired delirium</td>
</tr>
<tr>
<td>• Enhanced recognition of delirium and appropriate interventions to treat delirium</td>
</tr>
<tr>
<td>• Improved patient outcomes; Improved patient/family satisfaction</td>
</tr>
<tr>
<td>Focus</td>
</tr>
<tr>
<td>------------</td>
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<tr>
<td>Dementia</td>
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</tbody>
</table>
| Pain       | • 67% increase in post test interventions listed by nurses and certified nurses’ aids (CNAs) to the following question: “What alternatives to pain medication do you offer to your patient when they complain of pain or discomfort?”  
• 9.79 point increase in mean score on pre and post test scores |
<table>
<thead>
<tr>
<th>Focus</th>
<th>Outcomes: Acute Care</th>
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</thead>
<tbody>
<tr>
<td>Falls</td>
<td>• Increase in mean score on pre and post test scores</td>
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<tr>
<td>Mobility</td>
<td>• Decreased number of falls</td>
</tr>
<tr>
<td>NICHE</td>
<td>• Recognition of gerontological nursing as a specialty (Increase in RNs receiving Geriatric Resource Nursing Certification; Increase in RNs obtaining Board Certification in Gerontology)</td>
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<tr>
<td></td>
<td>• System wide integration of geriatric systems of care</td>
</tr>
<tr>
<td>Focus</td>
<td>Outcomes: Post-Acute</td>
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<tr>
<td>Difficult Behaviors</td>
<td>• Increase in staff knowledge related to geriatric syndromes, specifically interpretation of patient’s behavioral expressions</td>
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<tr>
<td>Focus</td>
<td>Outcomes: Community</td>
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<td>---------------------</td>
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<tr>
<td>Polypharmacy</td>
<td>• Reduction of medications from an average of 14.76</td>
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<td>medications per participant to 13.29 medications per</td>
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<tr>
<td></td>
<td>participant (- 1.47 medications)</td>
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<tr>
<td></td>
<td>• Enhanced team member knowledge related to medications</td>
</tr>
<tr>
<td></td>
<td>• Enhanced team member involvement in medication</td>
</tr>
<tr>
<td></td>
<td>management</td>
</tr>
<tr>
<td>Caregiver Support</td>
<td>• Highly engaged coalition representing 8 community</td>
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<tr>
<td></td>
<td>organizations</td>
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<td></td>
<td>• Collaborative development and distribution of “Caregiving</td>
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<td>101”, a caregiver brochure, across the community</td>
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<tr>
<td></td>
<td>• Enhanced knowledge of organizations the provide services and support to caregivers</td>
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<td>• Development of two new services to support caregivers</td>
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Project

“Synergistic Dynamic Duo(s): Developing Geriatric Nursing Leaders Utilizing NICHE & HELP Senior Care Models, a Mentor-Guided Fellowship Project”
Purpose
To improve the quality of life and quality of care for older adults

Needs Assessment
SWOT Analysis; Demographic changes; Poor delirium management with poor associated outcomes

Vision/Mission: “Everyday Excellence”
Post Acute Care

• 76 bed nursing facility; 60 bed skilled nursing facility

• Pilot project aimed to educate a minimum of 30 nurses (RN/LPN)

• Blend of Innovative Senior Care Models and Delirium Assessment Tools
  • Hospital Elder Life Program (HELP)
  • Nurses Improving Care for Healthsystem Elders (NICHE)
  • Confusion Assessment Method (CAM)
Project Methods

- Evidenced-Based Curriculum
- Weekly Interprofessional Team Meetings
- Dyad/Triad Meetings
- IRB Exemption Status
- Interprofessional Team Development (K&P)
- Two-Phase Delirium Education Sessions
- Pre/Post-Test Format
- Contact Hours Awarded
Kouzes & Posner Application

MODEL THE WAY

• Clarification of values
• Finding my voice
• Enlisting the commitment of others
• Aligning actions with shared values
• Engaging in Effective Mentorship
INSPIRE A SHARED VISION

• Facilitating team development
• Making the mission/vision clear to others
• Providing clear direction

CHALLENGE THE PROCESS

Search for opportunities to improve care for older adults

• Leadership Training Program/NICHE Implementation at Aultman Hospital (Geriatric Systems of Care)
ENABLE OTHERS TO ACT

- Clarify Roles (ID strengths); Effective Communication
- Foster collaboration; Achieve common goal; Shared Decision Making
- Climate of Trust; Appreciate Diversity
- Balancing the Focus

ENCOURAGE THE HEART

“Kumbaya” moments
Project Outcomes

Delirium Training:

• Seventy-eight (78) participants
• Representation across the Healthcare Continuum (Acute, LTC/SNF/AL, Homecare, Palliative/Hospice)
• 48% Improvement in Post Test Scores
  ▪ 75% of participants scored ≥86% on the post test for session I.
  ▪ 86% of participants scored ≥ 80% on the post test for session II.
• Scores were representative across all settings
NICHE IMPLEMENTATION – AULTMAN HOSPITAL:

• Creation of a Geriatric Sensitive Environment
• NICHE Designation - Aultman Hospital
• Geriatric Resource Nurse (GRN) Cohort I
• Key Faculty Member
Personal Outcomes

• Enhanced confidence in personal leadership capacity
• Facilitation of team building
  ▪ Better team player
  ▪ Identification of strengths
• “Seat at the table”
• Visionary
Expanding Scope of Influence: Organization, Community, Profession

Therese Murphy, BSN, RN
Geriatric Nursing Leadership Academy Fellow
New Involvement at the System Level

- Creating awareness
- Leading teams
- Developing education
- Writing proposals & articles
- Teaching Kouzes-Posner Five Practices of Exemplary Leadership
- Professional presentation
- Collaborating with other facilities in communities
Support from Champions

- Chief Executive Officers
-Chief Operating Officers
-Medical Directors
-Chief Nurse Executives
-Directors of Nursing
-Nursing Education Directors
-Quality Directors
-Social Service Department
-Community Outreach or Senior Care Directors
Changed Perspectives

- Value of strong relationships
- Support for advancing care of older adults
- Leadership vs. management
- New eye for spotting talent in others
- Members of senior leadership
- Collaborating across departments
Future Endeavors

• Nursing education
• Recruited to consult
• Designing research studies
• Community education and outreach
• Mentoring
• Geriatric nurse certification
• New positions
Patient Care Manager Therese Murphy completes Geriatric Fellowship

Therese Murphy (center) met with leaders from Sigma Theta Tau International (STTI), the Sawgrass Leadership Institute, and the Hearst Foundation to present the results of her 18-month fellowship project on geriatric care.

Last week, PSJMC Patient Care Manager Therese Murphy (5 West) completed her final site visit to culminate her 18-month Geriatric Nursing Leadership Academy fellowship. Therese’s fel-

Accreditation Readiness
Tip of the Week

Survey Etiquette
Continued survey readiness is what drives a successful survey!

Use these “quick tips” for participating in a survey if asked and while communicating:

+ Be positive. When things get tough – SMILE! Don’t be defensive.
+ Remember positive body language – a very powerful message to surveyors
+ Only speak to what you truly know and are confident about. If you don’t understand a question, or are not sure of the answer – ask for clarification or defer to a colleague.
+ Be prepared to navigate the medical record competently
+ Be HONEST – never knowingly provide false information
+ Be confident and professional – exude a welcoming, willin
to-learn presence.
Involvement at the System Level

- Nurse Leader of Patient Centric Pilot
- Co-Leader of Rapid Improvement Project
- Founding member of the Geriatric Clinical Collaborative
Involvement in the Community

• Creation of ACE unit & culture
• Collaboration with local colleges & universities
Support from Champions

• Beth Hughes, President & Chief Executive Officer
• Jackie Medland, Chief Nursing Executive & VP Patient Care Services
• Kathleen Downey, Director of Nursing
New View

- Hospital Senior Leadership
- Leveraging strengths of other leaders to serve the greater good
Future Endeavors

• Educate nurses in care of older adults
• Educate older adults within community
We ourselves feel that what we are doing is just a drop in the ocean. But if the drop was not in the ocean, I think the ocean would be less because of the missing drop.  ~Mother Teresa
Geriatric Nursing Leadership

Rita M. La Reau, MSN, GNP, BC
Cultivating the Desire to Lead Change

• Personal & Clinical Experience drive knowledge
• Master’s degree in Nursing
• Certification as a Nurse Practitioner in Gerontological Nursing
Cultivating the Desire to Lead Change

- Coursework: Focus on specialty
- Application to professional practice
  - Opportunities for advancing clinical quality
Cultivating the Desire to Lead Change

Relationships with exemplary mentors & advisors

- Grand Valley State University
  - Phyllis Gendler, PhD, RN, NP
  - Linda Scott, PhD, RN, NEA-BC, FAAN
- Hartford Geriatric Institute at NYU
  - Mathey Mezey, EdD, RN, FAAN
  - Marie Boltz, PhD, GNP - BC
Care of Older Adults: Advancing Gerontological Nursing Practice

• Opportunity to develop the NICHE Program (Nurses Improving Care of Health System Elders) at Bronson Methodist Hospital

• NICHE Clinical Advisor
  ▪ Strong Support from Nursing Administration
  ▪ Senior Service Line
  ▪ Education Services
Advancing Gerontological Nursing Practice

Geriatric Resource Nurse (GRN) Education

• Education in Geriatric Syndromes & Age Sensitivity
• Gerontological Certification Preparation Class
• NICHE Patient Care Assistant Classes
Advancing Gerontological Nursing Practice

- Co-authored HRSA Grant
- Assisted in the planning of a new Adult Medical Unit
- Implemented evidenced based practice geriatric assessment tools
- Mentored nursing staff in best practices and protocols
Advancing Gerontological Nursing Practice

- Organizational committee member
- Resource on geriatric nursing care issues
- Participant in Interdisciplinary Rounds
- Leader of Journal Club
Advancing Gerontological Nursing Practice

Research

- Sleep Promotion in Older Adults
- Dosing of Phenergan in Older Adults

Poster and Podium Presentations

- AGS
- GAPNA
- NICHE-Hartford Geriatric Institute at New York University

Research Manuscript Content Expert Reviewer:

- Geriatric Nursing
Advancing Gerontological Nursing Practice

Articles Published

• NICHE Planning and Implementation Guide
• NICHE Certification ToolKit
• Geriatric Nursing
• Long Term Living
• ED Nursing
Expanded Scope of Influence

- Mentoring of Medical Residents
- Senior Nursing Leadership Students: Western Michigan University
- APN Presentations - Michigan Council of Nurse Practitioners (MICNP)
- Clinical Advisor and Online Faculty Member Hartford Geriatric Institute at NYU
Expanded Scope of Influence

Board Member

• Hospice of Southwest Michigan

Memberships

• American Geriatrics Society
• Gerontological Advance Practice Nurses (GAPNA)
• Michigan Council of Nurse Practitioners
• Sigma Theta Tau
Expanded Scope of Influence

Presentations

Healthy Aging
  • Church Groups
  • Retirees
  • Senior Services

Best Practice in Gerontological Nursing Care
  • NICHE Conferences
  • GAPNA
  • AMSN
Awards

• NICHE Exemplar award to Bronson Methodist Hospital
• AONE/NICHE
• Study Research Presentation-Sleep Promotion: GAPNA Annual Conference
• Bronson Hazel Latondress Award for Impact
• Caring Award for Developing Spiritual Concepts in Nursing Curriculum: Kalamazoo Valley Community College
In Gratitude...

• Bronson Methodist Hospital Nursing Administration

• Bronson GRNs, Staff Nurses, Interdisciplinary Staff, Hospitalists
In Gratitude...

Alma Maters

MARQUETTE UNIVERSITY

Be The Difference.

GRAND VALLEY STATE UNIVERSITY
Mission

• 2008 IOM *Retooling for an Aging America*
• 85 + Fastest growing segment of population
• Older Americans use more health care services
• Need for health care providers trained in geriatrics
• Prepare family and other informal caregivers
They took care of us...