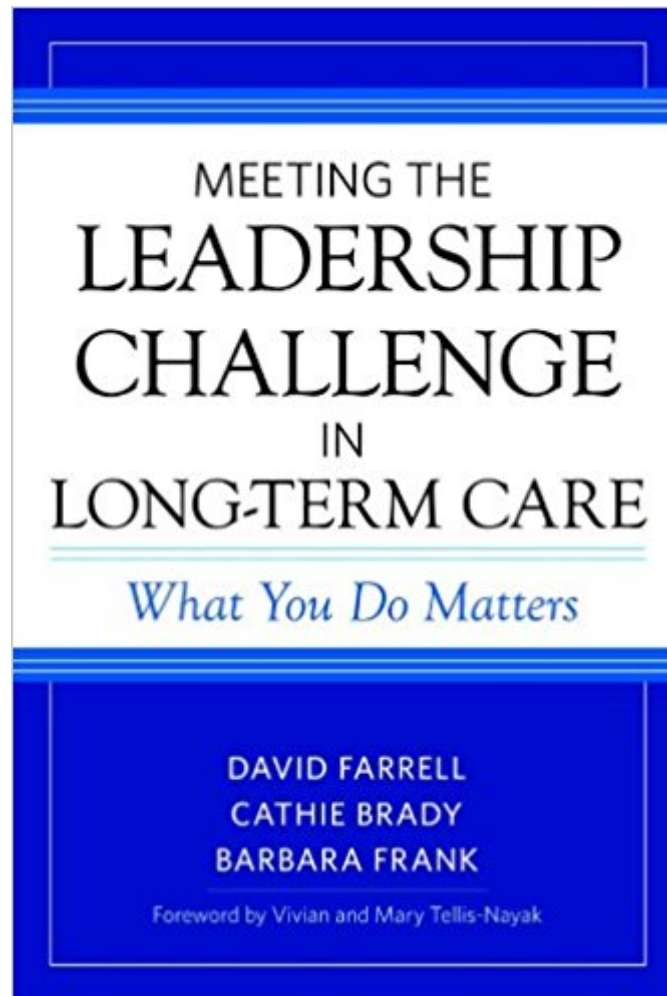




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# Meeting The Leadership Challenge In Long-Term Care



## Synopsis

What you do really does matter! This book is a must read for nursing home administrators, directors of nursing, and others in leadership positions in long-term care. It offers practical, commonsense, easy-to-implement approaches that will yield immediate positive results. It also serves as a wake-up call to leaders who doubt their impact and as an affirmation to leaders who struggle daily to do a good job. Let *Meeting the Leadership Challenge in Long-Term Care* open the door to new possibilities and set your organization on a better course. Too often long-term care leaders feel overwhelmed by regulatory, financial, and corporate constraints and succumb to the myth that staff turnover is an inevitable cost of doing business. This book debunks this myth, revealing the powerful link between staff satisfaction and successful organizational performance that delivers high quality, high census, good surveys, and a healthy bottom line. Based on extensive on-the-ground experience with implementing and guiding hundreds of nursing homes through successful organizational transformations, the authors offer advice and wisdom that can make your organization more successful, efficient and stable, whether it is currently struggling or thriving. Just a few of the take-home lessons from your this constructive guide include how to-Get and keep the right staff, including how to identify triple crown winners -Reduce staff stress and promote solid teamwork-Build a positive chain of leadership that brings out the best in the staff-Convert money now spent on turnover into resources to support stability-Improve corporate support with an instructive Stop Doing List -Use quality improvement and culture change practices to achieve high performance -Increase staff, family, and resident satisfaction-Make a meaningful impact as a leader Watch these benefits unfold right before your eyes in one of the most unique features of this book: a journal documenting administrator David Farrell s experience turning around a nursing home that was by all measures doing poorly. Through his difficulties, triumphs, tragedies, and everyday experiences, see how better outcomes are attainable by focusing on leadership practices that make a difference. Widely recognized as experts in the long-term care field, the authors of *Meeting the Leadership Challenge in Long-Term Care* combine their years of experience in nursing home leadership and management to create a resource that can transform how long-term care facilities are run.

## Book Information

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## Customer Reviews

Farrell is director of organizational development for a private nursing home management firm in California. Here, he offers a practical field guide for administrators, directors of nursing, corporate regional staff, and other long-term care leaders, emphasizing that managers must connect to the human needs of staff. The book begins with Farrell's account of a year of transformation in one nursing home, based on his real-life journals. The second part of the book gives detailed, practical techniques for preventing absenteeism and high staff turnover and for rewarding staff for stability and dependability. The third section gives suggestions for integrating quality improvement, individualized care, and workplace stability practices, using leadership examples from real nursing homes. A final chapter explains the negative impact of common practices such as 'drive-by consulting.' An appendix offers a method for tracking absenteeism. (Annotation ©2011 Book News Inc. Portland, OR) (Book News, Inc. 2011-06-08) To anyone familiar with culture change, the names David Farrell, Cathie Brady and Barbara Frank are well known. These leaders have helped to cast a vision for enlightened approaches to transforming nursing homes into dynamic centers for residents and employees alike. They now have pooled their wisdom in a new book that helps NHAs, DONs, and other leaders to improve their performance. Meeting the Leadership Challenge in Long-Term Care: What You Do Matters combines practical experience with current leadership theory to offer a guide to addressing major challenges that nursing homes face. Practical approaches are offered on staff recruitment and retention, team development, leadership development, quality improvement, and satisfaction improvement. AALTCN commends the authors (who also have been good supporters of the association!) for this important contribution to the advancement of LTC leadership. To learn more or to order the book visit: [www.healthpropress.com](http://www.healthpropress.com) (American Association for Long Term Care Nursing 2011-09-14) AALTCN commends the authors for

this important contribution to the advancement of LTC leadership. (American Association of Long Term Care Nurses 2011-09-14) David Farrell was fired by the first nursing home administrator he ever worked for. His intolerable indiscretion? Visiting facility residents because he enjoyed their company, while not "on the clock" as a nurse's aide. Farrell has now been a licensed nursing home administrator for twenty-five years, and he is a recognized leader in improving quality and creating change through positive example. Together with Cathie Brady and Barbara Frank also veterans in improving nursing home quality and culture Farrell has produced an unusually practical and encouraging guide for nursing home administrators and directors of nursing. Farrell calls them "the unseen, hands-on leaders who mentor 1.3 million workers in the art of caring for older adults." He provides a range of insights for anyone interested in the ins and outs of long-term care. The stage is set by a personal journal it makes up about one-quarter of the book documenting a year during which Farrell oversees the transformation of an unnamed dysfunctional and disheveled facility. He candidly records the strategies he employed (each is fully described in later sections) and the enormity of the changes produced. Among them were signs of progress that every survey team and chief financial officer want to see, including major declines in staff turnover, drops in patients' pressure ulcers acquired in the facility, and substantial increases in the occupancy rate and profit margin. But the important message in the journal isn't so much that objective measures of success were achieved, but how. In the authors' view, they flowed logically from transformations in working relationships, guiding values, and key processes. Beginning at the top, changes created what the authors call a "positive spillover" effect. Grounded in a combination of clearheaded observation and research, some changes were consistent with accepted practices, like implementing employee recognition programs and making sure not to assign work shifts during people's scheduled absences. Others overturned deeply held but ultimately counterproductive "wisdom," such as paying aides more when they were covering for absentee colleagues (actually a perverse incentive to miss one's own shifts) and ignoring personal circumstances outside the workplace (they can affect job performance, and the employee assistance program might help). Meeting the Leadership Challenge in Long-Term Care provides straightforward, no-nonsense guidance for nursing home leaders and will help corporate officers to whom they report and many others appreciate their true value. (Health Affairs 2011-10-06) Meeting the Leadership Challenge in Long-Term Care provides straightforward, no-nonsense guidance for nursing home leaders and will help corporate officers to whom they report and many

others—â€”to appreciate their true value. (Health Affairs 2011-10-06)

David Farrell, M.S.W., L.N.H.A., is Director of Organizational Development and Regional Director of Operations for a private nursing home management firm in California. He has served as a licensed nursing home administrator in the long-term care profession for 25 years. As a nationally known leader in quality improvement and culture change, Farrell has documented the business case for providing a positive work environment and translated research about good leadership into daily practice. A published author and former board member of the Pioneer Network, he has delivered inspiring presentations to long-term care leaders at state conferences and corporate training events in nearly every state. While working for state Quality Improvement Organizations, he played a lead role in the National Nursing Home Quality Initiative. Farrell also served on the faculty team for the national Improving the Nursing Home Culture project involving QIOs and national nursing home corporations in 21 states. He has advised the Centers for Medicare and Medicaid Services on quality improvement and culture change.

Cathie Brady, M.S., is co-owner of B&F Consulting, Inc., which facilitates nursing home improvements by developing leaders' abilities to nurture their staff and help people work better together. Brady has more than 30 years of experience providing services and advocating for older adults in a variety of settings, including serving as Executive Director of the Department of Aging Services for the city of Bristol, Connecticut, and for 10 years as the Regional LTC Ombudsman for eastern Connecticut. Brady has an M.S. in Organizational Management from Eastern Connecticut State University. She served as faculty for a national 22-state pilot with Quality Partners of Rhode Island on Improving the Nursing Home Culture and co-produced a four-part Webcast series for the Center for Medicare and Medicaid Services entitled "From Institutional to Individualized Care." Brady has directed several initiatives in Connecticut, Massachusetts, and Maine to support workplace learning and culture change and she co-developed a curriculum for Nurses as Mentors for a Robert Wood Johnson-funded Jobs to Careers initiative in Connecticut. For 3 years, she worked with the New Orleans Nursing Home Staffing Project, which helped nursing homes recover from the aftermath of Hurricane Katrina, and co-produced a film with Louisiana Public Broadcasting called *The Big Uneasy: Katrina's Unsung Heroes*. A frequent speaker at state and national conferences, Brady specializes in working with leaders who have the right instincts but who are overwhelmed by the challenges of being in nursing homes in need, special-focus facilities, critical access nursing homes, or otherwise challenged care organizations.

Barbara Frank, M.P.A., is co-owner of B&F Consulting, Inc., a business that facilitates nursing home improvements by developing leaders' abilities to nurture their staff and help people

work better together. She worked for 16 years at the National Citizens' Coalition for Nursing Home Reform in Washington, D.C., where she directed the landmark 1985 study "A Consumer Perspective on Quality Care: The Residents' Point of View" and helped establish the national network of state and local ombudsman programs. She facilitated the Campaign for Quality, through which providers, consumers, practitioners, and regulators developed consensus on what became the OBRA 1987 legislation that refocused nursing home regulations on individualized care. Frank facilitated the first Pioneer Network gathering in 1997, and in 2005 she facilitated the St. Louis Accord, a national gathering of providers, consumers, regulators, and quality improvement organizations that came together to improve clinical outcomes through staff stability and culture change. Co-founder (with her colleague and co-author, Cathie Brady) of B&F Consulting, she works directly with individual nursing homes to improve their stability, care outcomes, and quality of life. As faculty to the Quality Partners of Rhode Island Improving the Nursing Home Culture pilot, she helped 254 nursing homes improve staff, resident, and organizational outcomes, and co-produced Quality Partners' Staff Stability Toolkit and the four-part CMS Web series "From Institutional to Individualized Care." Frank also led a team in the New Orleans Nursing Home Staffing Project, which helped nursing homes recover from the aftermath of Hurricane Katrina. Frank co-produced a film with Louisiana Public Broadcasting called The Big Uneasy: Katrina's Unsung Heroes. She coauthored Nursing Homes: Getting Good Care There (1996). Frank serves on the board of the Pioneer Network and has a master's degree in public administration from the Kennedy School of Government.

I am still in the process of reading this book. I really enjoy reading about his day-to-day struggles and some of the solutions he comes up with. I can relate to so many of these challenges. It is really difficult to put down when I do get a chance to sit down and read. Very realistic.

All DONs & Administrators of SNFs should read.

This book contains lots of great ideas and best practices for leaders in Long Term Care. A must read for nursing home administrators. This book will get you out of your office and into the halls of your nursing home with many tools for successful outcomes.

This was an easy reading book.

These authors are the best at resident-directed care. This book is a blue print for anyone working in LTC.

Very Good Book.

Great book for any nursing home administrator or student looking to acquire more info in the field.

Great reference book!

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