

# Long Term Care Leadership Survey



Dr. Douglas Olson ❖ Health Care Administration ❖ University of Wisconsin-Eau Claire

## Background

•A previous study by Dr. Olson on effective leadership in LTC found that effective leadership and management are both necessary for an organization to be successful. A subsequent study done by Olson and Dr. Zwygart-Stauffacher in Wisconsin and Minnesota showed the relationship with the facility Administrator plays a key role towards influencing the success of the DON.

•Additional literature supports that specifically the Administrator and DON have a significant impact on the success of an organization.

### Initial survey development work

•We have developed an initial survey template for the survey to be used with all four of the professionals roles. The DON of Nursing will serve as the main contact for the mail survey delivered to each selected nursing facility.

•In the survey, key related aspects of leadership are focused on. These include facility-wide engagement, resident care, focus on the workforce, quality systems, personal and collaborative leadership, and financial and resource accountability

• Surveys have been pretested by the respective groups, additionally the ability of the respondents to give their perception of others have been tested.

• A sample of our initial survey is available to review.

## Research Team

### Dr. Douglas Olson

• Associate Professor-Health Care Administration  
University of Wisconsin - Eau Claire

### Mary Zwygart-Stauffacher

•Interim Dean-College of Nursing and Health Sciences  
University of Wisconsin Eau – Claire

### Nick Castle

•Professor-Health Policy and Management  
University of Pittsburgh

### Vivian Tellis-Nayak

•Ph.D. - My Inner View - Wausau, WI

### Kelsey Callahan

•Senior Health Care Administration Major  
UW-Eau Claire

## Context

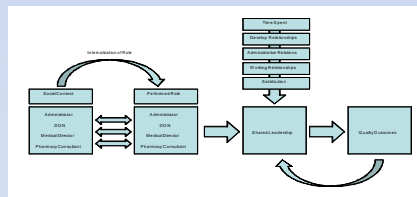
•Researchers have not yet measured how the critical long term care (LTC) health care leaders; the director of nursing, administrator, medical director, and pharmacy consultant feel about their own roles within the context of their own work and how they collaborate and work as a team. To date, limited research has been conducted on this topical area of leadership, especially in the field of long term health care. This study of *Long Term Care Leadership Teams and Their Influence on Organizational Quality Outcomes* is groundbreaking work that will have a national audience from both a practitioner and academic, field-specific perspective.

## Purpose

•The main purpose of this study is to analyze how the quality and results of the LTC facility is affected by how the four key leaders perceive their job role and work together as a team. Self-perception of their individual job roles and team perception is critical to the effective operation of the long-term care organization. In this national study, we will examine how much quality is enhanced when all the LTC leaders in a nursing facility understand and live up to their role as a leaders. Our results will also help evaluate if the quality of a long-term care facility will be improved when all four key leaders work together as a team collaboratively.

## Conceptual Model

•The overall conceptual model for the study is described below and guides our three research objectives which are described in the next section of the proposal.



• The first aspect of leadership determines the role-expectations that surround leadership and how leaders fulfill their roles. Since LTC leadership roles are defined by the social context of their profession, we will need to consider and interpret the standards and responsibilities set forth by their respective professional associations. A second area of consideration is to make sure it is understood how LTC leaders internalize their role expectations. We expect that how a leader understands and internalizes his/her role-obligations depends upon the personal values and professional codes subscribed to.

• Secondly, the study examines how the key leaders function and work together as a leadership team. Time spent, relationship development, administrative relations, current working relationships, and job satisfaction will all be considered when determining how the key leaders function as a leadership team.

• Lastly, we will study how the quality-related outcomes flow from such leadership behavior and practices.

## Methodology Overview

•Our approach will be to use a mail survey to assess how the administrator, director of nursing, medical director, and pharmacy consultant of a nursing home conceptualize their roles and further describe their perception of how their leadership team works together.

•We will use this information to construct categories of leadership team profiles and measure the impact these various profiles have on outcomes retrieved from both self-reported data as well as Centers for Medicare and Medicaid Services (CMS) information.

•We will put together a random sample weighted across all 50 states. Our goal is to distribute 1,000 surveys for each profession, or 4,000 total surveys. We will use all the necessary approaches to ensure a good response rate.

•We expect the analysis of the quantitative results will be done using a combination of simple linear regression and structural equation modeling. As a research team, we will jointly participate in the interpretation of the results. SPSS software and the affiliated AMOS program will be used for this analysis.

•As noted, we will be asking respondents to report their perceptions of organizational performance, yet we will also collect the corresponding publicly reported quality outcome data (i.e., Nursing Home Compare) to use for our analysis.

•We will have a designated website to report our progress and findings, as well as a clear plan for disseminating the results through presentation and publications.

## Endorsements & Funding

•The Long – Term Care Professional Leadership Council has officially endorsed this study. This organization represents the:

- American College of Health Care Administrators;
  - American Medical Directors Association;
  - National Association of Directors of Nursing Administration; and the
  - American Society of Consultant Pharmacists.
- We also have a commitment from each of them to have a representative serve on the study advisory council.

• We have recently submitted a grant proposal to a private foundation for their review and funding consideration .