



OCTOBER
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thrive

**Thriving While
Striving: Keeping
Leadership Onboard
for Continuity and
Quality of Care**

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Presentation Overview

- How topic is relevant to this conference
- Who it applies to in long term care
- What **THRIVE** means in this context
- When - timeliness of the topic
- Where the the research has taken us so far
- Why it matters
- Moving forward . . .



Presentation Learning Goals

1. Gain understanding on the issues influencing turnover of leadership in long-term care which affects staff retention and care for residents.
2. Address approaches to promoting sustainability through continuity of leadership.
3. Explore ways to limit the rate of turnover for administrators and allow them to thrive where they work and reduce the number of facility deficiencies, while improving quality of care for residents and allowing them to thrive where they live.



Relevance to Conference Theme

- A significant relationship has been found between administrative turnover and quality of care, with more deficiencies recorded for facilities with a higher rate of staff turnover.
- For the LTC industry to thrive, we must strive to inform, educate, train and support all members of the team.
- The goal must be not only to sustain, but also make significant gains in quality of care for the older adults and their families who are dependent upon long term care.



Who Should Know?



Administrators, chief executive officers, financial officers, board members, trustees, and management staff from skilled nursing facilities and residential care facilities.

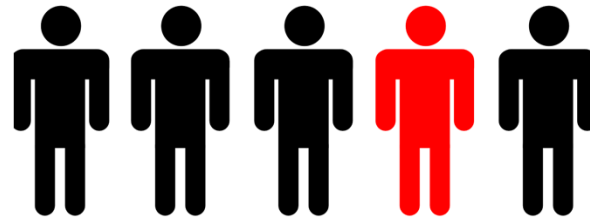
“Understanding the context in which administrator turnover and caregiving takes place helps to further advance the knowledge of how to increase the tenure of nursing home administrators and ensure higher quality care for residents” (Geletta & Sparks, 2013, p. 28).



Timeliness of the Topic



- Anticipated rise in demand for long term care
- Rate of population aging & longevity (over 85, fastest growing segment)
- Millennials chances to live to **100** = 22% for females and 14% for males
- Within 10 years, one out of five Americans will be over the **age of 65**





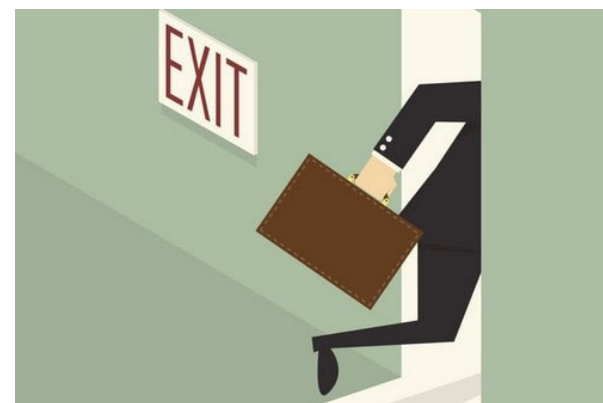
What Research Shows (so far)

- Recruiting & retaining direct-care staff is essential for quality of care.
- Administrative turnover is related to facility type, size, ownership type, and primary payment status.
- External market conditions factor in to turnover rates.

Sources: Castle (2006); Harahan(2011)

Impact From Turnover

- The administrator is an anchor for the stability and sustainability of the business that keeps staff employed and residents receiving care.
- The turnover rate for administrators is around 40 percent nationwide. (Castle, 2006)
- If a facility falters or fails, it is a problem for everyone!



Small Group Discussion



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THRIVE in this context means . . .

Turnover – an issue affecting quality and costs

Human Resources – the beginning and the end

Retention – everyone’s concern and responsibility

Initiatives – nothing new under the sun? Copy success!

Vitality – the goal for human welfare and business sustainability

Exceptional – what will make your organization stand out?



Turnover



Turnover – an issue affecting quality and costs



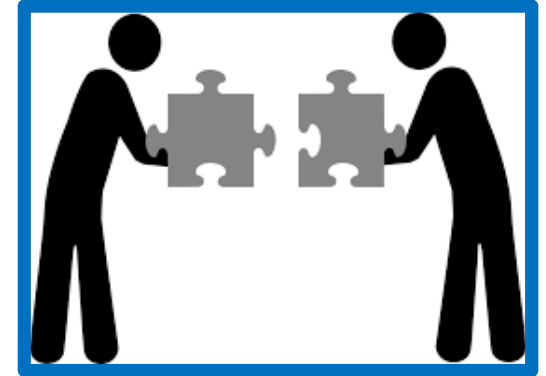
Human Resources



Human Resources – the beginning and the end



Retention

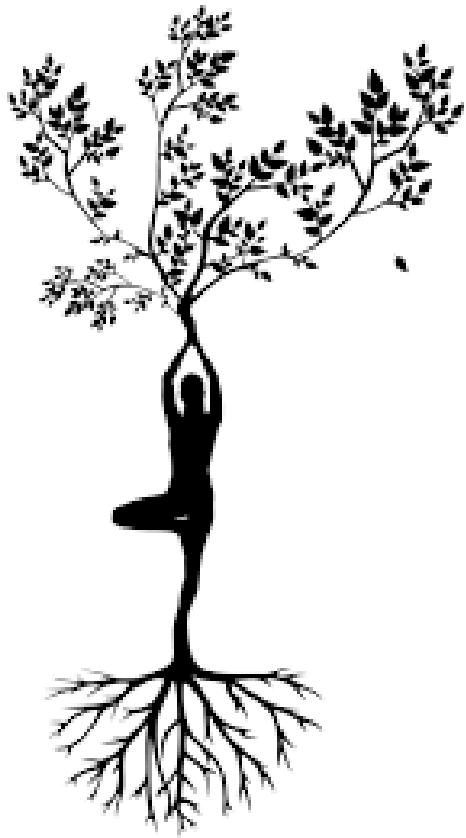


Retention – everyone’s concern and responsibility

Initiatives

Initiatives – nothing new under the sun? Copy success!





Vitality

Vitality – the goal for human welfare *and* business sustainability





Exceptional



Exceptional – what will make your organization stand out?



Moving Forward . . .



- Hope for the best, plan for the worst . . . and manage what comes.
- Long term care is not the only industry with staffing issues due to demographic shifts, but the ramifications of failure are greater for individuals and society than from most other types of businesses.



Key References

- Castle, N. G. (2006). Organizational commitment and turnover of nursing home administrators. *Health Care Management Review, 31*(2), 156-165.
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- United States Census Bureau. (2011, November 11). 2010 census shows 65 and older population growing faster than total U.S. population. Retrieved from https://www.census.gov/newsroom/releases/archives/2010_census/cb11-cn192.html
- United States Census Bureau. (2014, May 6). Fueled by aging Baby Boomers, nation's older population to nearly double in the next 20 years, Census Bureau reports. [Press Release Number CB14-84]. Retrieved from <https://www.census.gov/newsroom/press-releases/2014/cb14-84.html>



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Presenter Bio

Tamara Wolske is the Academic Program Director for Aging Studies Programs, an Assistant Professor in Aging Studies, and an affiliated faculty member of the Center for Aging & Community at University of Indianapolis. She is a credentialed professional gerontologist (CPG) through the National Association for Professional Gerontologists.

Wolske holds an A.A. in Psychology and a B.A. in Sociology from Marian University in Indianapolis, IN, a Master of Science in Gerontology from the University of Indianapolis, and she is currently a PhD candidate (ABD) in International Business Administration with the International School of Management in Paris, France.

Wolske's foci include end-of-life, global ageing, cultural awareness, workforce issues and culture change in LTC. Her service includes: IHCA/INCAL Workforce Committee; Institutional Representative, Academy for Gerontology in Higher Education; UIndy Chapter Representative, Sigma Phi Omega Honor & Professional Society; Secretary, Indiana Inter-College Council on Aging; and Vice-President, Indiana Geriatrics Society.

