



The influence of care home managers' leadership on the use of person-centred care for people living with dementia

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Introduction

Around 920,000 people are living with dementia in the UK (Watson et al., 2021). From this number, 251,000 are care home residents in England (Wittenberg et al., 2020). The care home manager role is considered to be of central importance to the running of care home services; however, research on their role is limited (Orellana et al., 2016).

How care home managers lead their staff influences the use of person-centred care within the care home (Moneke & Umeh, 2013). When applying person-centred approaches, staff recognise residents' individual thoughts, feelings, and beliefs, and incorporate them as part of the care they provide (Kitwood & Bredin, 1992). Care home managers' ability to act as a role model and influence staff actions in how they work with residents are considered important leadership qualities for embedding person-centred care.

Aim of Systematic Review:

To conduct a systematic review to understand the influence of care home leadership on the delivery of person-centred care (Moenke et al., 2022, PROSPERO CRD42021237930).



Method

Systematic review protocol: Systematic review protocol was developed and published on PROSPERO website in March 2021.

Search terms: A Combination of keywords such as 'leaders' and 'managers', and 'nursing homes' and 'care homes' were used.

Search strategy: A comprehensive search was performed using five databases including PubMed, Scopus, Cochrane Library, Google Scholar, and CINAHL.

Screening: Electronic search results were downloaded into Mendeley and duplicates were removed. Titles and abstracts were screened against the inclusion and exclusion criteria before the review of full-text studies.

Inclusion criteria: All types of primary studies focused on care home leadership for people living with dementia, published from 2009-2021, written in English language, and UK studies and countries with similar healthcare systems to the UK.

Data extraction: Relevant data in the included studies were extracted into a bespoke form.

Synthesis: Narrative synthesis was used to present descriptive summary of findings in the mixed-methods included studies, due to heterogeneity and different outcome measures.

Results

From the 8633 studies retrieved, 6907 were screened on title and abstract after deduplication. Of the 178 studies screened on full-text, a total of 158 were excluded. Additional 2 studies from manual search resulted in 22 included papers reporting findings from 21 studies [qualitative (n=12), quantitative (n=8), and mixed-methods (n=1)].

Themes

Leadership performance and approach

Leadership skills including providing constructive feedback to staff, and promoting team work improved person-centred care.

Lack of care home managers' involvement with residents' care was due to limited resources and excess workload/paperwork.

Importance of dementia training and education

Staff who received dementia training were more likely to involve residents in decision making regarding their care.

Face-to-face training was found to be a much more appropriate method of providing dementia training to staff compared to handouts or booklets.

Characteristics of effective (and ineffective) leadership and management

Transformational leadership style was identified to be effective in enabling the delivery of person-centred care.

Lack of effective leadership led to a hostile work environment, high staff turnover, and staff feeling devalued.



Discussion

It is unclear what care home managers needed to maintain their leadership role to promote person-centred care practices. This suggests the need to explore opportunities for continuing leadership education or training for care home managers.

Care home managers' role is integral on care quality. However, less clear was how they can provide adequate resources and dementia training to staff. For example, job satisfaction on the use of person-centred care was only linked to staff. This limits an understanding of what enables care home managers to demonstrate effective leadership which fosters person-centred dementia care.

Of the 21 included studies, only 5 were conducted in the UK. There is a need for further research exploring care quality in UK based care homes.

References

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