

RGC Ref. No.: <u>UGC/FDS11/H04/16</u> (please insert ref. above)
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**RESEARCH GRANTS COUNCIL
COMPETITIVE RESEARCH FUNDING SCHEMES FOR
THE LOCAL SELF-FINANCING DEGREE SECTOR**

FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report

(for completed projects only)

<p><u>Submission Deadlines:</u></p> <ol style="list-style-type: none"> 1. Auditor's report with unspent balance, if any: within six months of the approved project completion date. 2. Completion report: within 12 months of the approved project completion date.
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Part A: The Project and Investigator(s)

1. Project Title

A Qualitative Exploration of Leadership and Management Styles among Management Staff
and How They Influence the Care Providers Caring for the Older People in Residential Care
Homes

2. Investigator(s) and Academic Department(s) / Unit(s) Involved

Research Team	Name / Post	Unit / Department / Institution
Principal Investigator	Prof. LOW Lisa Pau Le Professor	School of Health Sciences Caritas Institute of Higher Education
Co-Investigator(s)	Dr. PAU Mei Lin Margaret Assistant Professor	School of Health Sciences Caritas Institute of Higher Education
	Prof. CHAN Lu Shek Eric Dean	School of Health Sciences Caritas Institute of Higher Education
Others	Mr. FAN Kim Pong Project Coordinator (1/6-31/12/2017)	Research Office Caritas Institute of Higher Education
	Ms. WONG Ka Yin Kayla Project Coordinator (1/1-31/12/2018)	Research Office Caritas Institute of Higher Education

3. Project Duration

	Original	Revised	Date of RGC / Institution Approval <i>(must be quoted)</i>
Project Start Date	1 Jan 2017	NA	NA
Project Completion Date	31 Dec 2018	NA	NA
Duration (<i>in month</i>)	24	NA	NA
Deadline for Submission of Completion Report	31 Dec 2019	NA	NA

Part B: The Final Report

5. Project Objectives

5.1 Objectives as per original application

1. To observe the home's practices and routines of how staff of all grades go about their daily work to care for elders.
2. To observe how the values and beliefs inherent in the leadership and management styles are imparted to the staff, and the impacts of the styles on the way staff carry out their daily work.
3. To observe and delineate the characteristics that illustrates and supports the leadership and management styles operating in the different types of homes.
4. To compare the degree to which the characteristics of the leadership and management styles identified differ from the typology of leadership styles that have been provisionally developed for residential care homes in Hong Kong.
5. To examine the perspectives and respective roles and responsibilities of senior staff to understand what part they play in directing and influencing the leadership and management styles that operate in the homes.
6. To examine roles of front-line staff and how the expectations and values of the leadership and management styles shape those roles and the way they provide care for the residents.
7. To explore the leadership and management styles front-line staff prefer, and potential factors that would inhibit or facilitate them from achieving them.
8. To propose an appropriate typology of leadership and management styles that will address the needs of different types of residential care homes for the elderly in Hong Kong.

5.2 Revised objectives

Date of approval from the RGC: NA

Reasons for the change: NA

5.3 Realisation of the objectives

(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)

Overview of Project Implementation

Timetable of work	Period
Recruitment of project staff and prepared research documents	2017, Jan-May
Obtained access and ethical approval from NGOs	2017, May-Jun
Site 1 data collection	2017, Jun
Site 2 data collection	2017, Jul
Site 3 data collection	2017, Aug-Sept
Interview transcription & data analysis	2017, Oct-Nov
Obtained access and ethical approval from NGOs	2017, Nov-Dec
Site 4 data collection	2018, Feb-Mar
Site 5 data collection	2018, Apr-May
Site 6 data collection	2018, Jun-Jul
Site 7 data collection	2018, Aug-Oct
Interview transcription & data analysis	2018, Oct-Dec

Data Collection and Project Objectives

- Major recruitment difficulties of research staff led to a delay in starting the project.
- Relatively smooth access to three sites to meet project objectives and speed up data collection (Jun-Sept 2017). Fairly good relationships established with the staff.
- After data collection at sites 1-3, interview transcription and data analysis took place to review the research questions and preliminary findings (submitted for a conference in June 2018).
- Research staff resigned in Dec 2017. Replacement research staff continued the data collection in sites 4-7. Difficulties with staff recruitment due to site renovation, personnel change and busy work schedule at different sites.
- All effort was made to gain access to a private aged home (site 8), with no success.
- Of 87 staff who participated, 37 were senior staff, and 50 were front-line staff.

Underachievement of Objectives

At the time of submitting this final report, objectives 4 and 8 are considered to be under-achieved (estimated 70% achieved). Both objectives are related to each other, and additional time is still needed to confirm the cross-comparison of qualitative data between the different participant groups. Thus, it is not possible to provide an appropriate typology of leadership and management styles for aged homes (see objective 8).

Extent Project Objectives Addressed the Themes

Objectives 1-3	1. Staffing practices and regime of homes
Objectives 5-6	2. Staffing roles and responsibilities to inform management and leadership styles
Objective 7	3. Staff preferred style of leadership and management
Objectives 4, 8	4. Emerging styles of leadership and management in aged homes

5.4 Summary of objectives addressed to date

Objectives <i>(as per 5.1/5.2 above)</i>	Addressed <i>(please tick)</i>	Percentage Achieved <i>(please estimate)</i>
1. To observe the home's practices and routines of how staff of all grades go about their daily work to care for elders.	✓	100%
2. To observe how the values and beliefs inherent in the leadership and management styles are imparted to the staff, and the impacts of the styles on the way staff carry out their daily work.	✓	100%
3. To observe and delineate the characteristics that illustrates and supports the leadership and management styles operating in the different types of homes.	✓	100%
4. To compare the degree to which the characteristics of the leadership and management styles identified differ from the typology of leadership styles that have been provisionally developed for residential care homes in Hong Kong.	✓	70%
5. To examine the perspectives and respective roles and responsibilities of senior staff to understand what part they play in directing and influencing the leadership and management styles that operate in the homes.	✓	100%
6. To examine roles of front-line staff and how the expectations and values of the leadership and management styles shape those roles and the way they provide care for the residents.	✓	100%
7. To explore the leadership and management styles front-line staff prefer, and potential factors that would inhibit or facilitate them from achieving them.	✓	100%
8. To propose an appropriate typology of leadership and management styles that will address the needs of different types of residential care homes for the elderly in Hong Kong.	✓	70%

6. Research Outcome

6.1 Major findings and research outcome

(Maximum 1 page; please make reference to Part C where necessary)

Profile of participants

The 87 staff who participated were aged 25-67 years. Management staff included superintendents, assistant superintendents, social workers and registered nurses. Front-line staff were enrolled nurses, health workers, personal care workers, physiotherapists, occupational therapist and rehabilitation worker. Thirteen were male and 74 were female. They have worked in aged homes from 1 month to

55 years, and 1 month to 30 years in this current home. Three and 39 completed primary and secondary school respectively; 15 attained a diploma, 22 had bachelor and 8 with master's degrees.

Theme 1. Staffing practices and regime of homes

The superintendents and social workers were contacted to arrange the observations in each home. The researcher conducted the observations concerning staffing practices, regimes, interactions with the residents and physical environment.

Theme 2. Staffing roles and responsibilities to inform management and leadership styles

A framework has been developed to depict the various roles, duties and responsibilities of each grade of staff. Two major levels of staffing structure can be found. The senior management staff had important roles and responsibilities that focus on supervising front-line care in their daily duties to maintain positive work atmosphere between colleagues and ensuring good care is provided to the residents. For senior staff, some preliminary data have already been reported in a conference (see Attachment 2), and revealed how senior staff viewed their role and responsibilities in directing and influencing the leadership and management styles that operated in the homes. Here, good examples of different situations encountered by senior staff were shared on how they handled and managed such situations. These management approaches were then matched to either support or refute the typology of leadership styles that have been provisionally developed for aged homes. Front-line staff were highly engaged in direct hand-on daily care for the residents and with family members. Supplemented by the observation data, a busy schedule to fulfil the home's regime and meeting the individual needs of residents can be outlined for each type of homes. This data will be useful to review job descriptions and work duties to determine job responsibilities that could be provided with more training to develop the potential and capability of staff.

Theme 3: Staff preferred style of leadership and management

A conference abstract has been submitted to report the potential factors identified by front-line staff that could inhibit and facilitate the type of style senior staff adopted to manage the homes. The preferred style was associated with personality traits, work experiences, competency and training in the workplace, ability to maintain team spirit, and instill positive attitudes, behaviours and relationships among staff. Staff are in congruent with the work practices of senior staff who translated their values and expectations of managing a home to them:

- Implement clear rules with close supervision, spot-check and annual appraisal of performance.
- Establish a strong sense of team spirit, self-discipline and mutual trust among staff.
- Arrange supervisors to lead junior/new staff to settle difficult situations & develop strengths.
- Strict requirements on health, safety & handling emergency, clear distribution of work and manpower arrangement to reduce conflicts and enhance staff cooperation.
- Regular supervisor & joint-team meeting to review services, provide chance to communicate and respect opinions given to developing new plans and improving facilities.

Indeed, plentiful citations are mentioned by staff to give both parties a chance to maintain healthy relationships when relationships break down and disputes between them arose.

Theme 4: Emerging styles of leadership and management in aged homes

Up to this moment of reporting, it would seem that senior staff tended to lead by demonstrating managerial capability and competence to ensure the smooth operation, and to combat the daily issues they face in the homes. In an attempt to identify the style that dominated for different types of homes, data revealed a number of factors that should be scrutinized. These include: (1) staff retention and stability, (2) busy work schedule and limited staff manpower, (3) inexperienced staff and training to deliver frontline care, (4) staffing, resident type and care required, and (5) maintaining harmonious home amidst the distractions (e.g. renovation and improvement works). To date, findings have provided understanding of the operationalization of two dominant styles of managing a home, with the latter having the potential for leaders training. Ample examples of practice situations are available to support the way senior staff as well front-line care providers used these management styles to deliver resident care. The *Documented & Directed Style* is characterized by documents driven; operation-organizational focused; protocols and standards to enforce; rules, policies, regulations to disseminate; close supervision and spot-check; and appraisals and reviews to conduct. This style was associated with poor decision-makers, being authoritative, poor relationship

with others and not appreciating colleagues. The *Demonstrative & Discussed Style* is characterized early discussion and acknowledge individual requests; clear expectations and communication at all levels; team harmony and spirit; positive attitudes and mutual trust; and teaching, mentoring and feedback. This style was associated with receiving support, enriching experiences, enhancing supervising or managerial skills and building confidence. When different management styles were practiced to manage different situations that concerned care providers, residents and their family, it is possible to understand the parts staff play in handling complex occurrences in the homes.

6.2 Potential for further development of the research and the proposed course of action (Maximum half a page)

This project has provided an initial exploration of the styles of management senior staff adopted to lead the homes, and how these styles influenced front-line staffs' perceptions when they provided care and support to the residents in residential care homes. In particular, there are ample of evidence to illustrate how senior staff instill their values and beliefs to their staff, and how staff attempted to integrate them into their work. While the descriptive and detailed illustrations of staffing practices and regime may be home specific, a close scrutiny of roles, review job descriptions and work duties of staff can help to screen staff who have the potential to receive professional development and on-the-job training, and thereby equipping them with the ability to oversee and manage aspects of the home in the future. By noting the preferred style of front-line staff who work in these settings, senior staff can be open to new emerging styles of leadership and management, which have scopes for personal, professional and organizational managerial developments in ensuring service quality and maintaining harmonious staff relationships. Some staff with over 20 years of experience were more confident in performing managerial work compared with those with only a few years of experiences and were still learning and preparing for their management positions, especially the middle managers (i.e. social workers and registered nurses). The responses from staff of all grades reflected their aspirations and visions/developments in gerontological care, and can be used to structure initiatives to train-up the intermediary (middle) managers for supervisory or managerial positions in residential care work, and develop staff initiatives to work more creatively to deliver a higher standard of resident care. Future work can inform the implementation of action-based interventions to bring about practice changes under a Chinese leadership style.

7. Layman's Summary

(Describe in layman's language the nature, significance and value of the research project, in no more than 200 words)

Population ageing has led to an increased demand for elderly care services especially in residential care homes. This project has provided an exploration of the styles of management senior staff adopted to lead the homes, and how these styles influenced front-line staffs' perceptions when they provided care and support to the residents. The onus has been on the leaders/managers of homes to set directions and a vision for their staff, and how staff put them into practice. Findings revealed detailed descriptions of staff roles, duties and responsibilities as well as how the two dominant styles of managing a home had been implemented in different practice situations when staff delivered resident care. The extent to which these styles influenced team spirits, attitudes, behaviours, relationships and performance of staff were unraveled. Information to guide leaders/managers of homes to plan ahead to prepare themselves for supervisory or managerial training as needed, embrace future developments in the light of population ageing changes, and develop strategies perceived by their staff that could support and help them to confront the demands and challenges of work in residential care homes have been described.

Part C: Research Output

8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project

(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

The Latest Status of Publications				Author(s) (denote the corresponding author with an asterisk*)	Title and Journal / Book (with the volume, pages and other necessary publishing details specified)	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
Year of Publication	Year of Acceptance (For paper accepted but not yet published)	Under Review	Under Preparation (optional)						
			✓	*Low, LPL, Pau, MML & Chan, ELS	How do senior staff shape management styles in residential care homes for older people? <i>Journal of Nursing Management</i>	-	No	Yes	-
2018				*Low, LPL, Wong, KKY, Pau, MML & Chan, ELS	Isolating management styles of senior staff in residential care homes for older people. <i>Hong Kong Gerontology Nursing Newsletter</i> , Issue 29, p.3.	No (14 May 2018 mid-term/annual report)	Yes Attachment 1	Yes	No

9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered

(Please attach a copy of each conference abstract)

Month / Year / Place	Title	Conference Name	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
Feb/2020/ Japan	Preferred style of leadership and management for staff in residential care homes for the elderly (under review)	Asian Conference on Aging & Gerontology	No (14 May 2018 mid-term/annual report)	No	Yes	-
June/2018/ Japan	How do senior staff shape management styles in residential care homes for older people?	Asian Conference on Aging & Gerontology	No (14 May 2018 mid-term/annual report)	Yes Attachment 2	Yes	Mo

10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

(Please elaborate)

This project has generated fruitful research experiences and new insights into how the managerial leadership of senior staff influenced the daily care provided by care providers for older people in different types of residential care homes. As a researcher, the learning inherent in the entire research process, participant recruitment, and hiring/retention of research staff have been rich learning. Other learning experiences included how homes operated and were managed, patterns of care delivery, forming relationships with staff of all grades in order to gather data in such a short time. These experiences can be shared with my students and colleagues in research teaching, seminars and workshops. Among the collaborations and networks in the gerontological field, there are also opportunities to provide consultancy and advice on residential care services, and to approach supervisory and front-line staff directly to disseminate the research findings.

11. Student(s) Trained

(Please attach a copy of the title page of the thesis)

Name	Degree Registered for	Date of Registration	Date of Thesis Submission / Graduation
NA	NA	NA	NA

12. Other Impact

(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)

Advisor for Senior Nurses in Clinical Practice as part of Leadership & Management Development Programme - an invitation received in October 2018 to provide advice on a study examining initiatives to help settle newly graduated nurses in the clinical areas.

13. Statistics on Research Outputs

	Peer-reviewed Journal Publications	Conference Papers	Scholarly Books, Monographs and Chapters	Patents Awarded	Other Research Outputs (please specify)	
No. of outputs arising directly from this research project	0	1 presented	0	0	Type	No.
		1 submitted			Newsletter	1

14. Public Access Of Completion Report

(Please specify the information, if any, that cannot be provided for public access and give the reasons.)

Information that Cannot Be Provided for Public Access	Reasons
NA	NA