

findings on the impact of staff approaches to care on responsive behaviors. By synthesizing both quantitative and qualitative evidence, this review provides a comprehensive overview of factors associated with resident responsive behaviors towards staff. Our findings offer insights into promising factors for long-term care system and nursing home managers to address to strive to reduce responsive behaviors of residents toward staff in nursing homes.

LONGITUDINAL CHANGES IN LEADERSHIP AND PERSON-CENTERED CARE OVER 5 YEARS IN SWEDISH NURSING HOMES

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Nursing home leadership has been described as crucial for person-centred care and psychosocial climate, but longitudinal data are lacking. The significance of manager educational qualifications and operational model of nursing homes for perceived leadership, person-centred care and psychosocial climate also needs further exploration. This study aimed to explore changes in nursing home managers' leadership, person-centred care and psychosocial climate comparing matched units in a five-year follow-up. Also, to explore changes in leadership characteristics' and the significance of manager qualifications for perceived leadership, person-centred care and climate. Repeated cross-sectional, valid and reliable, measures of leadership, person-centred care, psychosocial climate and demographic variables were collected from managers and staff $n=3605$ in 2014 and $n=2985$ staff in 2019. Descriptive and regression analyses were used. Leadership remained significantly associated to person-centred care in a five-year follow-up, but no changes in strength of associations were seen. Leadership also remained significantly associated to psychosocial climate, with stronger associations at follow-up. Also, certain leadership characteristics significantly increased over time, thus, partly confirms previous findings. It was also shown that a targeted education for managers was significantly associated to person-centred care.

SUSTAINABILITY OF INFORM: A COMPLEX TEAM-BASED IMPROVEMENT INTERVENTION IN LONG-TERM CARE

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Improving Nursing Home Care Through Feedback On performance Data (INFORM) was a complex,

theory-based, three-arm, parallel cluster-randomized trial. In 2015–2016, we successfully implemented two theory-based feedback strategies (compared to a standard approach to feedback) to increase nursing home (NH) care aides' involvement in formal communications about resident care (formal interactions [FI], the primary outcome). Here, we report the extent to which FI was sustained 2.5 years following withdrawal of intervention supports. We also report on several determinants of sustainability. We analyzed data from 18 NHs (46 units, 529 care aides) in the control group, 19 NHs (60 units, 731 care aides) in the basic assisted feedback group (BAF), and 14 homes (41 units, 537 care aides) in the enhanced assisted feedback group (EAF). We assessed sustainability of FI, using repeated measures, hierarchical mixed models, adjusted for care aide, care unit and facility variables. In EAF, FI scores increased from T1 (baseline) to T2 (end of intervention) (1.30–1.42, $p=0.010$), remaining stable at T3 (long-term follow-up) (1.39 $p=0.065$). FI scores in BAF increased from T1 to T2 (1.33–1.44, $p=0.003$) and continued to increase at T3 (1.49, $p<0.001$). In the control group, FI did not change from T1 to T2 (1.25–1.24, $p=0.909$), but increased at T3 (1.38, $p=0.003$). Better culture, evaluation and fidelity enactment significantly increased FI at long-term follow-up. Theory-informed feedback provides long lasting benefits in care aides' involvement in FI. Greater intervention intensity neither implies greater effectiveness nor sustainability. Modifiable context elements and fidelity enactment may facilitate sustained improvement.

THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, JOB SATISFACTION, AND TENURE AMONG NURSING HOME ADMINISTRATORS

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Long-term care is considered a subset of health care administration as the characteristics and leadership skills needed differ from other areas of health care. Leadership style directly relates to organizational development, success, and effectiveness. For study purposes, specific focus was placed upon determining the degree to which nursing home administrators (NHAs) perceived styles of leadership determined job satisfaction with tenure as an NHA. Perceptions of leadership style and levels of job satisfaction were determined using a non-experimental, quantitative design, specifically employing a survey research approach. The research instrument in this study, the MLQ, provided the data essential to addressing the research questions and accompanying hypotheses. The effect of study participant response to items on the MLQ associated with the research questions was assessed using univariate analysis of descriptive factors and inferential statistical techniques for statistical significance testing purposes. A total of 87% of study participants indicated that they perceived their leadership style as Nursing Home Administrators (NHA's) was reflective of Transformational Leadership. However, findings indicated that participants who had a Transactional Leadership style were more likely than other types of leadership styles to select an NHA as a career path if given the opportunity to choose this line of work in the future.