



## The Nurse Leadership Project

### Quarterly Progress Report to the Ohio Department of Medicaid

(Fourth Quarter 2018)

In the fourth quarter of the project, the initiative to launch Phase IV and V for session two and Phase I for session three was developed with a systematic approach to project management. Details of our progress and accomplishments with the program are as follows:

#### Project Administration:

- I. Continued to hold weekly team project meetings.
- II. Review all applications received and determine those that qualify for session three, which begins in January 2019.
- III. Continue marketing and recruiting efforts to fill session three.
- IV. Notified twelve applicants and facilities of their acceptance in to the program for session three.
- V. Travel/Lodging arrangements have been confirmed and reserved with a local hotel for session three participants attending the 2 day nurse leadership training in February 2019.
- VI. Updated the NLP website.
  - a) Added the list of names of the current NLP graduates who earned their NLE® with a group photo.
- VII. Scheduled all twelve onsite facility visits and meetings with the upcoming session three participants and their Administrators throughout the month of January 2019.
- VIII. Mailed via USPS session two facilities family satisfaction surveys throughout the month of December.

#### Project Agenda:

- I. **Phase IV (Session 2):**
  - a) Mentorship implemented with individual phone call conferences conducted with the nurse mentor(s) and the eleven participants.
- II. **Phase V (Session 2):**
  - a) Eleven participants from session 2 and one from session 1 attended the 3 day OHCA Core of Knowledge for Nurses Training on November 6, 7 & 8, 2018 located at 55 Green Meadows Drive South, Lewis Center, Ohio 43035.

- b) Twelve participants were awarded a certificate of completion for 21 hours of Continuing Education Units with the assistance of EFOHCA.
- c) Twelve participants graduated from the NLP program and received their Nurse Leadership Executive (NLE®) status/certificate, which has been posted on the website.
- d) Sent out and received back the participant and administrator questionnaire which reflects positive feedback in regards to the leadership program and its impact on the participant and their staff and facility.

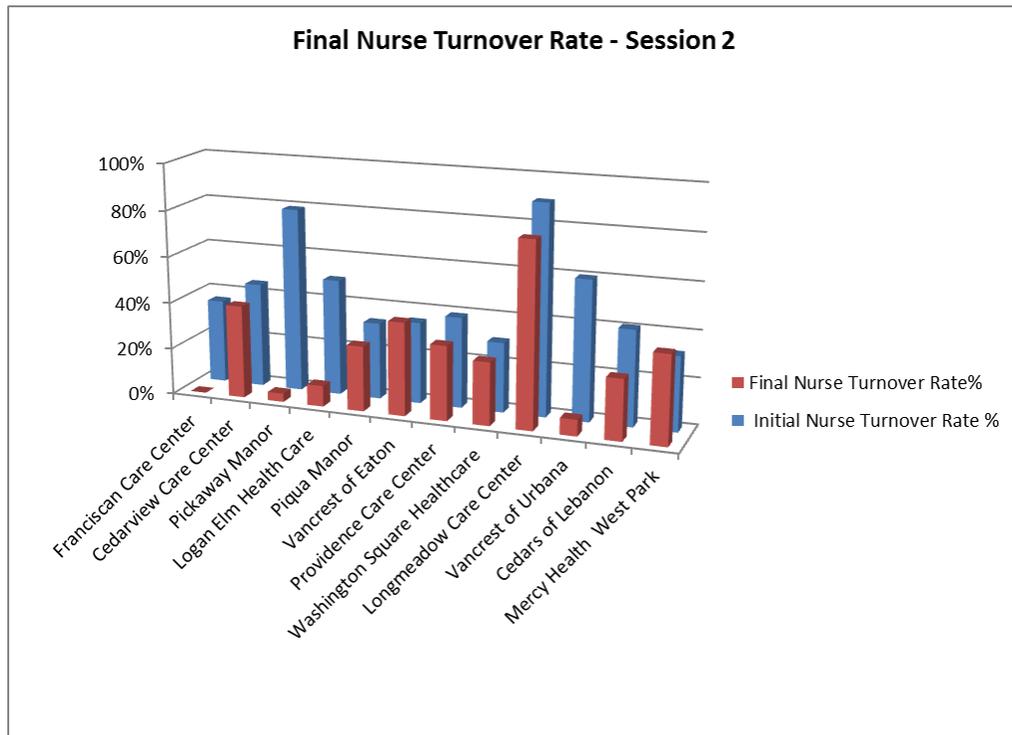
III. **Phase I (session 3):**

- a) Scheduled all twelve onsite facility visits to review the program and sign participation agreements with the nurse leader and Administrator beginning January 3, 2019.
- b) The nurse mentor will conduct one on one resident satisfaction survey interviews while onsite at the 12 facilities.

**Project Measurements:**

- I. Our goal is to decrease each participating facilities direct care staff turnover rate by 5%.

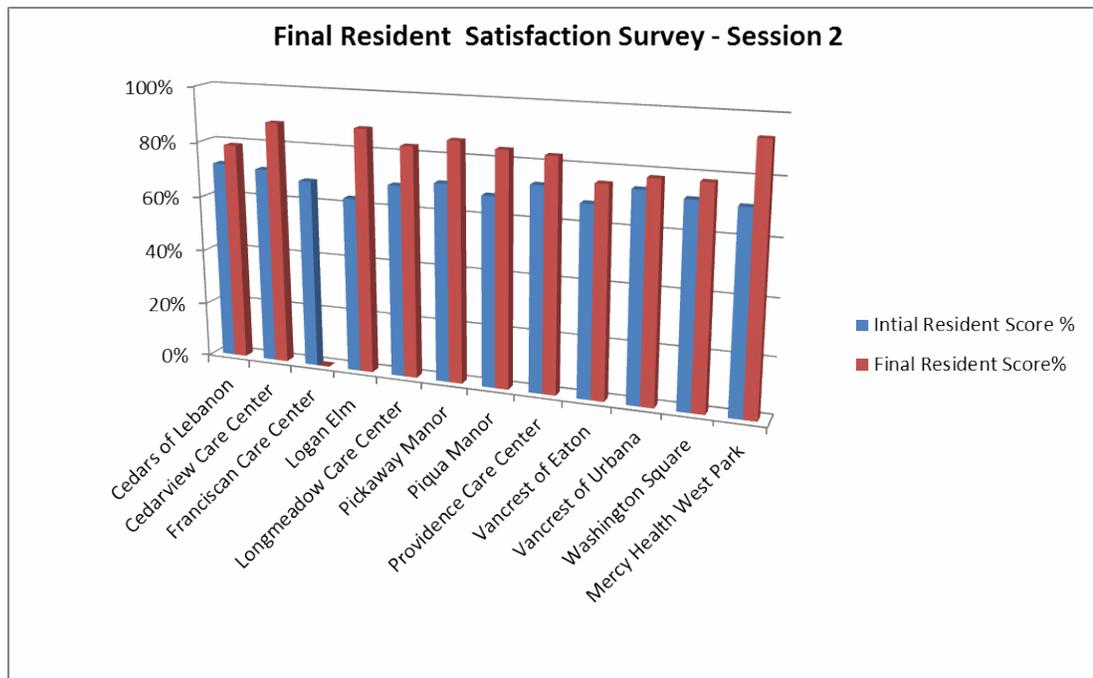
- a) The following data in the graph below is the final direct care staff turnover rate reported by session two facilities. All facilities have shown a decrease in direct care staff turnover with the exception of two facilities which had a small increase of 5 and 6%. The overall average nursing staff turnover rate decreased 18%.



Facility	Initial Nurse	Final Nurse	Outcome
Franciscan Care Center	36%	-	*Did not complete program
Cedarview Care Center	45%	40%	Decreased 5%
Pickaway Manor	79%	4%	Decreased 70%
Logan Elm Health Care	50%	9%	Decreased 41%
Piqua Manor	33%	28%	Decreased 5%
Vancrest of Eaton	35%	40%	Increased 5%
Providence Care Center	39%	32%	Decreased 7%
Washington Square Healthcare	30%	27%	Decreased 3%
Longmeadow Care Center	90%	79%	Decreased 11%
Vancrest of Urbana	60%	7%	Decreased 53%
Cedars of Lebanon	41%	26%	Decreased 13%
Mercy Health West Park	32%	38%	Increased 6%

II. Our goal is to increase each participating facility's resident and family satisfaction survey scores by 7%.

a) The following data represents the initial and final scores collected from the residents through one on one interviews for all Session 2 facilities. \*Please note that the Director of Nursing of Franciscan Care Center did not complete the program, therefore final surveys were not able to be conducted. The overall average resident satisfaction improved 13%.



Facility	Initial Resident	Final Resident	Outcome
Cedars of Lebanon	72%	79%	Increased 7%
Cedarview Care Center	71%	88%	Increased 17%
Franciscan Care Center	68%	-	*Did not complete program
Logan Elm	63%	88%	Increased 25%
Longmeadow Care Center	69%	83%	Increased 14%
Pickaway Manor	71%	86%	Increased 15%
Piqua Manor	68%	84%	Increased 16%
Providence Care Center	73%	83%	Increased 10%
Vancrest of Eaton	68%	75%	Increased 7%
Vancrest of Urbana	74%	78%	Increased 4%
Washington Square	72%	78%	Increased 6%
Mercy Health West Park	71%	93%	Increased 22%

- b) Session 2 family satisfaction surveys were mailed to residents' family members throughout the month of December. We anticipate having all final family survey results received back by the end of January 2019.

#### Project Financials:

- I. The following chart reflects the travel expenditures that have been utilized for the fourth quarter of 2018.

QTR 4 Itemized Expenditure	Amount
Travel - Hyatt Place - Participant Lodging (11/5 - 11/7/18) -12 rooms	\$ 4,614.39
Travel - Nurse Mentor(s)- Facility Visit (October 11,2018) - 1 night	\$ 203.58
<b>TOTAL TRAVEL</b>	<b>\$ 4,817.97</b>
<b>Qtr 3 Unused Fund Balance</b>	<b>\$ 25,590.26</b>
<b>Total QTR 4 Expenditures</b>	<b>\$ (4,817.97)</b>
<b>Total Unused SFY 2019 Funds</b>	<b>\$ 20,772.29</b>

#### Project Outcomes:

The following changes and accomplishments have been reported by the participants throughout the leadership program.

- One participant started a DON/ADON closed support group on Facebook which currently has over a thousand members. She is also making improvements in staff recruitment and hiring the right candidates needed for her team.

- One participant has implemented the AIDET tool we provided by placing it on every resident door. She received positive feedback from her recent surveyors for this program and how every staff member could answer questions about it and be observed performing it. She has also demonstrated and voiced more confidence in herself which is reflected with a zero deficiency on her most recent survey.
- One participant has conducted the personality test with her department heads as well as STNA's and has observed an increase in the quality of communication between staff.
- Administrators expressed how their participants brought back new ideas, increased awareness with staff and customer service, energized towards leadership and staff development. They all recommended the program and stated it is much needed and would like to see it available for Administrators as well.
- Participants stated the most important things they learned were about themselves and their areas of weakness/strengths, how to make staff feel heard and valued and their opinion matters. Increased ability to communicate with different personalities and dealing with conflict as well as increased listening skills and delegation.
- One participant has implemented multiple new ways to bring on and retain front line staff, which has made an impact to decrease their turnover rate.

We will continue to concentrate on the development of nurse leaders, and focus on leadership abilities that affect engagement and retention of direct care staff, with goals of decreasing the direct care staff turnover rate and improving resident care, in turn, an increase in resident and family satisfaction.