

**PERSON-CENTERED STAFF ENGAGEMENT PROJECT
3RD SEMI-ANNUAL REPORT
DECEMBER 21, 2018**

The Office of the State Long-Term Care Ombudsman is pleased to submit to the Ohio Department of Medicaid (ODM) the third semi-annual project status report on the use of Resident Protection Funds. As proposed, the Office has launched an ambitious project, bringing person-centered staffing solutions and leadership development to Ohio nursing facilities in spring of 2017. With the critical participation of regional project ombudsman, the project has seen proactive activity on the part of participating nursing homes. Nursing facilities have attended the statewide conference and quarterly regional roundtables, created project specific action plans and are developing the staff stability “bundle” of practices to fully realize the intent of the project. We thank them for their trust in this project to achieve their organizational goals.

PROJECT STATUS

The Person-Centered Staff Engagement Project is striving to close the project with a capstone event at which homes will be invited to share their accomplishments in the grant activities with one another. Key stakeholders will be invited to learn more about what the project entailed and how homes improved their staff engagement to benefit residents.

The final events of the project seek to share knowledge across the industry and create sustainable patterns of performance in participating homes. The SEP capstone event will be held February 13, 2019 at which homes will highlight accomplishments in approximately 10 project areas. The Ohio Departments of Medicaid, Health and Aging, regional ombudsman programs, provider associations, MyCare Ohio Plans and other stakeholders will be invited to learn more about the project activities and accomplishments.

PROJECT ACCOMPLISHMENTS

As described in the grant application, the Staff Engagement Project would feature a new resident council coalition call. In this grant period, each region hosted a resident council coalition call between willing and able resident council representatives. The resident council representatives were given a sample list of discussion topics gleaned from the National Consumer Voice for Quality Long-Term Care resident dialogue luncheon held in 2017. Questions included:

1. What does it mean to have good staff in your residence or home.

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2. What are the kinds of choices you should be able to make?
3. What kinds of activities would you like to participate in?
4. What factors contribute to the quality of life in your facility?
5. What makes food and food service good in a nursing home?
6. What do you think it will take to bring about good quality care in nursing homes?

Residents responded well to the interactions and have requested additional opportunities to share across facilities and regions.

The third statewide training session was held April 11, 2018. The Jessing Center at the Pontifical College Josephinum served as the location for the second time. Attendees represented the participating facilities, regional project ombudsmen and program directors, the MyCare Ohio Plans, the Ohio Department of Health and the Office of the State Long-Term Care Ombudsman. CEUs were offered for Licensed Nursing Home Administrators and through the Ohio Board of Nursing.

In this period, each regional program ombudsman has held at least one quarterly roundtable attended by participating facilities. Agendas included follow-up and discussion of lessons learned at the April event and other topics at the request of the homes to meet their needs. In one case, only a single facility came to the roundtable, so the liaison created a one-on-one brainstorming and technical assistance experience for the participants. State Office staff liaisons attend these roundtables to participate and monitor the Staff Engagement Project. Roundtable discussions often lead to additional technical assistance for participating homes.

Project ombudsmen have completed a mid-project evaluation of communication infrastructure to be included in the project evaluation data. They attended the Pioneer Conference in August 2018 and returned with materials to share among other ombudsman and presented at an ombudsman continuing education event.

The State Office continued the monthly SEP ombudsman teleconference, a monthly teleconference with B&F Consulting and a monthly open-line call between SEP ombudsmen for cross-regional sharing.

PARTICIPATION UPDATE

The regional project ombudsmen are working with 116 nursing facilities (goal was 100) in the Nursing Home Quality Improvement Project. With an original participation of 121 nursing facilities, the project has seen 95% retention in the project despite remarkable turnover in key leadership positions (discussed below).

REGION	TOTAL	COUNTIES REPRESENTED
1	10	Clermont, Clinton, Hamilton, Warren
2	10	Clark, Darke, Greene, Montgomery
3	12	Allen, Auglaize, Hancock, Hardin, Mercer, Putnam
4	11	Defiance, Erie, Fulton, Lucas, Williams, Wood

5	9	Ashland, Crawford, Knox, Richland, Seneca, Wyandot
6	9	Delaware, Franklin, Licking, Madison, Pickaway
7	10	Adams, Brown, Gallia, Highland, Pike, Ross, Scioto
8	5	Athens, Morgan, Perry, Washington
9	10	Belmont, Coshocton, Guernsey, Holmes, Jefferson, Muskingum, Tuscarawas
10a	10	Cuyahoga, Medina, Lake, Lorain, Geauga
10b	10	Portage, Stark, Summit, Wayne
11	10	Ashtabula, Columbiana, Mahoning, Trumbull
Grand Total:	115	

As in the prior grant period, significant staff turnover in key positions of administration has been a challenge to the project. In the 18 months of active project work, the Staff Engagement Project Ombudsmen have reported the following turnover in the following areas in still-participating homes:

Change in the LNHA	Change in the DON	Change in other significant management personnel	Facility owner or operator change
40.0%	46.1%	16.9%	18.2%

In the homes with turnover in these positions, facilities have ranged from 2 to 5 licensed nursing home administrators (LNHA) and directors of nursing (DON) in eighteen months. One home had 5 LNHA's and 3 DON's; another saw 2 LNHA's and 5 DON's. The regional project ombudsmen have offered review of project materials to incoming management staff and have reported mixed results in project momentum as new staff must prioritize other critical areas than working on communication infrastructure or staff retention techniques. The evaluation may reflect outcomes varying in those homes with lower turnover.

PROJECT ADJUSTMENTS

As designed in the grant proposal, the Project would have funded attendance for representatives from the participating nursing homes at a statewide Person-Centered Care Coalition's conference in 2018. The Coalition did not host a conference this year. Funds intended to support attendance have been redistributed with the approval of ODM among regional long-term care ombudsman programs that were underfunded for their SEP ombudsmen positions and operating at a deficit.

The project design intended for project ombudsmen to present the CMS Hand-in-Hand: A Training Series for Nursing Homes toolkit to each of their project homes. Prior releases of this toolkit were done via hard copy notebooks and DVDs. During this grant period, CMS released an internet-friendly version that

is more easily downloaded into a turnkey training series more easily utilized by facility staff. The SLTCO altered our distribution plan to include a webinar by a SEP ombudsman to her cohorts to familiarize them and their facilities with the training series and encourage them to present the materials in-house. This approach leaves the facilities equipped to present the training series in the future and will be more sustainable over time.

Staff turnover in the SEP ombudsman role has slowed but expected to increase as the end of the grant is six months away. The project ombudsmen currently working on the project may begin looking for other employment as their positions end with the project. The project may lose up to half of them prior to the end of the project. With ODM support, the grant will permit other ombudsman staff to assist with project activities with strict “firewall-like” processes so that complaint-handling ombudsmen are not serving as project ombudsmen in their currently assigned buildings. For instance, an ombudsman who handles complaints and conducts advocacy visits in County A could serve as the project liaison for County B for the remaining months of the project as needed. In some regions, the program director or volunteer coordinator could step in. This ensures that the grant work is done but acknowledges that backfilling a time-limited job is difficult.

Action plans

Each participating facility has focused in this reporting period on a collection of staffing interventions to move their performance toward better staff retention and training and reduction of staff turnover. Project ombudsman worked with the homes toward developing those action plans and reported the highest priority areas for those homes.

Key action plan areas:	Priority level					Total
	1st	2nd	3rd	4th	5th	
Huddles	24	24	9	10	9	76
Staff recognition	11	11	12	14	15	63
Consistent Assignment	15	15	6	11	4	51
Recruitment	16	6	12	8	3	45
On Boarding/Training/Mentoring new employees	9	10	12	8	5	44
STNA in care plan mtgs	5	10	9	7	11	42
Other Staff Communication	8	6	9	7	9	39
Tracking Turnover/Retention	2	4	9	12	2	29
Resident preferences (PELI)	3	3	7	4	5	22
Stay/Exit Interviews	5	3	4	3	7	22
Other	1	9	6	2	3	21
Interviewing	3	1	2	3	1	10
Total	102	102	97	89	74	

Subjective evaluation by the regional project ombudsmen indicates that homes have been successful in accomplishing their short-term action plans in each of these areas. The project evaluation team at Scripps Gerontology Center will take a birds' eye view of the project impact on outcomes.

The October project training event focused on leadership engagement in quality long-term care facility administration. In the next project period, we expect the action plans to shift toward leadership development areas.

SPENDING

See attached Disbursement Activity Report

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