



The Nurse Leadership Project

Quarterly Progress Report to the Ohio Department of Medicaid

(Second Quarter 2019)

In the second quarter of year two of the project, the initiative to launch Phase IV and V for session three and Phase I for session four 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. Continue to review all applications received and determine those that qualify for session four, which begins in July 2019.
- III. Continue marketing and recruiting efforts to fill future training sessions.
- IV. Travel/Lodging arrangements have been confirmed and reserved with a local hotel for session three participants attending the 3 day OHCA Core of Knowledge training and session four participants attending the 2 day training at Tobin & Associates in July 2019.
- V. Mailed via USPS four of session 4 facilities family satisfaction surveys throughout the month of June 2019.
- VI. Emailed invites to all NLP session 4 participants to attend the upcoming 2 day training on July 10 & 11 2019 and Session 3 participants to attend the 3 day Core of Knowledge training at EFOHCA July 23, 24 and 25.
- VII. Schedule one on one conversation with participants.
- VIII. Scheduled onsite meeting/interview with all 14 facilities for session 4 to review program, sign agreements and have the nurse mentor conduct the one on one resident satisfaction surveys.
- IX. Ordered participant books and supplies for training classes.
- X. Requested annual direct care nursing turnover rates from session one participants.
- XI. Follow up with past participants.
- XII. Reconciliation of annual financials.

Project Agenda:

- I. **Phase III (Session 3):**

- a) 9 participants and 2 NLE graduates attended the one day training focusing on conflict management and self-conflict on April 4, 2019. They received 4.5 hours of Continuing education credits with the assistance of EFOHCA.

II. **Phase IV (Session 3):**

- a) 6 participants and 1 NLE graduate attended the one day training on May 9, 2019; focusing on diversity, corporate cultures and a panel discussion about successes on implementations of the concepts and tools they have utilized from the program. They received 4.5 hours of Continuing education credits with the assistance of EFOHCA.
- b) One participant graduated and earned her NLE® after completing the one day class on May 9, 2019 as she previously attended the OHCA 3 day Core of Knowledge Nurse Training November 6-8, 2018.
- c) One participant will be making up the May 9th class on October 2nd with session 4.
- d) 3 participants resigned from their role and left the facility/company; another participant had to leave the program due to unexpected personal reasons.
- e) Follow up questionnaire to participants who had to drop out. Establishing reasons for leaving facility.

III. **Phase I (Session 4):**

- a) Nurse mentor visited 10 participating facilities to explain the purpose and requirements of the program, as well as, sign the nurse and facility participation agreements. The remaining 4 facilities onsite visit is scheduled for the beginning of July 2019.
- b) Nurse mentor conducted the one on one resident satisfaction survey interviews during the 10 onsite facility visits (Please reference project measurements below). The remaining 4 facility resident surveys will be conducted at the beginning of July 2019.
- c) Tobin mailed out family satisfaction surveys via USPS for 6 participating facilities. Will mail out the remaining 8 facilities family surveys when contact list received.
- d) Received back 3 facilities family satisfaction surveys. (Please reference project measurements below).

Project Measurements:

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

- a) The following data represents the initial baseline resident satisfaction scores collected from one on one interviews with residents from 9 session 4 facilities. The remaining surveys will be conducted in July.

| Facility | Intial Resident Score% |
|----------------------------------|------------------------|
| Celina Manor | |
| Clovernook Healthcare | 83% |
| Community Skilled Health Care | 82% |
| Fox Run Manor | 84% |
| Garden Manor | 77% |
| Logan Care and Rehab | 81% |
| Northwood SNF | |
| Northridge Health Center | |
| Otterbein Pemberville | |
| Stillwater Skilled Nursing | 72% |
| The Laurels of Norworth | |
| Ursuline of Toledo | 88% |
| West View Healthy Living | 80% |
| Western Hills Retirement Village | 79% |

- b) The following data represents the initial baseline family satisfaction scores collected from family members through mailed surveys from three session 4 facilities. We anticipate all surveys will be received back by the end of July for the remaining facilities.

| Facility | Intial Family Score% |
|----------------------------------|----------------------|
| Celina Manor | |
| Clovernook Healthcare | 81% |
| Community Skilled Health Care | |
| Fox Run Manor | |
| Garden Manor | |
| Logan Care and Rehab | |
| Northwood SNF | |
| Northridge Health Center | |
| Otterbein Pemberville | |
| Stillwater Skilled Nursing | |
| The Laurels of Norworth | |
| Ursuline of Toledo | |
| West View Healthy Living | 83% |
| Western Hills Retirement Village | 83% |

- II. Our goal is to decrease each participating facilities direct care staff turnover rate by 5%.
- a) The following data represents the initial direct care nursing staff turnover rate reported by all session 4 facilities. The initial average turnover rate is 43%.

| Facility | Initial Nurse Turnover Rate % |
|----------------------------------|-------------------------------|
| Celina Manor | 32% |
| Clovernook Healthcare | 47% |
| Community Skilled Health Care | 31% |
| Fox Run Manor | 32% |
| Garden Manor | 35% |
| Logan Care and Rehab | 83% |
| Northwood SNF | 70% |
| Northridge Health Center | 34% |
| Otterbein Pemberville | 30% |
| Stillwater Skilled Nursing | 31% |
| The Laurels of Norworth | 85% |
| Ursuline of Toledo | 39% |
| West View Healthy Living | 29% |
| Western Hills Retirement Village | 30% |

- b) Anticipate session one's annual turnover rate and session three's final turnover rate to be reported by August 2019.

Project Financials:

- I. The following chart reflects the travel expenditures that have been utilized for the second quarter of 2019.

| Travel Expenses -QTR 2 2019 Expenditures | Cost Per Night | # Nights | Total Cost | # Rooms | Total |
|--|----------------|----------|------------|------------------------------------|---------------------|
| Travel - Participants- NLP 1 day training 4/4/2019 | \$ 106.49 | 1 | \$ 106.49 | 9 | \$ 958.41 |
| Travel - Participants- NLP 1 day training 5/9/2019 | \$ 106.49 | 1 | \$ 106.49 | 6 | \$ 638.94 |
| Travel - Nurse Mentor | \$ 221.80 | 3 | \$ 665.40 | 1 | \$ 665.40 |
| Travel - Participants - NLP Training 7/9-7/11/2019 | \$ 106.49 | 2 | \$ 212.98 | 12 | \$ 2,555.76 |
| Travel - Nurse Mentor - Interview Facility/Participant | \$ 112.12 | 1 | \$ 112.12 | 1 | \$ 112.12 |
| | | | | Total | \$ 4,930.63 |
| | | | | QTR 1 Unused Advanced Funds | \$ 28,099.53 |
| | | | | Total QTR 2 Expenditures | \$ 4,930.63 |
| | | | | Total Unused SFY 2019 Funds | \$ 23,168.90 |

- a) Will return \$23,168.90 of unused travel funds back to CMS for the SFY2019.

Project Outcomes:

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

- The RN participant at Medina Meadows did a cost analysis of the surrounding areas for STNA hourly wages and then created and provided his corporate team with the cost savings with an increase in pay across the board based on years of employment with facility vs. overtime hours and agency usage cost. Based on his data gathered and agreement was approved with expectations (must chart 100% daily, punch in & out of lunch daily, etc) noted. He also suggested block hours vs. 12 hour shifts into this proposal, which was approved as well. Those with 0-1 year experience received a \$2 per hour increase, 1-4 years a \$2.15 per hour increase and those with 5+ years a \$3 per hour increase. He now receives approximately 10-20 applications a day.
- RN Supervisor at Sanctuary Pointe Nursing & Rehab has brought back many ideas to her DON and Administrator from the program. The Administrator did buy gift cards and scratch offs to hand out when leadership sees someone doing a great job to show their appreciation for their hard work and going above and beyond.
- The RN participant at Addison Healthcare Center was promoted from ADON to DON. She asked all staff to write down one thing they like about their job and they all wrote down anonymously, "the people they work with".
- DON at West Park completed a time study which showed the resident level of care exceeded the current staffing ratios. Therefore, she presented management with the results to request the need for increased staffing ratios to meet and provide for the higher resident care.

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.