



## The Nurse Leadership Project

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

(Fourth Quarter 2019)

In the fourth quarter of the project, the initiative to launch Phase V for session four and Phase I for session five 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 five, which begins in January 2020.
- III. Continue marketing and recruiting efforts to fill future training sessions.
- IV. Updated the NLP website.
- V. Travel/lodging arrangements have been confirmed and reserved with a local hotel for session four participants for the 3 day training at OHCA Core of Knowledge training December 3, 4 and 5, 2019.
- VI. Requested and collected annual direct care nursing turnover rates from session two participants.
- VII. Requested and collected final direct care nursing turnover rates from session four participants.
- VIII. Mailed via USPS session two annual and session four final family satisfaction surveys from facilities that provided information. Will continue to reach out to collect this information from facilities that have not provided by the end of December.
- IX. Provided session four NLE® graduates the participant questionnaire since completing the program.
- X. Emailed the session four administrator questionnaire to get feedback on their nurse leaders who graduated from the program.
- XI. Following up with past participants.
- XII. Track and maintain month end financial balance sheets.
- XIII. Training class dates set for session five on February 26 and 27<sup>th</sup>, April 8<sup>th</sup>, May 20<sup>th</sup> and July 21-23<sup>rd</sup> 2020.
- XIV. Booked training room for all session five class dates.
- XV. Scheduled one on one phone conference calls with session four participants during the month of November 2019.

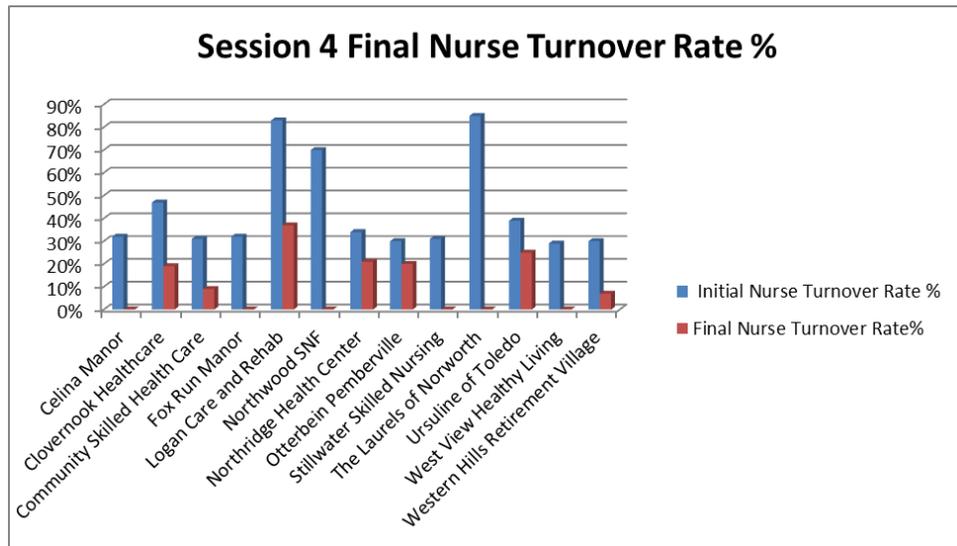
#### Project Agenda:

- I. **Phase V (Session 3):**
  - a) One participant attended and completed the 3 day Core of Knowledge for Nurses Training held at OHCA, 55 Green Meadows Drive South, Lewis Center, Ohio 43035 on December 3, 4 and 5, 2019. This was a make-up class as she was unable to attend with her session in July.
  - b) One participant was awarded a certificate of completion for 21 hours of Continuing Education Units with the assistance of EFOHCA.
  - c) One participant graduated from the NLP program and received their Nurse Leadership Executive (NLE®) status/certificate.
  
- II. **Phase V (Session 4):**
  - a) The Nurse mentors/educators had 1-on-1, one hour phone conference calls with participants to follow up and address any concerns or questions they may have with any current issues within their facility or with their staff.
  - b) Nine participants attended and completed the 3 day Core of Knowledge for Nurses Training held at OHCA, 55 Green Meadows Drive South, Lewis Center, Ohio 43035 on December 3, 4 and 5, 2019.
  - c) Nine participants were awarded a certificate of completion for 21 hours of Continuing Education Units with the assistance of EFOHCA.
  - d) Six participants graduated from the NLP program and received their Nurse Leadership Executive (NLE®) status/certificate.
  - e) One participant was unable to attend the Core of Knowledge in December and therefore, unable to complete the program due to an unforeseen medical health issue.
  - f) Three participants have a make-up class to complete, which is scheduled for May 20, 2020 in order to graduate from the program.
  - g) Emailed the participant and administrator questionnaire in regards to the leadership training program and its impact on the participant and their staff and facility. Positive feedback received, see project outcomes below.
  
- III. **Phase I (session 5):**
  - a) Began reaching out to participants and facilities to schedule the initial onsite visit/meeting to review the program and sign participation agreements. Anticipate having all facilities scheduled and confirmed by mid-January 2020.

#### **Project Measurements:**

- I. Our goal is to decrease each participating facility's 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 4 facilities. The overall average nursing staff turnover rate decreased 20%. Three directors of nursing will be completing the program in April 2020. Final turnover rates for those facilities are anticipated by the end of April.

Facility	Initial Nurse Tur	Final Nurse Tur	Outcome
Celina Manor	32%	-	DON did not complete program
Clovernook Healthcare	47%	19%	Decreased 28%
Community Skilled Health Care	31%	9%	Decreased 22%
Fox Run Manor	32%	-	DON left company/LTC
Logan Care and Rehab	83%	37%	Decreased 46%
Northwood SNF	70%	-	DON left company
Northridge Health Center	34%	21%	Decreased 13%
Otterbein Pemberville	30%	20%	Decreased 10%
Stillwater Skilled Nursing	31%	-	Will complete program April 2020
The Laurels of Norworth	85%	-	Will complete program April 2020
Ursuline of Toledo	39%	25%	Decreased 14%
West View Healthy Living	29%	-	Will complete program April 2020
Western Hills Retirement Village	30%	7%	Decreased 23%



b) The following data in the graph below is the annual (12 months post-graduation of NLE® program) direct care staff turnover rate reported by session 2 facilities. Our goal is to decrease an additional 1% in year 2020 from their final turnover rate after completing the program. Five facilities are pending turnover data, we anticipate receiving by February 2020.

Facility	Final Nurse T 1 year later	Outcome
Franciscan Care Center	-	*Did not complete program
Cedarview Care Center	40%	*DON left facility/company
Pickaway Manor	52%	48%
Logan Elm Health Care	9%	7%
Piqua Manor	28%	
Vancrest of Eaton	40%	
Providence Care Center	32%	29%
Washington Square Healthcare	27%	2%
Longmeadow Care Center	79%	
Vancrest of Urbana	7%	
Cedars of Lebanon	26%	
Mercy Health West Park	38%	

- c) Initial turnover rates for session 5 facilities are anticipated by February 2020.
- II. Our goal is to increase each participating facility's resident and family satisfaction survey scores by 7%, with additional 2% increase annually after completion of program.
- d) Initial family and resident satisfaction survey data is pending for session five. We anticipate having data by February 2020.
- e) Final family and resident satisfaction survey data is pending for session four. We anticipate having data by February 2020.
- f) Annual family and resident satisfaction survey data is pending for session two. We anticipate having data by February 2020.

**Project Financials:**

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

<b>Travel Expenses -QTR 4 2019 Expenditures</b>	<b>Cost Per  </b>	<b># Nights</b>	<b>Total Cost</b>	<b># Rooms</b>	<b>Total</b>
Travel- participants-OHCA 3 day training 12/2-12/5/19	\$ 125.76	3	\$ 377.28	8	\$ 3,018.24
Travel- participants-OHCA 3 day training 12/2-12/5/19	\$ 125.76	3	\$ 377.28	2	\$ 754.56
Travel- participants-OHCA 3 day training 12/2-12/5/19	\$ 125.76	1	\$ 377.28	1	\$ 377.28
Travel- participants-Holiday Inn -1 day training 10/2/19	\$ 107.63	1	\$ 107.63	10	\$ 1,076.30
					<b>\$ 5,226.38</b>
			<b>QTR 3 Unused Advanced Funds</b>		<b>\$ 35,427.52</b>
			<b>Total QTR 4 Expenditures</b>		<b>\$ 5,226.38</b>
			<b>Total Unused SFY 2020 Funds</b>		<b>\$ 30,201.14</b>

**Project Outcomes:**

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

- Ten participants attended the one day training on October 2, 2019 which focused on corporate cultures, diversity and attracting/hiring staff with group activities.
- Ten participants earned 4.5 hours of CEUs provided by EFOHCA.
- Seven participants attended the OHCA Core of Knowledge for Nurses training December 3-5<sup>th</sup> 2019 and earned their NLE<sup>®</sup> certificate.
- Three participants will complete the program and graduate May 2020.
- Participants stated the most important things they learned from the program were better understanding of generational differences, communication with staff, listening effectively, empowering other nurse leaders, staff engagement and delegation.
- Many NLE graduates have noticed a positive change in their front line nursing staff. For instance, increased accountability, more confident in decision making and handling situations and STNAs are going through the chain of command.

- The holidays affected getting all requested information from participants to Tobin by the end of December for turnover rates and survey collection. Tobin will continue to reach out to session two and session four graduates/participants to collect this information. Anticipate results by the end of February 2020.

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, subsequently increasing resident and family satisfaction.