



The Nurse Leadership Project

Quarterly Progress Report to the Ohio Department of Medicaid

(Third Quarter 2020)

In the third quarter of 2020 for the project, the initiative to launch Phase V for session five and Phase II and III for session six 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 six, which begins in August 2020.
- III. Continue marketing and recruiting efforts to fill the sixth and final training session.
- IV. Travel/lodging arrangements have been confirmed and reserved with a local hotel for session six participants for August 17-19, 2020, August 24-26, 2020 and October 6, 2020.
- V. Following up with past participants.
- VI. Sent out NLP participant final program survey for session 5 participants.
- VII. Track and maintain month end financial balance sheets.
- VIII. Emailed acceptance letters to those who meet requirements to participate in session six.
- IX. Continued scheduling zoom meetings with session six participants and Administrators to review the program and sign participation agreements.
- X. Registered both session 5 & 6 participants for the OHCA Core of Knowledge for Nurses 3-day live webinar training scheduled for December 1-3, 2020.
- XI. One day in person training class scheduled for session 6 participants on October 6, 2020 and November 17, 2020.
- XII. Requested annual direct care nursing turnover rate from sessions two and four participants for their second annual scores.

Project Agenda:

- I. **Phase V (Session 5):**
 - a) Ten participants attended and completed a 1-day training via zoom on July 30, 2020. Topics included corporate cultures, diversity and trends and challenges in the Nursing Director role using mind mapping scenarios.

- b) All participants were awarded a certificate of completion for 4.5 hours of Continuing Education Units with the assistance of EFOHCA.

II. Phase I (Session 6):

- a) Trainer conducted one on one resident satisfaction survey interviews via telephone.
- b) Mailed out via USPS family satisfaction surveys for all ten facilities (Arlington Pointe, Loveland Healthcare, Courtyard at Seasons, Carriage Inn of Steubenville, Western Hills Retirement, Bowling Green Manor, Mountain Crest, Sunnyslope, Glendale and Meadows of Cadiz.
- c) Received completed family and resident satisfaction surveys (see results in project outcomes)

III. Phase II (Session 6):

- a) Six participants attended the 2-day class on August 18 & 19, 2020 at Tobin & Associates Headquarters.
- b) Four participants attended the 2-day class on August 25 & 26, 2020 at Tobin & Associates Headquarters.
- c) All participants were awarded a certificate of completion for 12.5 hours of Continuing Education Units with the assistance of EFOHCA for the 2 day training.

Project Measurements:

- I. Our goal is to decrease each participating facility direct care staff turnover rate by 5% with additional 1% decrease annually after completion of program. **(RN, LPN, STNA – those who directly care for the patient/resident). Because of Covid-19 staff members quit for fear of catching the illness or frustrated with the restrictions. These were extraordinary times to try and reduce turnover, but the nurses that went through the NLE class maintained their staffing levels better than surrounding facilities where the nurse leader did not attend the classes.**
- 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. **COVID-19 has had a direct impact on resident and family satisfaction rates due to the inability of family members to be able to visit or talk with their family (residents) in over 7 months and the isolation factor that the residents face due to visitation restrictions. Therefore, the survey responses were more negative.**

Family Satisfaction	Year Started	Current Measured	Year	Continued Outcome	
Session 1	2018	67%	2020	83%	24%
Session 2	2018	76%	2020	85%	12%
Session 3	2019	75%	2020	85%	13%
Session 4	2019	80%	2020	91%	14%

Session 5	2020	82%	2020	83%	1%
Session 6	2020	81%	2020		
OVERALL AVERAGE					12.8% INCREASE

Resident Satisfaction	Year Started	Current Measured	Year	Continued Outcome	
Session 1	2018	64%	2020	89%	39%
Session 2	2018	68%	2020	85%	25%
Session 3	2019	73%	2020	87%	19%
Session 4	2019	80%	2020	92%	15%
Session 5	2020	82%	2020	84%	2.5%
Session 6	2020	75%	2020		
OVERALL AVERAGE					20.1% INCREASE

Turnover Rate	Year Started	Current Measured	Year	Continued Outcome	
Session 1	2018	62%	2020	22%	65%
Session 2	2018	48%	2020	30%	38%
Session 3	2019	51%	2020	23%	55%
Session 4	2019	44%	2020	20%	55%
Session 5	2020	48%	2020	40%	20%
Session 6	2020	63%	2020		
OVERALL AVERAGE					46% DECREASE

Project Financials:

- I. The following chart reflects the travel expenditures that have been utilized for the third quarter of 2020.

Travel Expenses -QTR 3 2020 Expenditures	Cost Per	# Nights	Total Cost	# Rooms	Total
Hotel- participants-2 day training	\$ 128.36	2	\$ 256.72	1	\$ 256.72
Hotel- participants-2 day training	\$ 128.36	2	\$ 256.72	3	\$ 770.16
Hotel- participants-2 day training	\$ 128.36	2	\$ 256.72	2	\$ 513.44
Hotel- participants-2 day training	\$ 128.36	2	\$ 256.72	4	\$ 1,026.88
Hotel - participants training	\$ 91.88	2	\$ 183.76	1	\$ 183.76
Hotel - participants training	\$ 103.87	1	\$ 103.87	4	\$ 415.48
Hotel - participants training	\$ 88.89	1	\$ 88.89	2	\$ 177.78
					\$ 3,344.22
				Advanced Funds	\$ 19,800.00
				Total QTR 3 Expenditures	\$ 3,344.22
				Total Unused SFY 2021 Funds	\$ 16,455.78

Project Outcomes:

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

- Held a one day class virtually via zoom for session 5 on July 30, 2020 and discussed corporate cultures, diversity and current trends and challenges in their current role.
- Held a two-day class at Tobin & Associates on August 18 & 19, 2020 (with half the participants) and August 25 & 26, 2020 (with the other half of the participants) for session six. Topics included who am I, best-self, anti-self, trust, accountability and the 5 stages of leadership. All participants earned 12.5 CEUs with the assistance of EFOHCA.
- One of the major finds over this last quarter is the impact that COVID-19 has taken not only on the nurse leaders and their staff but the residents and families during this time due to visit limitations, room isolation etc. This has directly impacted the resident and family satisfaction survey results, which is expected due to residents having increased isolation, depression, reduced interaction and engagement in activities. Many families are expressing their gratitude a few facilities are really doing a fantastic job of keeping the virus out of or to a controlled minimum in their facility.
- However, it has not directly impacted the learning provided to our nurse leaders. We have been able to hold in person classes on multiple days to accommodate smaller classes for social distancing as well virtual classes for those that are in red counties or possible exposure in the facilities.
- One of the participants has taken tools from the NLP training and held a weekly meeting with her staff to go over what she has learned and encourage implementation of new approaches.
- Another participant has worked on her approach with the different generations and has received good results. She has seen more positivity since delegating tasks and giving her staff a voice to provide input regarding decisions. Her staff has adopted the above the line thinking which also made a positive difference within the facility and towards residents. She feels she has become a stronger leader from the valuable techniques learned from this program.
- We have continued to have NLE graduates utilize there strong leadership skills acquired throughout this program by participating as panelists for our live long term care town hall's (including Solving problems as a team, DON to Administrator relationship, Distressing stress and Shining a light on LTC.) that we host on zoom and Facebook live bi-monthly; to discuss ongoing long term care challenges. Because of the contribution of these graduates, nurses all over the United States are being helped.

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.