



The Nurse Leadership Project

Quarterly Progress Report to the Ohio Department of Medicaid

(Third Quarter of NLP Grant)

(First Quarter SFY 2018-2019)

In the third quarter of the project, the initiative to launch Phase V for session one and Phase I II, III, IV and V for session two 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. Updated the NLP website
 - a. Added Nurse Leadership Executive tab showing and listing our current Nurse Leadership Executive (NLE®) graduates.
 - b. Added a news and media tab, reflecting current published articles about the NLP program.
- III. Reviewed all applications received and determine those that qualify for session three, which begins in January 2019.
- IV. Continue marketing and recruiting efforts to fill session three.
- V. NLE Trademark publication date August 28, 2018.
- VI. Travel/Lodging arrangements have been confirmed and reserved with a local hotel for session two participants attending EFOHCA Core of Knowledge training in November 2018.

Project Agenda:

- I. **Phase V (Session 1 & 2):**
 - a) Seven session one participants attended and completed the 3 day OHCA Core of Knowledge training July 24-26, 2018 held at OHCA , 55 Green Meadows Drive South, Lewis Center, Ohio 43035.
 - b) One participant was unable to attend the Core of Knowledge training in July due to a schedule conflict. They will attend the next Core of Knowledge training that is scheduled in November 2018, to complete the program.
 - c) Seven session one and one session two participants were awarded a certificate of completion for 21 hours of Continuing Education Units with the assistance of EFOHCA.

- d) Seven participants graduated from the NLP program and received their Nurse Leadership Executive (NLE[®]) status/certificate, which has been posted on the website.
- e) Twelve participants from session two have been registered for the Core of Knowledge Nurse Training scheduled for November 6-8, 2018 at OHCA located at 55 Green Meadows Drive South, Lewis Center, Ohio 43035.

II. **Phase I (Session 2):**

- a) Visited the remaining three participating facilities to explain the purpose and requirements of the program, as well as, sign the nurse participant and facility participation agreements.
- b) Conducted the one on one resident satisfaction survey interviews at the three remaining facilities.
- c) Mailed out and received back the family satisfaction surveys for all twelve facilities.

III. **Phase II (Session 2):**

- a) Twelve participants attended the two day nurse leadership training program which includes topics on effective communication, five stages of leadership, core values of nursing, emotional intelligence and perspective determines directive with role play that was conducted on July 18 & 19, 2018. This was held at Tobin & Associates headquarters in Canal Winchester, Ohio.
- b) Twelve participants were awarded a certificate of completion for 12.5 hours of Continuing Education Units with the assistance of EFOHCA.

IV. **Phase III (Session 2):**

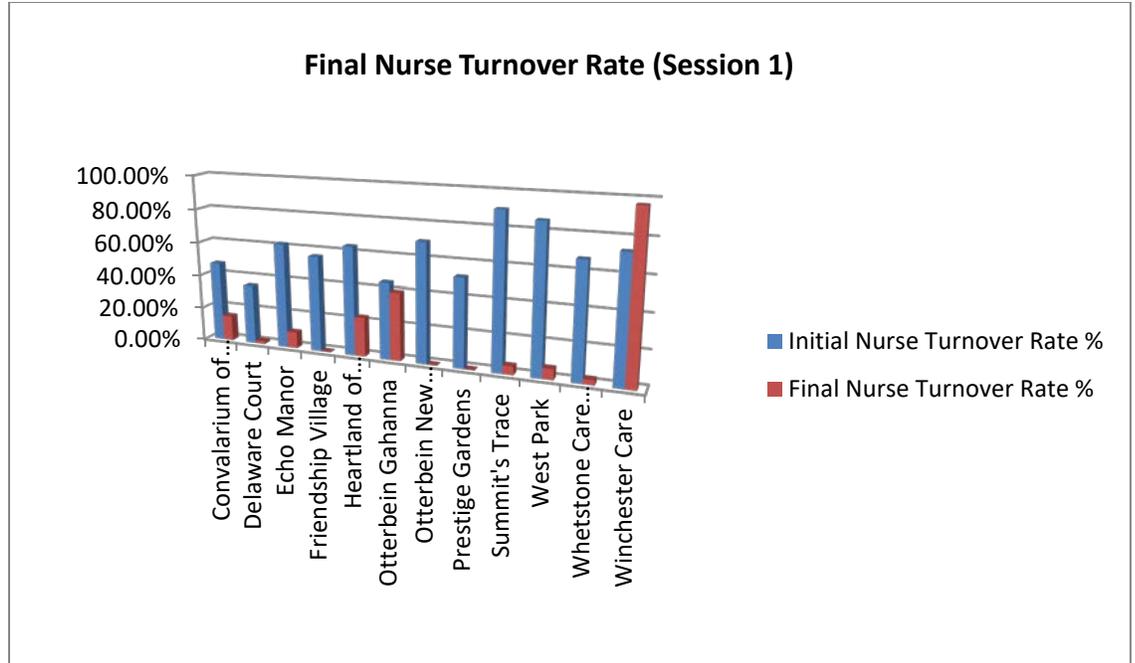
- a) Twelve participants attended the one day training program on August 15, 2018 which included topics on delegation, accountability and current challenges/successes in their role and facility.
- b) Twelve participants were awarded a certificate of completion for 4 hours of Continuing Education Units with the assistance of EFOHCA.

V. **Phase IV (Session 1 & 2):**

- a) Twelve participants from session two, one participant from session one and two graduates attended the one day training program on September 12, 2018 which included topics on conflict management, developing your personal well-being, corporate cultures and a panel discussion about successes of implementations of the concepts and tools they have utilized from the program.
- b) Fifteen participants were awarded a certificate of completion for 5 hours of Continuing Education Units with the assistance of EFOHCA.
- c) Two NLE graduates fulfilled their 5 CEU requirement to renew their NLE status in 2020.

Project Measurements:

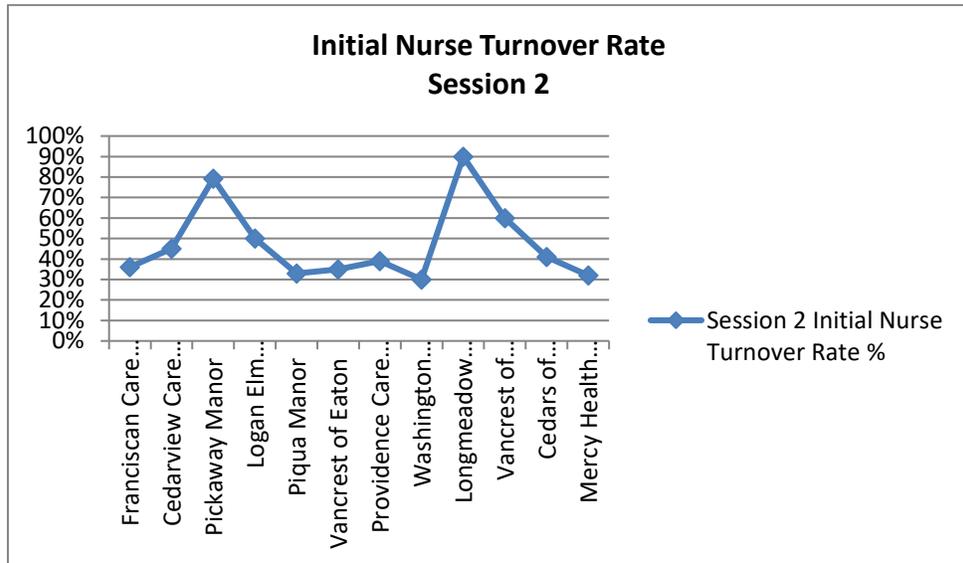
- I. Our goal is to decrease each participating facilities direct care staff turnover rate by 5%.
- a) Session one's final direct care staff turnover data has been collected and the results are shown in the graph below. We are meeting and exceeding these goals in all but one facility reported, with an average reduction of 49%.



Facility	Initial Nurse Turnover Rate %	Final Nurse Turnover Rate %	
Convalarium of Dublin	47%	15%	32% Reduction
Delaware Court	35%	2%	33% Reduction
Echo Manor	62%	10%	52% Reduction
Friendship Village			
Columbus	56%		*Did not complete program
Heartland of Bellfontaine	64%	23%	41% Reduction
			5% Reduction
Otterbein Gahanna	45%	40%	*Administrator not supportive
Otterbein New Albany	70%		*Did not complete program
Prestige Gardens	52%		* Left company
Summit's Trace	91%	5%	86% Reduction
West Park	85.7%	6%	79.7% Reduction
Whetstone Care Center	67%	3%	64% Reduction
Winchester Care	73%	<97%>	*Did not complete program in this facility

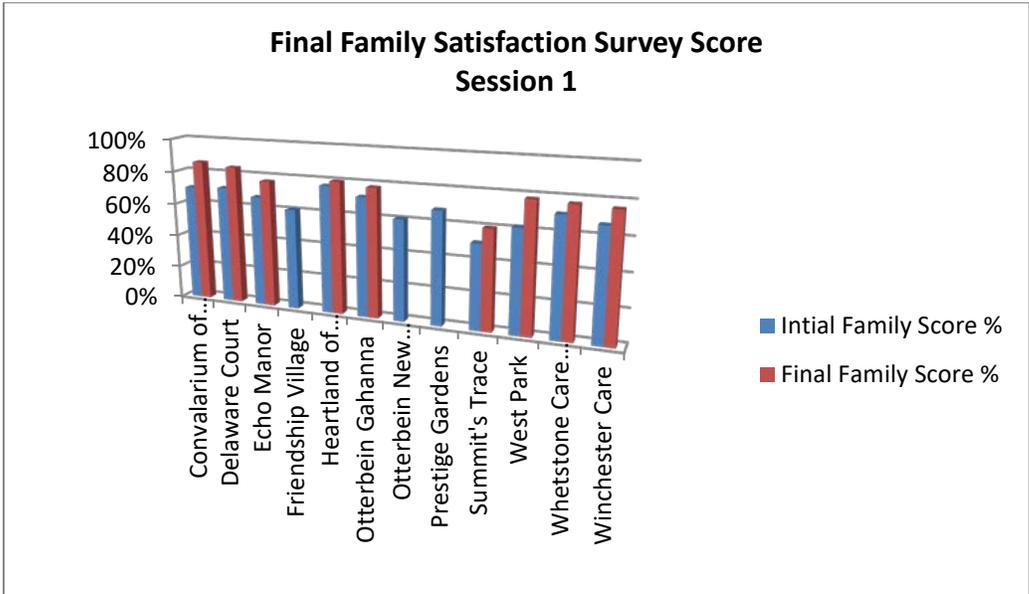
- b) The Director of Nursing for Winchester Care Center was pulled three times to other facilities to help out. She did complete the program but was not able to do in any one facility, which made it where we cannot count the statistics.

- c) Three facilities are unable to report direct staff turnover rate due to the RN no longer participating in the program or the RN resigned from their position.
- d) The following data in the graph below is the initial direct care staff turnover rate reported by session two facilities.



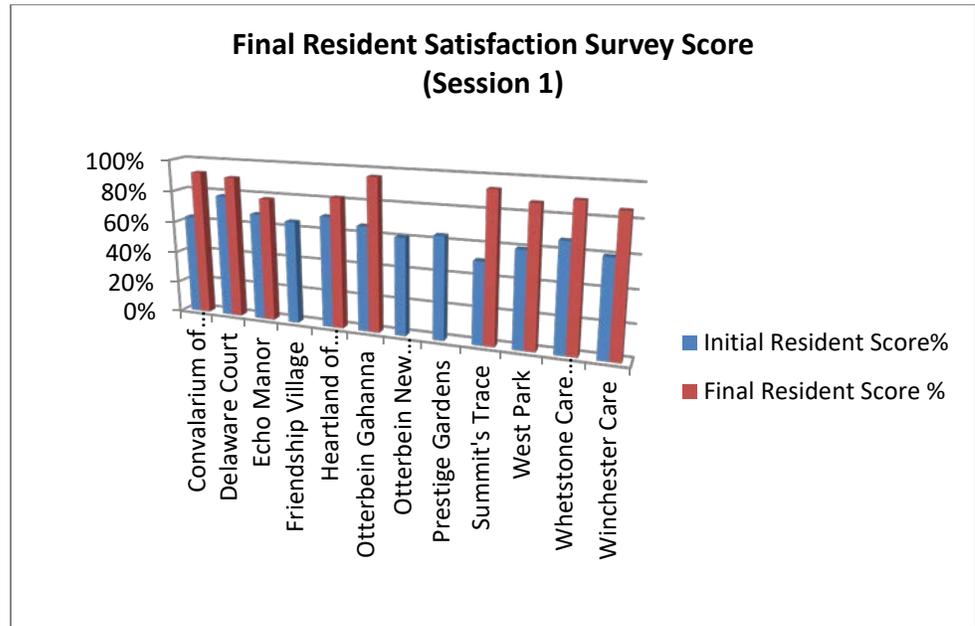
Facility	Session 2 Initial Nurse Turnover Rate %
Franciscan Care Center	36%
Cedarview Care Center	45%
Pickaway Manor	79%
Logan Elm Health Care	50%
Piqua Manor	33%
Vancrest of Eaton	35%
Providence Care Center	39%
Washington Square Healthcare	30%
Longmeadow Care Center	90%
Vancrest of Urbana	60%
Cedars of Lebanon	41%
Mercy Health West Park	32%

- II. Our goal is to increase each participating facility’s resident and family satisfaction survey scores by 7%.
 - a) Session one’s final family satisfaction survey data has been collected and the results are shown in the graph below. We are exceeding our goal in the majority of the reporting facilities with an average increase in satisfaction of 9.87%.



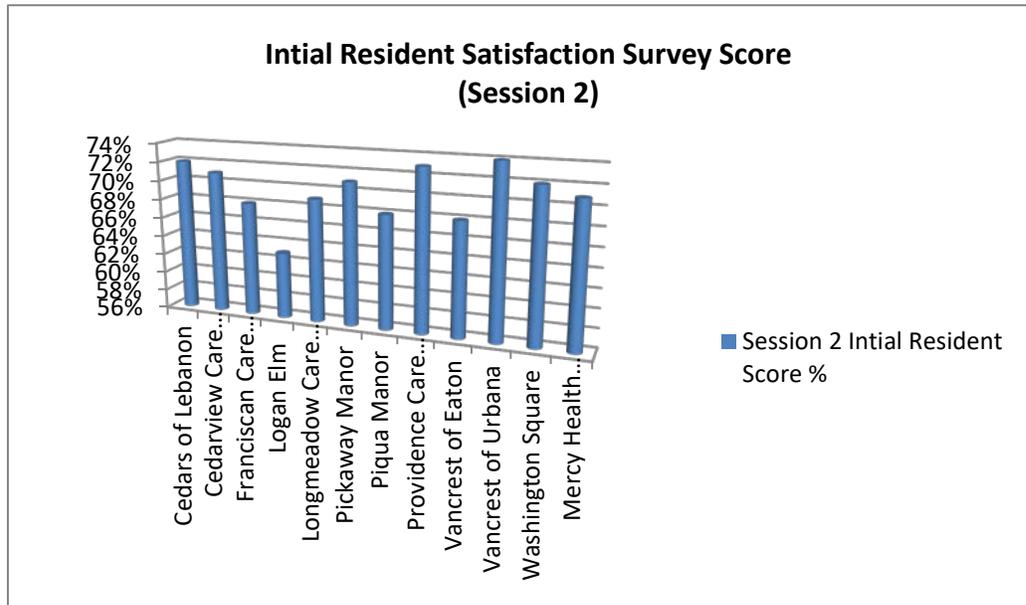
Facility	Initial Family Score %	Final Family Score %	
Convalarium of Dublin	70%	86%	Improved 16%
Delaware Court	71%	84%	Improved 13%
Echo Manor	67%	77%	Improved 10%
Friendship Village Columbus	61%		*Did not complete program
Heartland of Bellfontaine	77%	80%	Improved 3%
Otterbein Gahanna	72%	78%	Improved 6%
Otterbein New Albany	61%		*Did not complete program
Prestige Gardens	68%		*Left Company
Summit's Trace	51%	60%	Improved 9%
West Park	62%	78%	Improved 16%
Whetstone Care Center	71%	77%	Improved 6%
Winchester Care	67%		* Did not complete program in this facility

b) Session one's final resident satisfaction survey data has been collected and the results are shown in the graph below. We are exceeding our goal in all facilities, with an average increase in satisfaction of 20.12%.



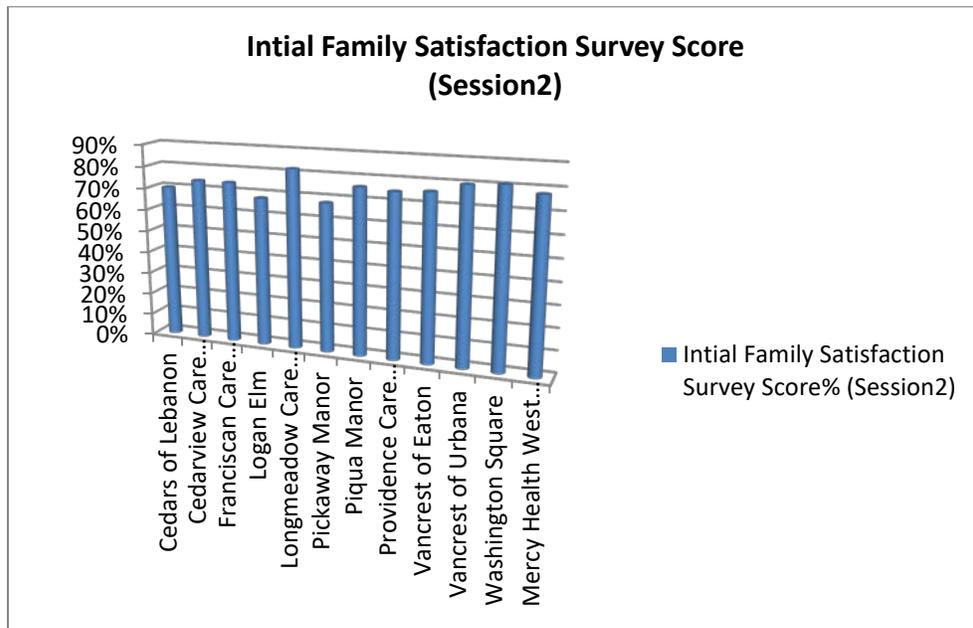
Facility	Initial Resident Score%	Final Resident Score %	
Convalarium of Dublin	63%	92%	Improved 29%
Delaware Court	78%	90%	Improved 12%
Echo Manor	68%	78%	Improved 10%
Friendship Village Columbus	65%		*Did not complete program
Heartland of Bellfontaine	70%	82%	Improved 12%
Otterbein Gahanna	66%	96%	Improved 30%
Otterbein New Albany	61%		*Did not complete program
Prestige Gardens	64%		*Left Company
Summit's Trace	51%	93%	Improved 41%
West Park	60%	87%	Improved 27%
Whetstone Care Center	67%		
Winchester Care	60%		* Did not complete program in this facility

c) The following data represents the initial baseline scores collected from the residents through one on one interviews for Session 2, which now includes the remaining three facilities.



Facility	Initial Resident Score %
d) Cedars of Lebanon	72%
e) Cedarview Care Center	71%
f) Franciscan Care Center	68%
g) Logan Elm	63%
h) Longmeadow Care Center	69%
i) Pickaway Manor	71%
j) Piqua Manor	68%
k) Providence Care Center	73%
l) Mercy Health West Park	71%
m) Vancrest of Eaton	68%
n) Vancrest of Urbana	74%
o) Washington Square	72%

d) Session 2 family satisfaction surveys were mailed in July and have been received back. The following data represents the initial baseline scores collected from the family members through mailed surveys.



Facility	Initial Family Score%
Cedars of Lebanon	70%
Cedarview Care Center	74%
Franciscan Care Center	74%
Logan Elm	68%
Longmeadow Care Center	82%
Pickaway Manor	70%
Piqua Manor	76%
Providence Care Center	75%
Mercy Health West Park	78%
Vancrest of Eaton	76%
Vancrest of Urbana	80%
Washington Square	81%

Project Financials:

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

Travel Expenses	Cost	#	Total	#	Total
-----------------	------	---	-------	---	-------

	Per Night	Night	Cost	Room	
Lodging Nurse Mentor -Sign Agreements (Nurse/Facility)	\$202.16	1	\$202.16	1	\$202.16
Travel-Participants-Nurse Leadership Training (July 18/19)	\$106.49	2	\$212.98	10	\$2,129.80
Travel-Participants-Nurse Leadership Training (additional room July 18/19)	\$106.49	2	\$212.98	1	\$106.49
Travel - Participants - 1 day class (August 15, 2018)	\$106.49	1	\$106.49	9	\$958.41
Travel- Participants - 1 day class (September 12, 2018)	\$106.49	1	\$106.49	2	\$212.98
Travel- Participants - 1 day class (September 12, 2018)	\$99.98	1	\$99.98	5	\$499.90
Total Expenditures					\$ 4,109.74
2018/19 Funds Advanced					\$29,700.00
Total Remaining Funds					\$25,590.26

Project Outcomes:

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

- Seven participants from session 1 and one from session 2 have graduated from the NLP program and have received their Nurse Leadership Executive (NLE®) certificate and status.
- One participant has implemented one of the tools provided, they restructured span of command/control within its facility. It was reported that this has made a positive impact on all staff since reducing the span of control to 5-6 employees.
- A few participants reported delegating specific tasks and meetings to other capable staff in order to allow more time to work on tasks only they can or need to complete.
- One participant was able to get pay increases for her entire STNA staff.
- One participant has all management leave their administrative offices every two hours and walk the units to acknowledge floor staff and residents as well as answer any call light they walk by. She also encourages staff recognition with Thank you notes.
- Developing other team of nurse leaders in their own facilities.
- Administrators report positive changes in participants' delegation, observation and communication skills.

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 goal of decreasing the direct care staff turnover rate and improving resident care, in turn, an increase in resident and family satisfaction.