



The Nurse Leadership Project

Quarterly Progress Report to the Ohio Department of Medicaid

(Fourth Quarter 2020)

In the fourth quarter of 2020 for the project, the initiative to launch Phase IV and V 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. Following up with past participants.
- III. Distributed and received final participant questionnaire after completing the program for session 6 participants.
- IV. Track and maintain month end financial balance sheets.
- V. Requested final direct care nursing turnover rate from session six participants. Also, requested annual direct care nursing turnover rate from sessions 2 and 4.
- VI. Mailed and received back final family satisfaction surveys for session 6, as well as annual surveys for sessions 2 and 4.

Project Agenda:

- I. Phase III (Session 6):**
 - a) Ten participants attended and completed 1-day training via in-class and zoom on October 6, 2020. Topics included delegate or suffocate, challenging personalities and behaviors and conflict management with mind mapping scenarios/analysis.
 - b) All participants were awarded a certificate of completion for 5 hours of Continuing Education Units with the assistance of EFOHCA.
- II. Phase IV (Session 6):**
 - a) Ten participants attended and completed final 1-day training via zoom on November 17, 2020 due to many COVID outbreaks within facilities and local counties. Topics included diversity, generations, attracting and hiring and corporate cultures.
 - b) All participants were awarded a certificate of completion for 4.5 hours of Continuing Education Units with the assistance of EFOHCA.
- III. Phase V (Session 6):**
 - a) Trainer conducted one on one resident satisfaction survey interviews via telephone due to COVID visitation restrictions.

- b) Eleven participants completed the OHCA Core of Knowledge 3 day virtual online webinar December 1-3, 2020 and earned 21 Continuing Education Units with the assistance of EFOHCA.
- c) Received completed family and resident satisfaction surveys (see results in project outcomes).
- d) Distributed and received participant feedback survey once completing the program.

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)**

- 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 10 months and the isolation factor that the residents face due to visitation restrictions.**

Family Satisfaction	Year Started	Current Measured		Continued Outcome Percentage	
			Year		
Session 1	2018	67%	2020	83%	24%
Session 2	2018	76%	2020	83%	9%
Session 3	2019	75%	2020	85%	13%
Session 4	2019	80%	2020	86%	8%
Session 5	2020	82%	2020	83%	1%
Session 6	2020	81%	2020	87%	7%
OVERALL AVERAGE				10% INCREASE	

Resident Satisfaction	Year Started	Current Measured		Continued Outcome Percentage	
			Year		
Session 1	2018	64%	2020	89%	39%
Session 2	2018	68%	2020	84%	24%
Session 3	2019	73%	2020	87%	19%
Session 4	2019	80%	2020	92%	15%
Session 5	2020	82%	2020	84%	3%
Session 6	2020	75%	2020	78%	4%
OVERALL AVERAGE				17% INCREASE	

Turnover Rate	Year Started	Current Measured	Year	Continued Outcome Percentage	
Session 1	2018	62%	2020	22%	65%
Session 2	2018	48%	2020	23%	51%
Session 3	2019	51%	2020	23%	55%
Session 4	2019	44%	2020	8%	82%
Session 5	2020	48%	2020	40%	20%
Session 6	2020	63%	2020	35%	45%
OVERALL AVERAGE					53% DECREASE

*Continued Outcome Percentage determined by:

Percent Increase/Decrease

$$\text{Percent Increase} = \frac{[\text{new value}] - [\text{old value}]}{[\text{old value}]}$$

$$\text{Percent Decrease} = \frac{[\text{new value}] - [\text{old value}]}{[\text{old value}]}$$

*note same formula for both, if positive → increase, if negative → decrease.

Project Financials:

- I. There are no travel expenses for the fourth quarter of 2020.

Project Outcomes:

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

- Eleven nurse leaders completed the program and earned their NLE® December 3, 2020.
- One of the major finds that continues 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 continue to express 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 participant reported communication is a key technique learned and implemented from the program to change their approaches to delegating work, which has increased positive change and moral in their staff, even during COVID outbreaks within the facility. Staff is willing to go the extra mile. It has also positively impacted their interaction with residents.
- Another nurse leader has found that focusing on listening to staff has made improvements within her staff production. One of her biggest challenges has been time management due to COVID testing and documentation.
- Many participants expressed they have learned to be a leader through the program and not just a manager.