



Nurse Leadership Project Proposal

Submitted to the Ohio Department of Medicaid

Submitted to CMS April 5, 2017

1. Purpose and summary

Tobin & Associates, Inc. www.tobinsearch.com, with assistance from the Educational Foundation of the Ohio Health Care Association (EFOHCA) www.efohca.org are pleased to submit to the Ohio Department of Medicaid (ODM) a proposal to utilize funding from the Resident Protection Fund, made up of the state's share of civil money penalties (CMPs) imposed on nursing facilities. This project proposes to offer leadership training for registered nurses who are in leadership positions in Ohio nursing facilities, and follow up with personal mentoring for successful graduates. The project will concentrate on the development of nurse leaders, and focus on leadership abilities that affect engagement and retention of direct care staff, such as effective communication, managing expectations, accountability, delegation, and mentorship, with the goal of decreasing the turnover rate of direct care staff and improving resident care, and in turn, resident and family satisfaction.

A 2005 study by Castle and Engberg <https://www.ncbi.nlm.nih.gov/pubmed/21577182> found that staffing turnover has a stronger association with quality than staffing levels. These findings of positive correlations between staffing characteristics and quality make it important to assess staffing turnover and retention in nursing facilities.

In preparation for this proposal, Tobin & Associates interviewed direct care associates who attended the OHCA 2016 Direct Care Conference. We asked four questions regarding leadership, and the answers to those questions were the following:

- 1) 98% want their leaders to hold all staff members equally accountable, but also take into account extenuating circumstances
- 2) 93.5% want to receive more training by other leaders in LTC who are outside their company to give them different viewpoints
- 3) 89% want their leaders to include them in the care plan development and shift report
- 4) 84% stated their leader is the reason they stay or would leave their position

Tobin & Associates, Inc.
8233 Howe Industrial Parkway
Canal Winchester, OH 43110
Ph: 888-336-7800/Fax: 614-890-2064
www.tobinsearch.com

Tobin & Associates also contacted five top nursing programs in Ohio to determine if their nursing curriculum included training in leadership and management skills. The nursing programs were:

- 1) The Ohio State University College of Nursing
- 2) Kent State University School of Nursing
- 3) Otterbein University Department of Nursing
- 4) Capital University Nursing Program
- 5) Columbus State University Nursing Program

Tobin & Associates found that nursing students receive a one quarter or one semester leadership class that includes human resources, interviewing, FMLA, worker's compensation, and unemployment. There were no classes in these five nursing programs that taught nurses how to engage, direct, or lead colleagues in the workplace.

Project Agenda

Phase I

- a) Visit to participating facility – agreements signed with participating facility and nurse manager
- b) Core of Knowledge for Nurses – 3-day program with CEUs – taught by EFOHCA and Tobin & Associates

Phase II

- c) Nurse Leadership Training – 2-day program with CEUs – topics include communication, expectations/accountability, delegation/mentoring – role playing – taught by Tobin & Associates with the assistance of EFOHCA

Phase III

- d) Mentorship and continued leadership training – follow-through 6-week program conducted via video webinar, 1 hour per week – Materials: Book *Delegate or Suffocate*, Leadership Connection Program/Workbook, more – taught by Tobin & Associates. Video webinar to be delivered from Tobin & Associates corporate headquarters in Columbus, Ohio.

Phase IV

- e) Mentorship – 2 months – minimum of 1 hour every other week - scenarios of real-life facility leadership challenges – conversations used during leadership challenges – 1 onsite visit per participating facility by instructors/mentors

Phase V

- f) Assignment of a personal mentor to each participant who has completed both the Core of Knowledge classes and the Nurse Leadership Training – 2 months – mentor will be available for guidance regarding leadership issues, including communication, accountability and delegation – mentors assigned and supervised by Tobin & Associates

The proposed Nurse Leadership Training will be taught by professionals who have:

- Held administrative positions in nursing facilities
- Demonstrated a successful track record that included low staff turnover (less than 25%)
- Worked in facilities that had state surveys with 10 or fewer deficiencies, with scope and severity of G and below.
- Worked in facilities that had at least scores of at least 85% on the Ohio Department of Aging Resident and Family satisfaction surveys

Training Schedule

All EFOHCA Core of Knowledge for Nurses classes will be held at the Ohio Health Care Association (OHCA) headquarters in Columbus, Ohio.

Two Nurse Leadership Training sessions will be taught each year for 3 years (2017, 2018, and 2019) by Tobin & Associates.:

2017

- 2017 Nurse Leadership Training – First Session will focus on Columbus Facilities will be held at the Tobin & Associates headquarters in Columbus, Ohio.
- 2017 Nurse Leadership Training – Second Session will focus on Cleveland, Ohio facilities and will be held at the Tobin & Associates headquarters in Columbus, Ohio.

2018

- 2018 Nurse Leadership Training – First Session will focus on Cincinnati, Ohio facilities and will be held at the Tobin & Associates headquarters in Columbus, Ohio.
- 2018 Nurse Leadership Training – Second Session will focus on Toledo, Ohio facilities and will be held at the Tobin & Associates headquarters in Columbus, Ohio.

2019

- 2019 Nurse Leadership Training – First Session will focus on Mansfield, Ohio facilities and will be held at the Tobin & Associates headquarters in Columbus, Ohio.
- 2019 Nurse Leadership Training – Second Session will focus on Athens, Ohio facilities and will be held at the Tobin & Associates headquarters in Columbus, Ohio.

EFOHCA will arrange for CEUs for interested participants who complete the Core of Knowledge for Nurses classes taught by EFOHCA and the Nurse Leadership Training taught by Tobin & Associates.

Enrollment Requirements

- Limited to 12 facilities per session
- Maximum of one participant per facility
- Limited to 4 facilities per organization
- Limited to facilities of 100 to 130 residents
- Facility participation is not limited to members of the Ohio Health Care Association (OHCA)
- Facility is experiencing a turnover rate of greater than 30% in nursing staff
- Facility has a score of less than 85% on the 2015 Ohio Department of Aging resident satisfaction survey.
- Facility has a score of less than 85% on the 2014 Ohio Department of Aging family satisfaction survey.
- Applicants must be a registered nurse (RN) with at least 2 years of experience in a long term care. The RN will be interviewed and explained to him/her the purpose of the program and will sign an agreement of understanding and commitment to the training program.

Nursing facility staff will be interviewed and have explained to them the purpose of the leadership training and agree to assist with analytics and costs. The facility/organization will sign an agreement of participation and commitment to the success of the project. In this agreement will be a statement of obligation to cover the participant's time for travel, meal costs, and time away from their position to attend all trainings. Additionally, an agreement will be signed by each nurse participant and by the organization for which they work in which the participant agrees to become a nurse leadership mentor to at least one additional nurse manager working in a nursing facility.

2. *Expected Outcomes*

By training 72 nurse leaders in 72 nursing facilities across Ohio, this project proposes to:

- 1) **Decrease each participating facility's direct care staff turnover rate** by 5% for CY 2017, with additional 1% decreases in CY 2018 and in CY 2019. This will be measured using facilities' human resource records and documentation.
- 2) **Increase each participating facility's Resident and Family satisfaction survey scores** by 7% each for CY 2017, with additional 2% increases in both surveys in CY 2018 and in CY 2019. This will be measured using the attached Tobin & Associates Resident and Family surveys that have been developed specifically for this project.

It is the intent of this project that the training used in the project will become sustainable and entrenched in the post-acute industry of Ohio by requiring each participating facility to sign a contract/agreement that, upon successful completion of this training with their facility's staff, the facility will adopt and implement this training as part of their general policy and permanent operations. Additionally, at the beginning of the project, an agreement will be signed by each nurse participant and by the organization for which they work that the nurse participant agrees to become a nurse leadership mentor to at least one additional nurse manager working in a nursing facility. In this way, the project is expected to directly impact 144 nursing facilities and 144 nurse leaders across Ohio.

3. Results Measurement

Both Resident and Family baseline surveys will be done at the beginning of the project, with three follow-up surveys to be done after nurse participant trainings are completed in 2017, 2018, and 2019 to measure progress.

Resident satisfaction surveys will be completed with facilitation by a state tested nursing assistant (STNA) who will be hired specifically for this task. The STNA will use the resident's medical record to complete page 1 of the survey, and will facilitate completion of the survey questions. However, the STNA may not answer questions for residents or guide residents to arrive at a specific answer. The STNA and Tobin & Associates will comply with all applicable HIPAA laws and regulations regarding residents' medical records and other personal health information that may be used in this project.

Family satisfaction surveys will be sent via the U.S. mail or email to the resident's family member who is the authorized representative.

Survey Scoring

Both the Resident and Family satisfaction surveys will be scored as follows:

- Each "Always" answer = 5 points
- Each "Usually" answer = 4 points
- Each "Occasionally" answer = 3 points
- Each "Seldom" answer = 2 points
- Each "Never" answer = 1 point
- Each "Not Relevant" answer = 0 points

Highest possible score: 125 points

Lowest possible score: 0 points

Points	Percentage	Satisfaction Level
100 - 125	90% - 100%	Excellent
95 - 109	80% - 89%	Good
80 - 94	70% - 79%	Fair
65 - 79	60% - 69%	Poor
0 - 64	Less than 60%	Substandard

Tobin & Associates will submit quarterly progress reports to the Ohio Department of Medicaid throughout the term of the project. Tobin & Associates also will submit a final report to the Department of Medicaid at the conclusion of the project period that will include, but not be limited to, data analysis, overall project results, and lessons learned.

4. Benefit To Nursing Home Residents

This project is expected to benefit nursing facility residents by reducing turnover of direct care staff, thereby resulting in more consistent staffing and improved continuity of care for residents. Consistent staffing and improved continuity of care are, in turn, expected to result in improved resident care and a reduction in undesirable resident outcomes such as the development of new pressure injuries, weight loss, confusion, medication errors, falls, and abuse, as well as an increase in resident and family satisfaction.

5. Non-Supplanting

The funding requested in this proposal will not supplant any existing funding for a leadership training program for nursing facilities. There are no current federal or state regulations requiring nursing facilities to provide leadership training to their nurse managers/leaders.

6. Consumer and Other Stakeholder Involvement

Staff retention has been selected by a statewide stakeholder group as one of the quality measures for which Ohio nursing facilities will be paid a quality payment amount. The stakeholder group included representatives from the Ohio Department of Medicaid, the Ohio Department of Aging, the State Long Term Care Ombudsman, the Ohio Department of Health, Ohio's three provider associations representing long term care facilities (Ohio Health Care Association, LeadingAge Ohio, and Academy of Senior Health Sciences), the Governor's Office, state legislators, and consumer representatives, including AARP.

7. Funding

Funding requested for this project will be used for the following expenses:

- Salary for Margaret Tobin at 50% of her annual salary. Ms. Tobin will provide overall project management, serve as lead trainer for the Nurse Leadership Training, and serve as lead mentor.
- Services of an Educational Consultant/Mentor whose salary has been negotiated at a 40% reduction, from \$125 per hour to \$75 per hour.
- Salary of an Administrative Assistant who will serve as Project Coordinator, Data Specialist, and Statistical Analyst.
- Salary of an STNA who will implement the Resident and Family satisfaction surveys.

- Salary of an IT Manager/Graphic Designer/Videographer who also will provide technical support for the project.
- Fringe benefits for staff at 28%.
- Travel and lodging costs (with the exception of meals) for interviewing interested nursing facilities and possible nurse participants throughout Ohio.
- Travel and lodging costs (with the exception of meals) for teaching the Nurse Leadership Training sessions throughout Ohio.
- Travel and lodging cost (with the exception of meals) for implementing the Resident and Family surveys throughout Ohio.
- Lodging costs for participants who must travel to attend Core of Knowledge and Nurse Leadership Training sessions. Pursuant to CMS guidelines, lodging will be reimbursed only when participants of the training program live 50 miles or more from where the training occurs. Lodging expenses for participants will not include meals.
- Subcontractor costs for the Educational Foundation of the Ohio Health Care Association (EFOHCA) to teach the Core of Knowledge for Nurses classes.
- Nurse participant supplies estimated at \$500 per participant.
- Purchase of software and video equipment needed to produce Nurse Leadership Training video webinars.
- Facility and administrative costs @ 10%.

Participating nursing facilities and participating nurse leaders will provide in-kind contributions of any necessary travel costs and the cost of participants' time away from work, and for the cost of telephone/internet/computer/video usage. We estimate this contribution to be approximately \$1,800 per nurse participant, for an estimated total of \$129,600 for 72 nurse participants.

Tobin & Associates, Inc. will refund any amounts not spent on the project to the Ohio Department of Medicaid, including any unused funding for lodging, any reduction in the cost of training materials, any decrease in consultant expenses, any decrease in software expenses, or any cost savings that are able to be negotiated.

		Year 1 CY 2017	Year 2 CY 2018	Year 3 CY 2019	3-Year Total
Salaries					
Margaret Tobin, RN @ 50% of Annual Salary with 3% increase per year	Principal Project Manager, Lead 'Nurse Leadership' Trainer, Lead Mentor	\$70,000.00	\$72,100.00	\$74,263.00	\$216,363.00
Educational	Estimated 1,184	\$88,800.00	\$90,576.00	\$92,388.00	\$271,764.00

Consultant/Mentor @ \$75 per hour with 2% increase per year	annual hours				
Administrative Assistant with 3% increase per year	Project Coordinator, Data Specialist, Statistical Analyst (100% FTE, 2,080 annual hours)	\$35,000.00	\$36,050.00	\$37,131.00	\$108,181.00
STNA with 3% increase per year	Implement Resident & Family Surveys for 72 facilities (1,000 annual hours)	\$14,000.00	\$14,420.00	\$14,852.00	\$43,272.00
IT Manger, Graphic Designer, Videographer, Tech Support with 3% increase per year	(25% FTE, 520 annual hours)	\$10,000.00	10,300.00	10,609.00	\$30,909.00
TOTAL SALARIES		\$217,800.00	\$223,446.00	\$229,243.00	\$670,489.00
Fringe Benefits					
Staff - 28% 2017, 2018, 2019		\$33,320.00	\$34,319.00	\$35,349.00	\$102,988.00
TOTAL FRINGE BENEFITS		\$33,320.00	\$34,319.00	\$35,349.00	\$102,988.00
Travel					
Travel/Lodging Margaret Tobin & Administrative Assistant	Estimated @ \$275 per out-of-town session	\$6,600.00 12 – trips to facilities to sign agreements 12 – onsite facility trainings	\$13,200.00 24 – trips to facilities to sign agreements 24 – onsite facility trainings	\$13,200.00 24 – trips to facilities to sign agreements 24 – on site facility trainings	\$33,000.00
Travel/Lodging STNA	Estimated @ \$275 per out-of-town trip	\$3,300.00 12 trips @ \$275 each	\$6,600.00 24 trips @ \$275 each	\$6,600.00 24 trips @ \$275 each	\$16,500.00
Travel/Lodging 'Core of Knowledge' Participants	Estimated @ \$550 per Participant	\$6,600.00 12 Participants @ \$550 each	\$13,200.00 24 Participants @ \$550 each	\$13,200.00 24 Participants @ \$550 each	\$33,000.00
Travel/Lodging 'Nurse Leadership Training' Participants	Estimated @ \$275 per Participant	\$3,300.00 12 Participants @ \$275 each	\$6,600.00 24 Participants @ \$275 each	\$6,600.00 24 Participants @ \$275 each	\$16,500.00
TOTAL TRAVEL		\$19,800.00	\$39,600.00	\$39,600.00	\$99,000.00

Subcontractors					
Educational Foundation of the Ohio Health Care Association (EFOHCA)	Core of Knowledge for Nurses classes Estimated @ \$560 per Participant	\$13,440.00 24 Participants @ \$560 each	\$13,440.00 24 Participants @ \$560 each	\$13,440.00 24 Participants @ \$560 each	\$40,320.00 Total for 72 Participants
TOTAL SUBCONTRACTORS		\$13,440.00	\$13,440.00	\$13,440.00	\$40,320.00
Other Expenses					
Participant Supplies	Estimated @ \$500 per Participant	\$12,000.00 24 Participants @ \$500 each	\$12,000.00 24 Participants @ \$500each	\$12,000.00 24 Participants @ \$500 each	\$36,000.00 Total for 72 Participants
Purchase of Software and Video Equipment		\$3,000.00	\$1,000.00	\$1,000.00	\$5,000.00
TOTAL OTHER EXPENSES		\$15,000.00	\$13,000.00	\$13,000.00	\$41,000.00
Facility & Administrative					
Facility & Administrative Costs @10%		\$29,936.00	\$32,328.00	\$33,063.00	\$95,327.00
TOTAL FACILITY & ADMINISTRATIVE		\$29,936.00	\$32,328.00	\$33,063.00	\$95,327.00
TOTAL FUNDING REQUESTED		\$329,296.00	\$356,133.00	\$363,695.00	\$1,049,124.00

8. Involved Organizations

- Tobin & Associates, Inc.
- Educational Foundation of the Ohio Health Care Association (EFOHCA)

9. Contacts

Project Lead: Margaret E. Tobin
Tobin & Associates, Inc.
8233 Howe Industrial Parkway
Canal Winchester, OH 43110
pegtobin@tobinsearch.com
614.890.8724 ext. 1250 (office)
614.207.5595 (cell)

Appendix A

Curriculum Core of Knowledge for Nurses

Nursing Processes

- An Effective Nursing Budget
 1. How to figure PPDs and the importance of PPDs
 2. What does and does not affect PPDs
- MDS, RUGs & Quality Programs
 1. RAC-MT MDS Management
 2. MDS Accuracy
 3. MDS Reports
 4. Medicaid Direct Care Rate Calculation
 5. RUGS Overview of the Classification System ADL Scores and ADL Coding Resident Interviews
 6. Managing Medicaid Case Mix
 7. Managing Medicare Reimbursement Quality Measures
 8. Overview of Quality Measure Calculations Short Stay vs. Long Stay Types of Quality Measures Risk Adjustments
 9. How to read CASPER reports Using Quality Measures for Quality Improvement CMS 5 Star Rating System
 10. Survey Domain
 11. Staffing Domain
 12. Quality Measure Domain
 13. Overall Rating
 14. Reviewing the Preview Report Medicare Value Based Purchasing Overview and Timeline
 15. Re-hospitalization Quality Measure
 16. Rate Implication IMPACT Act
 17. Overview
- Current IMPACT Act Measures
 1. Measures Under Consideration
 2. Future Implications AHCA Quality Initiative
 3. Overview
 4. Available Resources
 5. How to Use to be successful in Quality Measures, IMPACT Act, QAPI

Leadership

- Identify strengths to be a good leader
- Trait that will derail
- 10 tools to be a success

Appendix A

Curriculum Core of Knowledge for Nurses

Nursing Delegation

- Nurse Practice Act and the role of the Ohio Board of Nursing
- Definitions of law as they relate to nursing practice
- Liability and the most common nursing categories related to nursing malpractice
- Rules of delegation
- Responsibility and liability of nursing supervisors
- Mandatory reporting requirements for nursing supervisors

Quality Assurance & Survey Preparation

- Review the current market place and who is demanding quality data
- Understand the trends related to recent survey findings
- Review CMS Interpretive Guidelines for Surveyor Guidance
- Review the 4 components of a QA program
- Identification of potential problems
- Find the high profile areas that require facility oversight
- Stay out of the newspaper!
- Evaluation of circumstances related to identified problems
- Implementation of interventions or a corrective plan
- Monitor effectiveness of your plan
- Avoid the State identified "Execution Gap."
- Case studies

Human Resources

- Recruitment & retention of new employees
- Orientation programs management
- Designing an employment application in recognition of nursing facility laws, such as criminal background checks, and discrimination laws such as the Americans with Disabilities Act
- Conducting reference checks and verifying that an employee is not excluded from any federal health care programs
- Best practices for disciplinary action: verbal warning through termination
- Attendance policies and staffing concerns
- Checking licensure and certification of staff
- Implications of the unlicensed care giver
- Dealing with typical FMLA issues such as pregnancy leave
- Basic pointers on union organization
- Current trends

Appendix A

Curriculum Core of Knowledge for Nurses

Workers' Compensation

- Fundamental management practices of working within Ohio's BWC system
- Following claims
- Managers role with injured workers
- Using transitional work
- Key tips to preventing most common work-related injuries

Hot Topics

- Anti-psychotic reduction initiative
- Re-hospitalizations
- Antibiotic stewardship
- Infection control
- Ohio's DNR requirements
- Advance directives
- HIPAA – nursing's role
- Abuse & neglect

Appendix B

Curriculum Nurse Leadership Training

Effective Leadership – Starts with Effective Communication

- Effectively communicate the vision of the facility to all personnel, regardless of generation or culture - cultural differences - in terms they understand
- Identify your passion and be confident in your abilities
- Assess and evaluate company processes for effectiveness
- Inspire confidence and trust in the team - why they do what they do
- Demonstrate integrity and honesty - 'you will have their back'
- Identify and explain creativity from all members on the team - 'can we do it a different way?' - be open and flexible
- Demonstrate understanding for extenuating circumstances - 'but show you know how to hold the line'
- Identify what motivates a staff member to take responsibility

The bottom line: To be an effective leader you have to have passion for what you do and care about those you are leading.

Accountability – Taking Responsibility

- Explain job responsibilities and performance expectations - 'be on the same page' and use a language they understand
- Know when to listen rather than talk
- Identify what to investigate, and show you can listen
- Describe why it is important to meet with team mates to provide constructive feedback and encouragement (Perspective determines Directives)
- Demonstrate solid budgetary responsibilities - PPD for hours/wages- monitor for variances and then investigate why the variances - how to develop a proposal to increase staff or get equipment - or develop another position - evaluate how to use staff in different ways to capitalize on better usage of licensed personnel
- Practice positive, effective conflict management skills (look for root cause)

Attracting and Hiring Top Performers

- How you conduct yourself attracts others to your facility
- Assess positions and hire to fit what is expected (do not hire a personality just because you like them)
- Assess how positions can be flexible
- Include team mates in decision making
- Facing what you can change / what you cannot change
- Acknowledge each staff member and their uniqueness and give them public acknowledgement in a manner that fits their generation

Appendix B

Curriculum Nurse Leadership Training

Mentor / Delegate – Teach and Let Go

- Demonstrate how important education is to success
- Give staff tools that make them successful
- Develop strategies to improve your department
- Guide staff to resources (library/webinars/internet/books)
- Explain what trust means by letting them go...

Appendix C



RESIDENT SURVEY

Date _____

Facility Name _____

Resident Name _____

Gender M ___ F ___ Age ___ Admission Date _____

Resident Diagnoses:

Dementia Yes ___ No ___

Cognitive Impairment Yes ___ No ___

Hearing Impairment Yes ___ No ___

Severe Vision Impairment Yes ___ No ___

Developmental Disability Yes ___ No ___

Mental Illness Yes ___ No ___

Instructions:

Page 1 is to be filled out by a facilitator from Tobin & Associates. The facilitator may assist the resident to answer the questions on pages 2, 3, and 4, but may not answer questions for the resident or guide the resident to arrive at a specific answer. If the resident does not understand a question or cannot answer a question, that response is to be left blank. The resident is to sign and date the completed survey on page 4.

Appendix C

Survey Questions	Always 5	Usually 4	Occasionally 3	Seldom 2	Never 1	Not Relevant 0
1. Does the Director of Nursing take time to speak with you?						
2. Do the Nurse Managers take time to speak with you?						
3. Does the staff refer to you by the name you prefer?						
4. Does the staff know your specific needs (such as you wear glasses, you wear dentures, you wear a hearing aide, you wear a prosthesis, etc.)?						
5. Does the staff know the type of clothing you like to wear?						
6. Does the staff respond to you in a friendly manner?						
7. Do you see the same staff from week to week?						
8. Are you given privacy when you request it?						
9. Do you feel the staff values you as a person?						
10. Is it quiet at night so you can sleep?						
11. Does the staff take time to have conversations with you?						
12. Does the staff explain things regarding your health, therapy, treatment and activities in a manner that you can understand?						
13. If you have pain and ask for pain relief, does the						

Appendix C

staff help you get that relief?						
14.If you put your call light on, does the staff answer it within 10 minutes?						
15. Does the staff keep water or another type of drink with an arm's reach?						
16.Does the staff leave your call light where you can reach it?						
17.Does staff handle you gently when providing care or treatment?						
18.Does the staff provide you with mouth care assistance?						
19.Do the staff make sure you are not involved in their personal problems?						
20. If you want to eat in your room, are you allowed to do so?						
21.Do you have the staff assigned to you that you ask for?						
22.Have you been given the Ombudsman phone numbers to call in case you think something wrong is happening to you?						
23.Do you feel safe from harm in this nursing home?						
24.Overall, do you think your care needs are being met?						
25.Would you compliment the staff of this nursing home in public?						

Appendix C

I give permission for Tobin & Associates, Inc. to use the answers in this survey to set a baseline for performance of the nursing department and to evaluate the progress of the nursing department as part of the Nurse Leadership Training Project associated with the Ohio Department of Medicaid's Civil Money Penalty (CMP) Grant Program.

Resident Signature

Date

Tobin & Associates, Inc.
8233 Howe Industrial Parkway
Canal Winchester, OH 43110
Ph: 888-336-7800 / Fax: 614-890-2064
www.tobinsearch.com

Appendix D



FAMILY SURVEY

Date _____

Facility Name _____

Resident Name _____

Family Member Name _____

Relationship _____

Gender M ____ F ____ Age ____

Instructions:

Please fill out the following survey questions to the best of your ability. If you cannot answer a question, please leave that response blank.

Survey Questions	Always 5	Usually 4	Occasionally 3	Seldom 2	Never 1	Not Relevant 0
1. Has the Director of Nursing met with you?						
2. Do the Nurse Managers meet with you on a routine basis?						
3. Does the staff take time to have a conversation with your family member and build a						

Appendix D

relationship?						
4. Does the staff know your family member's specific needs (such as if he or she wears glasses, wears dentures, wears a hearing aide, wears a prosthesis, etc.)?						
5. Does your family member look well-groomed?						
6. Does the staff respond to you in a friendly manner when you visit?						
7. Do you see the same staff from week to week?						
8. If you request privacy when visiting your family member, is your request honored?						
9. Does the staff seem to be happy in their work?						
10. Does the staff include you in decisions when changes are made to your family member's care plan?						
11. Does the staff explain your family member's health needs, treatments, therapies, etc. in a way you can understand?						
12. Are you able to visit your family member any day or time that you choose?						
13. Does the staff make sure your family member is not involved in their						

Appendix D

personal problems?						
14.If you ask to eat a meal with your family member, does the staff make those arrangements for you?						
15.Have you been given facility phone numbers to call in case you have questions or concerns?						
16.Have you been given the Ombudsman phone numbers to call in case you think something wrong is happening to your family member?						
17.When you call about a concern and leave a message, do you hear back within a day?						
18.Does your family member have the staff assigned to them that they ask for?						
19.Does your family member have water or another type of drink within an arm's reach?						
20. Is your family member free of unexplained bruises?						
21.If you ever asked to have your family member moved to another room, was your request honored?						
22.Does your family member get to watch the television programs he or she wants?						

Appendix D

23. Is your family member dressed in his or her own clothing?						
24. Overall, do you think your family member's care needs are being met?						
25. Would you compliment the staff of this nursing home in public?						

I give permission for Tobin & Associates, Inc. to use the answers in this survey to set a baseline for performance of the nursing department and to evaluate the progress of the nursing department as part of the Nurse Leadership Training Project associated with the Ohio Department of Medicaid's Civil Money Penalty (CMP) Grant Program.

Family Member Signature

Date

Tobin & Associates, Inc.
8233 Howe Industrial Parkway
Canal Winchester, OH 43110
Ph: 888-336-7800 / Fax: 614-890-2064
www.tobinsearch.com

Appendix E



FACILITY PARTICIPATION AGREEMENT NURSE LEADERSHIP TRAINING CIVIL MONETARY PENALTY (CMP) GRANT PROJECT

This Facility Participation Agreement (“Agreement”) is entered into effective **DATE** between Tobin & Associates, Inc. (“Firm”), located at 8233 Howe Industrial Parkway, Canal Winchester, Ohio, 43110, and **Company Name and/or Facility Name, Address.**

In consideration of the promises contained herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Firm Services. Firm will provide comprehensive Nurse Leadership Training to Nurse Managers employed by Client.

Project will include:

Phase I

- a) Visit to participating facility – agreements signed with facility and participating nurse manager
- b) Core of Knowledge for Nurses – 3-day program with CEUs – taught by EFOHCA and Tobin & Associates

Phase II

- c) Nurse Leadership Training – 2-day program with CEUs – topics include communication, expectations/accountability, delegation/mentoring – role playing – taught by Tobin & Associates with the assistance of EFOHCA

Phase III

- d) Mentorship and continued leadership training – follow-through 6-week program conducted via video webinar, 1 hour per week – Materials: Book *Delegate or Suffocate*, Leadership Connection Program/Workbook, more – taught by Tobin & Associates. Video webinar to be delivered from Tobin & Associates corporate headquarters in Columbus, Ohio.

Phase IV

- e) Mentorship – 2 months – minimum of 1 hour every other week - scenarios of real-life facility leadership challenges – conversations used during leadership challenges – 1 onsite visit per participating facility by instructors/mentors

Appendix E

Tobin & Associates, Inc.
Company Name and/or Facility Name
Facility Participation Agreement
Nurse Leadership Training
Civil Monetary Penalty (CMP) Grant Project
Page 2 of 5

Phase V

- f) Assignment of a personal mentor to each participant who has completed both the Core of Knowledge classes and the Nurse Leadership Training – 2 months – mentor will be available for guidance regarding leadership issues, including communication, accountability and delegation – mentors assigned and supervised by Tobin & Associates

Firm responsibilities:

Hotel expenses, cost of classes and supplies.

Conditions:

- Limited to 12 facilities per session
- Maximum of one participant per facility
- Limited to 4 facilities per organization
- Limited to facilities of 100 to 130 residents
- Facility participation is not limited to members of the Ohio Health Care Association (OHCA)
- Facility is experiencing a turnover rate of greater than 30% in nursing staff
- Facility has a score of less than 85% on the 2015 Ohio Department of Aging resident satisfaction survey.
- Facility has a score of less than 85% on the 2014 Ohio Department of Aging family satisfaction survey.
- Applicants must be a registered nurse (RN) with at least 2 years of experience in a long term care. The RN will be interviewed and explained to him/her the purpose of the program and will sign an agreement of understanding and commitment to the training program.

2. **Client Responsibilities.**

Nursing facility staff will be interviewed and have explained to them the purpose of the leadership training and agree to assist with analytics and costs. The facility/organization will sign an agreement of participation and commitment to the success of the project. In this agreement will be a statement of obligation to cover the participant's time for travel, meal costs, and time away from their position to attend all trainings. Additionally, an agreement will be signed by each nurse participant and by the organization for which they work in which the participant agrees to become a nurse leadership mentor to at least one additional nurse manager working in a nursing facility.

2.1 It is the intent of this project that the training utilized in the project will become sustainable and entrenched in the post-acute industry of Ohio by requiring each participating facility to sign a contract/agreement that, upon successful completion of this training with their facility's staff, the facility will adopt and implement this training as part of their general policy

Appendix E

Tobin & Associates, Inc.
Company Name and/or Facility Name
Facility Participation Agreement
Nurse Leadership Training
Civil Monetary Penalty (CMP) Grant Project
Page 3 of 5

and permanent operations. Additionally, at the beginning of the project, an agreement will be signed by each nurse participant and by the organization for which they work in which the nurse

participant agrees to become a nurse leadership mentor to at least one additional nurse manager working in a nursing facility.

2.2 Participating nursing facilities and participating nurse leaders will provide in-kind contributions of any necessary travel costs and the cost of participants' time away from work, and for the cost of telephone/internet/computer/video usage.

3. Tobin & Associates' Service Guarantee. The only guarantee is that the class will be delivered by Nurse Leaders who have:
 - Held administrative positions in nursing facilities
 - Demonstrated a successful track record that included low staff turnover (less than 25%)
 - Worked in facilities that had state surveys with 10 or fewer deficiencies, with scope and severity of G and below.
 - Worked in facilities that had at least scores of at least 85% on the Ohio Department of Aging Resident and Family satisfaction surveys
4. Non-solicitation. Firm agrees that while this contractual agreement is in force they will not solicit any employees of Client. Client agrees that while this contractual agreement is in force they will not solicit any employees of Firm.
5. Confidentiality. Firm will use all reasonable efforts, both during and after the term of this Agreement, to preserve the confidentiality of any proprietary or confidential information developed or used by Client. Client will use all reasonable efforts, both during and after the term of this Agreement, to preserve the confidentiality of any proprietary or confidential information developed or used by Firm. Firm will comply with all applicable HIPAA laws and regulations.
6. Liability. Should a court of proper jurisdiction find Firm liable for direct or consequential damages resulting from the work performed by a contracted or employed trainer placed by Firm, the amount of damages is limited to the amount paid to Firm hereunder.
7. No Waiver. Either party's failure to enforce any provision of this Agreement will not in any way be construed as a waiver of any such provision, or prevent that party from thereafter enforcing each and every other provision.
8. Severability. If any provision of this Agreement is held by a court of proper jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

Appendix E

Tobin & Associates, Inc.
Company Name and/or Facility Name
Facility Participation Agreement
Nurse Leadership Training
Civil Monetary Penalty (CMP) Grant Project
Page 4 of 5

9. Termination. If a nurse manager quits during the training process, the facility cannot substitute another nurse manager during the current session. However, the facility will be given the opportunity to participate in another session.

11. Notices. All notices regarding the subject matter of this Agreement will be sent to:

Company Name and/or Facility Name
Address
City, State, Zip

Tobin & Associates, Inc.
8233 Howe Industrial Parkway
Canal Winchester, Ohio 43110

12. Complete Agreement. Client acknowledges receipt of this Agreement and agrees that this Agreement represents the entire Agreement between Firm and Client concerning the subject thereof. This Agreement supersedes any and all other agreements, either written or oral, between the parties hereto. The parties' relationship under this agreement is that of independent contractors, and this agreement does not create any employment agency franchise, joint venture, partnership or other similar legal relationship between Firm and Client.

13. Applicable Law for Collection Purposes: This Agreement will be interpreted, construed, governed and enforced in accordance with the laws of the State of Ohio/Fairfield County.

14. Attorneys' Fees. If any legal action, arbitration, or other proceeding is brought under this Agreement, in addition to any other relief to which the successful or prevailing party or parties ("the Prevailing Party") is entitled, the Prevailing Party is entitled to recover, and the non-Prevailing Party shall pay all

- (a) Reasonable attorneys' fees of the Prevailing Party,
- (b) Court costs, and
- (c) Expenses, even if not recoverable by law as court costs (including, without limitation, all fees, taxes, costs, and expenses incident to arbitration, appellate, bankruptcy, and post-judgment proceedings), incurred in that action, arbitration, or proceeding and all appellate proceedings. For purposes of this Section, the term "attorneys' fees" includes, without limitation, paralegal fees, investigative fees, expert witness fees, administrative costs, disbursements, and all other charges billed by the attorney to the Prevailing Party.

Appendix E

Tobin & Associates, Inc.
Company Name and/or Facility Name
Facility Participation Agreement
Nurse Leadership Training
Civil Monetary Penalty (CMP) Grant Project
Page 5 of 5

The parties signing below hereby acknowledge that they have read and fully understand this Agreement and execute it voluntarily and with full knowledge of its significance.

Company Name and/or Facility Name

NAME (Please print)

SIGNATURE

TITLE

DATE

TOBIN & ASSOCIATES, INC.

NAME (Please print)

SIGNATURE

TITLE

DATE

Appendix F



NURSE LEADER MENTORING AGREEMENT NURSE LEADERSHIP TRAINING CIVIL MONETARY PENALTY (CMP) GRANT PROJECT

This Nurse Leader Mentoring Agreement (“Agreement”) is entered into effective **DATE** between Tobin & Associates, Inc. (“Firm”), located at 8233 Howe Industrial Parkway, Canal Winchester, Ohio, 43110, and **NURSE LEADER NAME**.

In consideration of the promises contained herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Firm Services. Firm will provide comprehensive Nurse Leadership Training to Nurse Leader.

Project will include:

Phase I

- a) Visit to participating facility – agreements signed with facility and participating nurse manager
- b) Core of Knowledge for Nurses – 3-day program with CEUs – taught by EFOHCA and Tobin & Associates

Phase II

- c) Nurse Leadership Training – 2-day program with CEUs – topics include communication, expectations/accountability, delegation/mentoring – role playing – taught by Tobin & Associates with the assistance of EFOHCA

Phase III

- d) Mentorship and continued leadership training – follow-through 6-week program conducted via video webinar, 1 hour per week – Materials: Book *Delegate or Suffocate*, Leadership Connection Program/Workbook, more – taught by Tobin & Associates. Video webinar to be delivered from Tobin & Associates corporate headquarters in Columbus, Ohio

Phase IV

- e) Mentorship – 2 months – minimum of 1 hour every other week - scenarios of real-life facility leadership challenges – conversations used during leadership challenges – 1 onsite visit per participating facility by instructors/mentor

Appendix F

Tobin & Associates, Inc.
Nurse Leader Name
Nurse Leader Participation Agreement
Nurse Leadership Training
Civil Monetary Penalty (CMP) Grant Project
Page 2 of 4

Phase V

- f) Assignment of a personal mentor to each participant who has completed both the Core of Knowledge classes and the Nurse Leadership Training – 2 months – mentor will be available for guidance regarding leadership issues, including communication, accountability and delegation – mentors assigned and supervised by Tobin & Associates
2. Nurse Leader Responsibilities.
- The Nurse Leader will be interviewed and have explained to them the purpose of the leadership training project. The Nurse Leader will sign a mentoring agreement that upon completion of training they will become a nurse leadership mentor to at least one additional nurse manager working in a nursing facility.
3. Tobin & Associate’s Service Guarantee. The only guarantee is that the class will be delivered by Nurse Leaders who have:
- Held administrative positions in nursing facilities
 - Demonstrated a successful track record that included low staff turnover (less than 25%)
 - Worked in facilities that had state surveys with 10 or fewer deficiencies, with scope and severity of G and below.
 - Worked in facilities that had at least scores of at least 85% on the Ohio Department of Aging Resident and Family satisfaction surveys
4. Confidentiality. Firm will use all reasonable efforts, both during and after the term of this Agreement, to preserve the confidentiality of any proprietary or confidential information developed or used by the Nurse Leader in Training. The Nurse Leader will use all reasonable efforts, both during and after the term of this Agreement, to preserve the confidentiality of any proprietary or confidential information developed or used by Firm. Firm will comply with all applicable HIPAA laws and regulations.
5. Notices. All notices regarding the subject matter of this Agreement will be sent to:

Nurse Leader
Address
City, State, Zip

Tobin & Associates, Inc.
8233 Howe Industrial Parkway
Canal Winchester, Ohio 43110

Appendix F

Tobin & Associates, Inc.
Nurse Leader Name
Nurse Leader Participation Agreement
Nurse Leadership Training
Civil Monetary Penalty (CMP) Grant Project
Page 3 of 4

6. Complete Agreement. Nurse Leader acknowledges receipt of this Agreement and agrees that this Agreement represents the entire Agreement between Firm and Nurse Leader concerning the subject thereof. This Agreement supersedes any and all other agreements, either written or oral, between the parties hereto. The parties' relationship under this agreement is that of independent contractors, and this agreement does not create any employment agency franchise, joint venture, partnership or other similar legal relationship between Firm and Nurse Leader.
7. Applicable Law for Collection Purposes: This Agreement will be interpreted, construed, governed and enforced in accordance with the laws of the Ohio State/Fairfield County.
8. Attorneys' Fees. If any legal action, arbitration, or other proceeding is brought under this Agreement, in addition to any other relief to which the successful or prevailing party or parties ("the Prevailing Party") is entitled, the Prevailing Party is entitled to recover, and the non-Prevailing Party shall pay all
 - (a) Reasonable attorneys' fees of the Prevailing Party,
 - (b) Court costs, and
 - (c) Expenses, even if not recoverable by law as court costs (including, without limitation, all fees, taxes, costs, and expenses incident to arbitration, appellate, bankruptcy, and post-judgment proceedings) incurred in that action, arbitration, or proceeding and all appellate proceedings. For purposes of this Section, the term "attorneys' fees" includes, without limitation, paralegal fees, investigative fees, expert witness fees, administrative costs, disbursements, and all other charges billed by the attorney to the Prevailing Party.

Appendix F

Tobin & Associates, Inc.
Nurse Leader Name
Nurse Leader Participation Agreement
Nurse Leadership Training
Civil Monetary Penalty (CMP) Grant Project
Page 4 of 4

The parties signing below hereby acknowledge that they have read and fully understand this Agreement and execute it voluntarily and with full knowledge of its significance.

NURSE LEADER

NAME (Please print)

SIGNATURE

TITLE

DATE

TOBIN & ASSOCIATES, INC.

NAME (Please print)

SIGNATURE

TITLE

DATE