

OHIO NURSING HOME QUALITY IMPROVEMENT PROJECT

Nurse Leadership Project

Description

Tobin & Associates, Inc, with assistance from the Educational Foundation of the Ohio Health Care Association (EFOHCA) 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 RN 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:

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

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

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; and

- Worked in facilities that had at least scores of at least 85% on the Ohio Department of Aging Resident and Family satisfaction surveys.

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.

Expected Quality Improvements

- Decrease in each participating facility's direct care staff turnover rate by 5% for CY 2018, with additional 1% decreases in CY 2019 and in CY 2020.
- Increase in each participating facility's Resident and Family satisfaction survey scores by 7% each for CY 2018, with additional 2% increases in both surveys in CY 2019 and in CY 2020. This will be measured using the attached Tobin & Associates Resident and Family surveys that have been developed specifically for this project.

Brief Description of Required Activities

The facility will adopt and implement this training as part of their general policy and permanent operations. The designated nurse participant will serve as a nurse leadership mentor to at least one additional nurse manager working in the participating nursing facility.

Phase I

- a) Participating facility and nurse manager sign participation agreements;
- b) Core of Knowledge for Nurses – a 3-day program with CEUs taught by EFOHCA and Tobin & Associates;

Phase II

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

Phase III

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

Phase IV

- e) Mentorship for 2 months at a minimum of 1 hour every other week to include scenarios of real-life facility leadership challenges, conversations used during leadership challenges along with 1 onsite visit per participating facility by instructors/mentors

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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 for 2 months. The assigned mentor will be available for guidance regarding leadership issues, including communication, accountability and delegation. Mentors assigned and supervised by Tobin & Associates

Date(s) of Project

January 1, 2018 – December 31, 2020

Evidence of Participation in the Project*

**Expected evidence of participation in the project should be kept by the nursing home for use in state survey to demonstrate compliance with Sec. 3721.072 (B) which states that "Beginning July 1, 2013, each nursing home shall participate every two years in at least one of the quality improvement projects included on the list made available by the department of aging under the nursing home quality initiative established under section 173.60 of the Revised Code."*

- Signed Project Participation Agreement from the participating nursing facility
- Signed Project Participation Agreement from the RN participant
- The RN participant's (Nurse Leadership Executive Status (NLE®) certificate upon completion of the 6-month program

Relevant links

<https://tobinway.com/nurse-leadership-project/>

[Civil Money Penalty Reinvestment Program Nurse Leadership Project Proposal](#)

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