

RFA 34305-22420 CMP Reinvestment
Program Application Checklist

Applicants Name: Magnet Culture- The Continuity of Care Project

Page(s) #:	Required Element:	PASS	FAIL
	Cover letter is included and addressed to: Vincent Davis, State Survey Agency Director 665 Mainstream Drive, 2nd Floor Nashville, TN 37243		
2-3	Cover letter is signed by facility administrator if nursing home or signed by project administrator if other.		
4-7	CMS Fillable Application (Attachment 1) is included and is signed by an individual who can legally sign a contract with the State of Tennessee. Please sign anywhere on the application.		
4-7	All applicable blanks are completed in CMS application including Tax Identification number, and if applicable, Medicare/Medicaid numbers.		
8-10	Submitted the completed Excel budget spreadsheet and budget details page (Attachment 3) for the project, along with a narrative explanation of the costs.		
10	Job descriptions for key personnel are included (one page limit).		
10-11	Biographical sketches/Curriculum Vitae for currently employed key personnel are included (one page limit).		
11	Project organizational chart is included and significant collaborators are identified.		
2-3	Project Title information is included per CMS application.		
13	Required Abstract information is included per CMS application.		
14-15	Statement of Need information is included per CMS application, and addresses possible problems and contingency plan.		
15-17	Project Description information is included per CMS application and includes projected outcomes, the timeline, deliverables, benchmarks, and dates.		
18	Results Measurements information is included per CMS application and identifies what data will be measured, how and when it will be measured, and who will measure it.		
18	Description of how the nursing home community and governing body will assist and provide support for the project which is included per CMS application.		
19	Identification and list of all organizations and subcontractors that will receive funds from this grant are included per CMS application (specific nursing homes, hospitals, local community agencies, etc.). If no other organizations or subcontractors receive funds, please include a note.		

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	Letters of commitment/agreement from all organizations and subcontractors that will receive funds from this grant or are serving as partners are included per Request for Application.		
12	General Assurances form is included and signed per Request for Application.		

Primary Evaluator Signature and Date:



November 5, 2020

Mr. Vincent Davis
State Survey Agency Director
665 Mainstream Drive, 2nd Floor
Nashville, TN 37243

Dear Mr. Davis,

Magnet Culture, a Crescendo Strategies company, is a leading workforce retention organization with extensive experience working with senior care facilities. We are pleased to submit the enclosed proposal, **The Continuity of Care Project**, to utilize funding from the state's civil money penalties (CMP) grant, which supports activities that benefit nursing home residents and improve their quality of care and quality of life.

At the recent 2020 National Association of Health Care Assistants (NAHCA) CNA Staffing Summit, Evan Shulman, the director of the Division of Nursing Homes at CMS, announced that turnover among certified nursing assistants at long-term care facilities will be a top priority for the Centers for Medicare & Medicaid Services going forward. At that same Summit, Dr. David Grabowski, Ph.D., a Harvard Medical School health care policy professor reported that the annual rate of CNA turnover is currently 129% and, while CNAs represent about 60% to 70% of nursing home expenses, this group provides 80% to 90% of direct care to residents. Dr. Grabowski's research has shown that more stable CNA staffing has often been linked to better outcomes for residents, including higher satisfaction and quality of life, and fewer issues, such as resident hospitalization and facility deficiencies.

While staffing stability was difficult to achieve before the pandemic, it has become increasingly challenging, which impacts resident care as caregivers turnover regularly. We know firsthand that managers have the most influence in whether staff stay or go, and that management effectiveness is more important going into 2021 than ever. Budgets have been depleted due to increased needs and requirements for PPE, resident communication tools, etc., and slashed budgets mean critical leadership training programs are being cut at the facility level.

The proposed retention-based training program will help facilities provide essential training to managers so they can keep the staff they can't afford to lose. Investment in leaders today will help ensure greater staffing stability and continuity of care which will lead to greater quality care and quality of life for residents in 2021, 2022, and beyond. We acknowledge that, currently, managers do not have time to spend off the floor sitting in a classroom for traditional in-person training. As such, we have built and structured the over six hours-worth of valuable training content included in this program to be conducted as conveniently as possible: incorporated into existing leadership team meetings, as a "standing meeting" video series, or as an online course that can be conducted individually or as a small group.

The primary goal of this project is to provide valuable, concise, flexible leadership training to up to 360 department heads and leaders in 30+ Tennessee skilled nursing facilities over a three-year period, and to provide continued mentorship to increase ongoing staffing stability. The program will concentrate on improving quality care to nursing home residents by teaching managers key topics for solving staff retention issues,

including: employment market trends, future staffing projections, generational dynamics, management strategies to create a work environment that attracts higher quality candidates, more effective communication, and retention strategies proven to keep talent longer. We will also provide the community a virtual toolkit and online resources to support their training.

At the conclusion of the program, participants will have created a strategic retention action plan addressing their specific staffing problems with the goal of decreasing the turnover rate of direct care staff and improving resident care, as well as resident and family satisfaction. This project is expected to directly benefit nursing community residents by increasing staffing stability and reducing turnover of the front-line, direct care staff, which will result in more consistent staffing and improved continuity of care for residents.

Groups who have participated in the proposed training program have said the following:

- “It was really eye-opening for us because we were able to say, ‘Ok. Over the past three years, 54% of our people that are new don’t even make it to six months.’ We’re now tracking that quarterly and in this last quarter, we’ve seen a 10% improvement on our new hires staying past that 6-month mark.”
- “The information presented and the manner the information was presented helps HR professionals and managers be able to identify where to shore up a strong retention strategy. The retention tools and action planning details provide clarity about what to focus on and how to go about doing so.”
- “We learned how important it is to touch base with employees. People genuinely enjoy working together here, and our employees believe they can count on us.”
- “Where people were walking around with blinders on, they’ve opened their eyes.”

The proposed project will require \$376,500 in CMP funds and the project will begin July 1, 2021 running through June 30, 2024 (12 months per cohort; 3 years total). No non-CMP funds are expected to be used in this project.

Magnet Culture will teach teams at each community to monitor and maintain their new retention initiatives to enable project sustainability beyond the funded training timeframe. This will ensure strong processes are put into place at the community for sustainment to achieve staffing stability.

Thank you for the opportunity to follow our passion of helping senior care communities provide the best possible care for their residents through increased staffing stability.

Sincerely,



Cara Silletto, MBA, CSP
President & Chief Retention Officer at Magnet Culture

REQUEST

Date of Application: $\frac{11}{MM} / \frac{05}{DD} / \frac{2020}{YYYY}$

PART I: Background Information

Name of the Organization: Magnet Culture, LLC

Address Line 1: 3008 Amelia Circle

Address Line 2: _____

City, County, State, Zip Code: Jeffersonville, Clark County, Indiana, 47130

Tax Identification Number: 46-0948706

CMS Certification Number, if applicable: -

Medicaid Provider Number, if applicable: -

Name of the Project Leader: Cara Silletto 

Address: 3008 Amelia Circle

City, County, State, Zip Code: Jeffersonville, Clark County, Indiana, 47130

Internet E-mail Address: cara@magnetculture.com

Telephone Number: - -

Mobile Number: - -

Have other funding sources been applied for and/or granted for this proposal? Yes No

If yes, please explain/identify sources and amount.

**PART II: Applicable to
Certified Nursing Home Applicants**

Name of the Facility: _____

Address Line 1: _____

Address Line 2: _____

City, County, State, Zip Code: _____

Telephone Number: - -

CMS Certification Number: -

Medicaid Provider Number: -

Date of Last Recertification Survey: / /
MM DD YYYY

Highest Scope and Severity Determination: (A – L) _____

Date of Last Complaint Survey: / /
MM DD YYYY

Highest Scope and Severity Determination: (A – L) _____

Currently Enrolled in the Special Focus Facility (SFF) Initiative?
Yes No

Previously Designated as a Special Focus Facility?
Yes No

Participating in a Systems Improvement Agreement?
Yes No

Administrator's Name: _____

Owner of the Nursing Home: _____

CEO Telephone Number: - -

CEO Email Address: _____



Name of the Management Company: _____

Chain Affiliation (please specify) Name and Address of Parent Organization: _____

Outstanding Civil Money Penalty?
Yes No

Nursing Home Compare Star Rating: _____ (can be 1, 2, 3, 4 or 5 stars)

Date of Nursing Home Compare Rating: ____ / ____ / ____
MM DD YYYY

Is the Nursing Home in Bankruptcy or Receivership?
Yes No

If an organization is represented by various partners and stakeholders, please attach a list of the stakeholders in the appendix.

NOTE: The entity or nursing home which requests CMP funding is accountable and responsible for all CMP funds entrusted to it. If a change in ownership occurs after CMP funds are granted or during the course of the project completion, the project leader shall notify CMS and the State Agency within five calendar days. The new ownership shall be disclosed as well as information regarding how the project shall be completed. A written letter regarding the change in ownership and its impact on the CMP Grant application award shall be sent to CMS and the State Agency.

Part III: Project Category

Please place an "X" by the project category for which you are seeking CMP funding.

- Direct Improvement to Quality of Care
- Resident or Family Councils
- Culture Change/Quality of Life
- Consumer Information
- Transition Preparation

REQUEST, cont.

- Training
- Resident Transition due to Facility Closure or Downsizing
- Other: Please specify _____
- _____

Part IV: Funding Category

Please specify the amount and place an "X" by the funding category.

Amount Requested: \$ 376,500.00

- | | |
|---|---|
| <input type="checkbox"/> \$2,500 or less | <input type="checkbox"/> \$10,001 – \$25,000 |
| <input type="checkbox"/> \$2,501 – \$5,000 | <input type="checkbox"/> \$25,001 – \$50,000 |
| <input type="checkbox"/> \$5,001 – \$10,000 | <input checked="" type="checkbox"/> Over \$50,000 |

Part V: Proposed Period of Support

From: $\frac{07}{MM} / \frac{01}{DD} / \frac{2021}{YYYY}$ (e.g. 06/01/2010) **To:** $\frac{06}{MM} / \frac{30}{DD} / \frac{2024}{YYYY}$ (e.g. 12/01/2010)

Part VI: Purpose and Summary

PROJECT TITLE

Include a cover letter to the State Agency Director with the application. The cover letter should introduce your organization, explain the purpose of the project and contain a summary of your proposal. The letter should include the amount of funding that you are requesting, the population it will serve, and the need it will help solve. Make a concerted effort to bring your project to life in the cover letter and actively engage the reader.

BUDGET

ATTACHMENT 3

GRANT BUDGET

(BUDGET PAGE 1)

Magnet Culture - 2020 TN CMP Grant

APPLICABLE PERIOD: The grant budget line-item amounts below shall be applicable only to expense incurred during the period beginning July 1st 2021, and ending July 31st, 2024.

POLICY 03 Object Line-item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY¹ (detail schedule(s) attached as applicable)	GRANT CONTRACT	GRANTEE PARTICIPATION	TOTAL PROJECT
1	Salaries ²	\$255,000.00	\$0.00	\$255,000.00
2	Benefits & Taxes	\$0.00	\$0.00	\$0.00
4, 15	Professional Fee/ Grant & Award ²	\$27,000.00	\$0.00	\$27,000.00
5	Supplies	\$0.00	\$0.00	\$0.00
6	Telephone	\$0.00	\$0.00	\$0.00
7	Postage & Shipping	\$0.00	\$0.00	\$0.00
8	Occupancy	\$0.00	\$0.00	\$0.00
9	Equipment Rental & Maintenance	\$0.00	\$0.00	\$0.00
10	Printing & Publications ²	\$18,000.00	\$0.00	\$18,000.00
11, 12	Travel/ Conferences & Meetings ²	\$0.00	\$0.00	\$0.00
13	Interest	\$18,000.00	\$0.00	\$18,000.00
14	Insurance	\$0.00	\$0.00	\$0.00
16	Specific Assistance To Individuals ²	\$0.00	\$0.00	\$0.00
17	Depreciation ²	\$0.00	\$0.00	\$0.00
18	Other Non-Personnel ²	\$76,500.00	\$0.00	\$76,500.00
20	Capital Purchase ²	\$0.00	\$0.00	\$0.00
22	Indirect Cost (% and method)	\$0.00	\$0.00	\$0.00
24	In-Kind Expense	\$0.00	\$0.00	\$0.00
25	GRAND TOTAL	\$394,500.00	\$0.00	\$394,500.00

¹ Each expense object line-item shall be defined by the Department of Finance and Administration Policy 03, Uniform Reporting Requirements and Cost Allocation Plans for Subrecipients of Federal and State Grant Monies, Appendix A. (posted on the internet at: <https://www.tn.gov/assets/entities/finance/attachments/policy3.pdf>).

² Applicable detail follows this page if line-item is funded.

BUDGET LINE ITEM DETAIL

ATTACHMENT 3 (continued)

GRANT BUDGET LINE-ITEM DETAIL

(BUDGET PAGE 2)

SALARIES	Monthly Salary Rate	# of Months	% Effort of Project	Fringe Rate	Annually	# of Years	AMOUNT
Cara Silletto: Project Lead (Content developer, Facilitator/Coach). 10% of salary for 12 months * 25% fringe rate	\$ 8,000	x 12	x 10	+ 25%	\$ 12,000	3	\$36,000.00
Project Manager (Program materials updates, project logistics, reporting for all facilities)	\$ 4,500.00	x 12	x 50%	+ 25%	\$ 33,750.00	3	\$101,250.00
Administrative Assistant (Participant tracking, scheduling, materials shipping)	\$ 3,000.00	x 12	x 50%	+ 25%	\$ 22,500.00	3	\$67,500.00
IT/Video Support	\$ 4,000.00	12	20%	25%	\$ 12,000.00	3	\$36,000.00
Recruiter/Marketing/Graphic Design	\$ 4,500.00	3	25%	25%	\$ 4,218.75	3	\$12,656.25
ROUNDED TOTAL							\$255,000.00
PROFESSIONAL FEE/GRANT & AWARD						# of Years	AMOUNT
Retention Coach/Facilitators (Four coaching calls per month for nine months; one trainer per contract at the hourly rate of \$250 for a total of 36 hours)						3	\$9,000.00
ROUNDED TOTAL							\$27,000.00
TRAVEL/ CONFERENCES & MEETINGS							AMOUNT
ROUNDED TOTAL							\$0.00
PRINTING & PUBLICATIONS							AMOUNT
"Staying Power" books (120 books @ \$20 each = \$2,400) + Printed and bound participant workbooks and supplemental resource kits (120 kits @ \$30 each = \$3,600)						3	\$6,000.00
ROUNDED TOTAL							\$18,000.00
SPECIFIC ASSISTANCE TO INDIVIDUALS							AMOUNT
ROUNDED TOTAL							\$0.00
DEPRECIATION							AMOUNT
ROUNDED TOTAL							\$0.00
OTHER NON-PERSONNEL							AMOUNT
Software & LMS Platform Annual Licenses for three years							\$4,500.00
Online Course Access per participant (\$200 per participant, up to 120 participants) for 3 years							\$72,000.00
ROUNDED TOTAL							\$76,500.00
CAPITAL PURCHASE							AMOUNT
ROUNDED TOTAL							\$0.00

BUDGET CLARIFICATION

Provide additional clarification regarding the retention coach/facilitator's hourly rate of \$250 for a total of 36 hours.

The Retention Coach/Facilitator will hold four 60-minute coaching calls per month during Phase II and three 60-minute coaching calls per month during Phase III. The purpose of these coaching calls is to reinforce learning, to answer any questions that participants may have in between educational modules during Phase II, and for continued mentoring during Phase III. Coaching calls will be scheduled once a week during Phase II and at the beginning, middle, and end of the month during Phase III, for a total of 24 Phase II and 12 Phase III coaching calls (36 60-minute calls total). The coaching calls will be held at varied days of the week and times of the day to best accommodate all participants' schedules.

The \$250 coach/facilitators rate of \$250 per coaching hour includes prep time, 60-minutes of coaching time, and post-coaching call debrief and next steps, not just the hour of the coaching call.

KEY PERSONNEL JOB DESCRIPTIONS

Key Personnel	Job Description
Cara Silletto, MBA	Project Lead, Content Developer, Facilitator/Coach
Tiffanie DeVarso, MBA	Project Manager (Project logistics, reporting management, program materials updates)
Maggie Augustin	Recruiter, Marketing, Graphic Design
TBD	Magnet Culture Trainers/Coaches
TBD	IT /Video Support
TBD	Administrative Assistant (Participant tracking, scheduling, materials shipping)

BIOGRAPHICAL SKETCHES/CVS FOR KEY PERSONNEL

Cara Silletto, MBA, CSP

Workforce thought leader and author, Cara Silletto, MBA, CSP, works with organizations across the country to shift manager mindsets to better lead and retain today's new workforce. She began her career in long-term care working for the Indiana Health Care Association for nearly five years and understanding the complex regulatory and reimbursement environment in which nursing homes operate.

Cara earned her Bachelor's degree in Corporate Communication from the University of Indianapolis and completed her MBA in Entrepreneurship from the top-ranked University of Louisville graduate business program. Cara received the Dean's Citation finishing in the top 10% of her MBA class and was inducted into the Beta Gamma Sigma International Honor Society.

- She’s spoken to 40,000+ leaders and conducted hundreds of keynotes and workshops.
- She’s been published and quoted in USA Today, Forbes, Huffington Post and dozens of other business and industry publications.
- She authored the 2018 book, *Staying Power: Why Your Employees Leave and How to Keep Them Longer*.

Tiffanie DeVarso, MBA

Project Manager Tiffanie DeVarso has extensive experience handling logistics, program reporting procedures, and program materials development for hundreds of senior care training programs across the country, both virtually and in-person. She has worked in that role at Magnet Culture since 2017. Tiffanie received her undergraduate degrees in Music & Geoscience from Berea College and earned her MBA from Southern Wesleyan University.

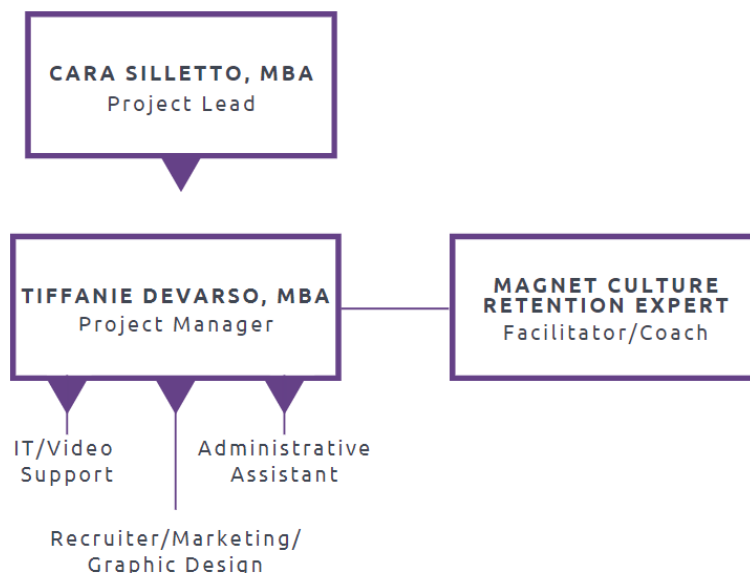
Maggie Augustin

Maggie earned her Bachelor of Business Administration with an emphasis in Entrepreneurship with honors from Belmont University in Nashville, TN. For two years, she worked with the mayors across the south central region of Tennessee to secure grant funding through the Community Development Block Grant and HOME Grant programs. She wrote and administered 22 grants totaling \$6.6 M. Now, she works for Magnet Culture as the Workforce Strategist, focusing on providing healthcare clients with the training programs they need to keep employees longer. Maggie’s current role includes responsibilities for marketing strategy, recruitment of program participants, writing, and graphic design.

Magnet Culture Trainers/Coaches

Magnet Culture trainers and coaches are expert facilitators who are knowledgeable of the complex world of senior care, having served those clients for years. Our team holds multiple facilitation and coaching certifications, including Dale Carnegie, Dare to Lead, DISC and Emotional Intelligence, as well as thousands of combined hours of live and virtual facilitation experience.

ORGANIZATIONAL CHART



GENERAL ASSURANCES

GENERAL ASSURANCES


Assurance is hereby provided that:

1. This program will be administered in accordance with all applicable statutes, regulations, program plans and applications:
 - a. The laws of the State of Tennessee;
 - b. Title VI of the federal Civil Rights Act of 1964;
 - c. The Equal Employment Opportunity Act and the regulations issued there under by the federal government;
 - d. The Americans with Disabilities Act of 1990 and the regulations issued there under by the federal government;
 - e. The condition that the submitted application was independently arrived at, without collusion, under penalty of perjury; and,
 - f. The condition that no amount shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the Agency in connection with any grant resulting from this application.
2. Each agency receiving funds under any grant resulting from this application shall use these funds only to supplement, and not to supplant federal, state and local funds that, in the absence of such funds would otherwise be spent for activities under this section.
3. The grantee will file financial reports and claims for reimbursement in accordance with procedures prescribed by the State of Tennessee Department of Health.
4. Grantees awarded grants resulting from this application process will evaluate its program periodically to assess its progress toward achieving its goals and objectives and use its evaluation results to refine, improve and strengthen its program and to refine its goals and objectives as appropriate.
5. If applicable, the program will take place in a safe and easily accessible facility.

CERTIFICATION/SIGNATURE

I, THE UNDERSIGNED, CERTIFY that the information contained in the application is complete and accurate to the best of my knowledge; that the necessary assurances of compliance with applicable state/federal statutes, rules and regulations will be met; and, that the indicated agency designated in this application is authorized to administer this grant.

I FURTHER CERTIFY that the assurances listed above have been satisfied and that all facts, figures and representation in this application are correct to the best of my knowledge.


Signature of Applicant Agency Administrator

11/05/2020
Date Signed (Month/Day/Year)

LETTERS OF COMMITMENT

Please see multiple [Letters of Commitment](#).

EXPECTED OUTCOMES

Project Abstract

Background/Qualifications: Magnet Culture is a leading workforce retention organization with extensive experience working with senior care facilities across the country. The Continuity of Care Project retention-based training program is proven to provide essential training to managers who must take greater ownership in the retention efforts of their department in order to keep the staff needed to provide great quality care. Program designer and developer Cara Silletto, MBA, CSP, began her career in long-term care in 2003 and now focuses on creating better leaders and better places to work within the profession to attract and retain talent within the industry.

Need: The annual rate of CNA turnover is currently 129% in the United States. As the group that provides 80% to 90% of direct care to residents, research has shown that more stable CNA staffing has often been linked to better outcomes for residents, including higher satisfaction and quality of life, and fewer issues, such as resident hospitalization and facility deficiencies. Recent issues, such as the COVID-19 pandemic, have made it even more difficult for communities to retain direct care and other front-line staff, which impacts residents by disrupting their continuity of care.

Description: This Program is expected to directly benefit nursing community residents by increasing staffing stability and reducing turnover of the front-line and direct care staff, which will result in more consistent and improved continuity of care for residents. We will provide valuable, concise, flexible leadership training for up to 360 department heads and leaders in 30+ Tennessee skilled nursing facilities over a three-year period, and provide continued mentorship to increase ongoing staffing stability.

The retention-based Continuity of Care Project will help facilities provide essential training that is currently missing for managers. The Program includes 6+ hours of training content (including the proven Workforce Retention Bootcamp), to be conducted as conveniently as possible: incorporated into existing leadership team meetings, as a “standing meeting” video series, or as an online course that can be conducted individually or as a small group. We will also provide the community a virtual toolkit and online resources to support their training.

The Program is conducted in a three-phase approach:

Phase I: Initial Program Prep and Benchmarking (*2 months*)

Phase II: Workforce Retention Bootcamp Training (6 months)

Phase III: Continued Mentorship and Reporting (*4 months*)

At the conclusion of the Program, participants will have created a strategic retention action plan addressing their specific staffing problems.

Goals/Objectives: The primary goal of this Program is to reduce the annual turnover percentage of direct care and other front-line staff per participating community by at least 2% by the completion of the *12-month program* and to improve the 90-day retention rate of direct care and other front-line staff new hires under the participating managers by 5% of those hired during the final *two quarters* of the *12-month program*. The collection and reporting of turnover data will be conducted by the Magnet Culture Project Manager.

Statement of Need

The revolving door of turnover keeps facilities from reaching the highest quality care possible as new caregivers must continuously learn the nuances of preferences for each resident they serve. Staffing stability is a critical component in the quality care of nursing community residents.

The annual rate of CNA turnover is currently 129% and CNAs provide 80% to 90% of direct care to residents. Research has shown that more stable CNA staffing has often been linked to better outcomes for residents, including higher satisfaction and quality of life, and fewer issues, such as resident hospitalization and facility deficiencies.

Here's what we know about staffing stability today:

1. There is a lack of management training for LTC managers.
2. There has been substantial increase in need for employees in the LTC industry (especially direct care and other front-line staff), but younger employees are leaving quickly.
3. Both consistency and continuity of care directly impact residents.
4. Both consistency and continuity of care are impacted by staffing stability.
5. This is **not** a new issue:

“high turnover compromises the continuity of care and supervision of staff. Job turnover is also costly in terms of hiring, training, and facility productivity losses, but most important, high turnover rates adversely affect residents who do not cope well with frequent changes in staff (McDonald, 1994)¹.

Excessive turnover of these personnel, heavy use of part-time staff, and the use of floating or agency staff also compromise the quality of care (Erickson, 1987).²”

In preparation for this proposal, Magnet Culture interviewed senior care leaders and staff across the country and the results showed the following:

- 1) 100% say that staffing stability is needed to provide high-quality care.
- 2) 95% say that staffing stability is impacted by the effectiveness of individual managers.
- 3) 97% believe that effective leadership training for managers is needed to achieve the staffing stability required to provide high-quality care for residents.
- 4) 97% believe that effective management training and development creates better leaders.
- 5) 100% say that management and company culture have a significant influence on staff retention.
- 6) 100% say that ineffective managers can cause unnecessary employee turnover.
- 7) 97% say that many managers in senior care need more leadership training and development.
- 8) 100% believe that it's important for executives and corporate leaders in this profession to understand the daily struggles of today's lower-wage, front-line workers.

¹ McDonald, C.A. Recruitment, Retention, and Recognition of Frontline Workers in Long-Term Care. *Generations* XVIII(3):41-49, 1994.

² Erickson, J. Quality and the Nursing Assistant. *Provider: The Magazine for Long-Term Care Professionals* 13(4):4-6, 1987.

Possible Barrier	Strategies for Success
Participating manager turnover	Allow participating organizations to access online content for replacement managers entering the program.
Resistance to non-mandatory training	Provide opportunity to build camaraderie within the cohort and make content delivery as non-invasive as possible.
COVID has made training & gathering data difficult	Digital surveys for managers and front-line staff. No in-person contact needed.
Over-burdened workload for participants	Provide micro learning content that can be integrated into current meetings and professional development events.
Difficulties recruiting facilities	Leverage existing relationships with SNFs and associations.

Program Description

The Continuity of Care Project helps managers better understand themselves and their workforce in order to effectively engage their teams and become Retention Champions for their organization – owning the responsibility of reducing turnover in their departments. The proven Magnet Culture training framework shifts manager mindsets from a less-effective traditional approach to a more progressive and workforce-friendly methodology. These managers become leaders that staff WANT to work for moving forward.

Provided resources include the Workforce Retention Bootcamp (WRB) Video Series, WRB Online Course, program facilitator’s guide, Hit the M.A.R.K. professionalism video series, monthly virtual training sessions, group coaching calls (four per month), online small group discussion facilitation, the guided program workbook, per-module challenge videos with actionable tasks, physical copy of Cara Silletto’s book “*Staying Power: Why you employees leave and how to keep them longer*”, and 24/7 access to the Workforce Retention Bootcamp online community.

Technical Assistance

The Program Manager will be available via email or phone during business hours throughout the entirety of the Program to offer support for technical issues accessing the course, supplemental tools, and resources.

The Program Manager will update the facility contacts monthly via email with engagement reports for all of their participants and will notify the facility contacts if participants fall behind on the training schedule. The Program Manager will provide additional support to those participants to ensure they stay on track.

Phase 1: Initial program prep and benchmarking (2 months)

- Discovery session with each community to discuss their specific areas of concern
- Facilities share turnover data to-date with Magnet Culture for benchmarking purposes
- Physical materials shipped to facilities
- Participants enrolled in the Workforce Retention Online Course
- Calendar created for all training and small group sessions

Phase II: Workforce Retention Bootcamp Training (6 months)

- Six-month online training program & mentorship (One program Module per month) taught by Magnet Culture’s Expert Retention Strategists
- Monthly live virtual training sessions conducted via Zoom; 90 minutes per session
- Monthly group coaching calls (four times posted per month for flexibility)

- Monthly virtual small group sessions with trainer-provided discussion questions
This program is eligible for CEUs.

Phase III: Continued Mentorship and Reporting (4 months)

- Mentorship for two additional months to cover strategic retention action plan progress, action plan wrap-up, and to address new and/or ongoing management challenges
- Monthly live virtual training sessions conducted via Zoom; 90 minutes per session
- Monthly group coaching calls (four times posted per month for flexibility)
- Monthly virtual small group sessions with trainer-provided discussion questions
- Retention Champion Certification and certificate (upon completion of the program)
- Retention data and staff surveys collected at 30-, 60-, 90-, and 120-days post Phase II completion.

At the conclusion of the program, participants will have created a strategic retention action plan addressing their specific retention problems.

Training Schedule:



Phase II Workforce Retention Bootcamp Program Curriculum

Module 1: Is This Our New Staffing Reality? Current Employment Market Trends & Future Projections

This big-picture introduction describes the shifting employment landscape and workforce expectations, explaining why it has become more difficult to attract and retain talent today, and what organizations and leaders should do about it moving forward. This module will:

- Identify current trends of the shifting workforce and evolving expectations
- Calculate the rising cost of employee turnover and the challenges it causes for the business
- Explain the shift from past long-term employment to a shorter-term workforce today

Module 2: She Should Know Better! The Generational Story You've Never Heard

Tired of hearing generational programs that list off mind-numbing statistics? You'll love our award-winning unique approach to bridging today's generational gaps! Our real-life first-hand stories about the real issues on the T.A.B.L.E. (technology, authority, balance, loyalty, and entitlement) fuel an eye-opening discussion about today's changing workplace that will shift your mindset about those you work with. This module will:

- Define the updated generational cohorts and why their definitions of “professionalism” vary
- Uncover exactly why today’s new workforce thinks and acts so differently than previous generations
- Learn how to see others’ views to reduce judgment and improve relationships and retention

Module 3: I Want to Work There! Building an Organization That Attracts & Keeps Talent

All leaders need to understand the big picture and overall priorities an organization must put in place if they want to retain individuals on their teams. This session will focus on how to become a M.A.G.N.E.T. employer to get and keep talent, so you're never short-staffed again! This module will dive into:

Management Effectiveness New Staffing Models (Scheduling & Advancement)
 Attraction & Recruiting Empowered Retention Champions
 Guidance Upon Entry (Onboarding) Trust Through Transparency

Module 4: I Love My Boss! Management Strategies for Improving Staff Loyalty & Longevity

Ready for immediately actionable tactics you can implement without delay? This session discusses transferable best practices our retention experts have learned from various leaders across industries that will make you a better team manager. This module will:

- Discover how to make new hires feel more welcome and train them more effectively once on your team
- Share recognition and team building methods that help keep staff longer
- Teach ways to communicate your expectations to get better results from new and experienced staff

Module 5: Say What?! Communicating More Effectively with Your Team

People think and communicate differently, and with more communication channels emerging everyday through technology, leaders need to expand their knowledge and comfort level in diverse ways of communicating. This module will:

- Assess the individual communication styles of oneself and others in their workplace
- Learn the evolution of workplace communication channels over the last several decades
- Discuss various types of diversity and cultural differences that impact communication effectiveness

Module 6: Where Do I Go from Here? Retention Program Recap & Action Planning

Leadership development doesn't stop after the last class, and to ensure the momentum continues, our last session together recaps the valuable lessons learned, discussing successes participants have seen thus far, and planning for greater success moving forward. This module will:

- Review the program's seven retention-focused sessions recalling critical tools and lessons
- Provide time for each individual to create their action plan to reduce turnover and set priorities
- Identify potential roadblocks and ways to overcome them to ensure future success

Outcomes:

We will measure the average length of tenure for new hires with the goal of extending their tenure over a one-year period. We will collect this data from participating facilities before, during, and after the training program.

- Reduce annual turnover percentage of direct care and other front-line staff per participating community by at least 2% by the completion of the *12-month* program.
- Improve the 90-day retention rate of direct care and other front-line staff new hires by 5% of those hired during the *final two quarters* of the *12-month* program.

RESULTS MEASUREMENT

The Magnet Culture team will measure the average length of tenure for new hires on each participating manager's team with the goal of extending their tenure over a one-year period. We will collect this data from participating facilities before, during, and after the training program.

The results of the Project will be assessed using the following tools and procedures:

- *Turnover benchmark data collected and assessed in Phase I*
- *Pre-program management effectiveness survey of participants conducted beginning of Phase II*
- *Turnover data assessed and reported during the 30/60/90/120-days Post-Phase II reporting periods*
- *Post-program management effectiveness survey of participants compared to pre-program survey at the end of Phase II*
- *Post-event program knowledge exam for participants after training is completed at the end of Phase II*
- *Post-event organization satisfaction survey by Executive Director or HR Leader in Phase III*

Quantifiable Target Goals:

- *Program completion by 80% of participants*
- *Reduce annual turnover percentage of direct care and other front-line staff per participating community by at least 2% by the completion of the 12-month program.*
- *Improve the 90-day retention rate of direct care and other front-line staff new hires by 5% of those hired during the final two quarters of the 12-month program.*

The knowledge learned in this program will allow the participants the ability to more effectively manage, mentor, communicate with, and retain employees. The increased staffing stability obtained by more effective leaders will improve continuity and quality of care of residents in those communities.

Progress reports on all participating communities will be submitted to CMS and the State Agency quarterly.

BENEFITS TO NURSING HOME (NH) RESIDENTS

The stronger a relationship becomes between a direct care and other front-line staff and a resident, the greater the level of quality care can be reached. With a revolving door of staff turnover, continuity of care is disrupted, forcing that relationship to begin again from scratch with each lost CNA or other staff member. As more managers across the participating organizations become Retention Champions who better understand today's new workforce, new hires will stay longer, which extends the caregiver-resident relationship. As seen in 2020 during the COVID pandemic, staff often become like residents' family members. In order to improve resident satisfaction, quality of care and quality of life, greater staffing stability must be achieved, and in order to keep people longer, each community must invest in the effectiveness of their leaders. Those leaders have the greatest influence on whether a staff member stays or leaves.

CONSUMER/STAKEHOLDER INVOLVEMENT

Upon launch, each community's leadership and human resources team will be involved in collecting baseline survey and workforce data, selecting participating managers, and determining which delivery method they prefer for distributing content (online course vs. video series). Once a content delivery mechanism is selected, the community's main point of contact for the project will work with the Program Manager to provide resource access to all participants. The governing body and senior leaders of the nursing home shall encourage all participants selected to complete the program in order to achieve the greatest outcomes.

FUNDING

We are requesting \$376,500 to implement The Continuity of Care Project. The funding proposal covers a three-year period with training of up to 360 managers in 30+ locations over the course of the program. We will hold three *12-month* cohorts of up to 120 managers each year. The proposal covers training for up to 30 locations per year with three managers per location involved. No non-CMP funds are expected to be contributed or used during this project. Magnet Culture agrees to be responsible for completing the project to the satisfaction of CMS and the State of Tennessee.

Sustainability

Magnet Culture will disburse payments for basic operating expenses (staff, supplies, etc.) and professional fees monthly throughout the three-year Program.

INVOLVED ORGANIZATIONS

Magnet Culture, LLC

www.MagnetCulture.com | 812-207-0739

3008 Amelia Circle, Jeffersonville, IN 47130

Cara Silletto, MBA | Cara@magnetculture.com

Note: No other organizations or subcontractors receive CMP funds.

INNOVATION AND REPLICABILITY

Participants will have access to Program resources for the life of the product. Data analysis findings will be available and will be shared with any interested parties, including but not limited to: The Tennessee Department of Health, CMS, residents of participating communities, family members, clinicians, staff, company websites, as well as sharing generalized results at state and national conferences. Newsletters, trade organizations (such as LeadingAge, AHCA and others) and other resources will be ways to communicate project information and results.

FOCUS AREA

Per the Civil Monetary Penalty (CMP) Quality Improvement Program: Strategic Plan, staffing was selected utilizing CMS priorities as a focus topic that impacts quality of care and quality of life of nursing home community residents. According to the current Tennessee CMP Quality Assurance Performance Improvement approach, staffing is a primary focus and considered a priority area for funding.

NON-DUPLICATIVE/NON-SUPPLANTING

The Magnet Culture The Continuity of Care Project is non-supplanting and non-duplicative. The project will not supplant existing responsibilities of the nursing home to meet Medicare/Medicaid requirements or any other statutory and/or regulatory requirements. Magnet Culture understands that CMP funds may not be used to pay entities to perform functions for which they are already paid by state or federal sources.

NO CONFLICTS OF INTEREST

Magnet Culture has no conflicts of interest and no personal or family relationships involved in our Program. We agree to abide by all rules and regulations set forth by CMS.