



**Fact Sheet  
March 2004**

**What is LEAP?**

- LEAP (Learn, Empower, Achieve, Produce) is a culture change workforce model focusing on the relationships between nursing staff (nurses and certified nurse assistants) and residents.
- LEAP shifts the model of nursing care from a task-oriented, medical model to one that emphasizes four essential roles of the nurse in LTC. The nurse needs to see himself or herself as a care role model, a gerontological nurse, a leader and a care team builder. Nurses can use these roles to enter into relationships with certified nurse assistants (CNAs) to foster person-centered care teams.
- LEAP provides the tools to establish both a career ladder and a mentorship program for CNAs creating a career mobility path for real advancement. The mentorship program makes an organizational commitment to the success of each new CNA. Opportunities for career advancement and reward acknowledge the critical work of frontline staff and encourages them to stay with an organization in the work creating Person-centered Care teams.
- LEAP has had real success in increasing retention rates of nurses and CNAs and improving staff satisfaction and positive feelings about their organization

**The Problem: Why is a Program Like LEAP Needed?**

- With a potential doubling of elderly LTC residents by 2030 (from 1.6 to 3.2 million), the need to train, recruit and retain qualified health care professionals and paraprofessionals in geriatrics and LTC will escalate.
- High staff turnover rates (up to 100% for CNAs and up to 50% for nurses annually) in LTC facilities is costly on many levels.
  - For the organization, the cost of hiring new staff can range from \$3,000-7,500 per person.

- For nursing units, short staffing places greater stress on remaining staff who must take on greater workloads. Greater levels of job stress have been associated with poor job satisfaction and decreased work effectiveness, further contributing to continued turnover.
- High staff turnover and vacancy has been associated with poor resident outcomes including greater levels of disorientation, isolation, depression, medication errors, and falls.

### **Method of Delivery: Train-the-Trainer Workshop**

- 3 day highly interactive Train-the-Trainer workshop for LTC nurse managers and nursing staff who are trained as “LEAP Specialists” and who then implement LEAP in their own community (group size averages 14 participants)
- Participants receive two modules that contains all teaching materials, including CD-ROM, participant manuals, video of case studies, evaluation tool templates
- The two modules:
  - Module 1 – “Essential Roles of the Nurse in LTC Settings” (for RNs and LPNs) (total of 18 hours of content)
  - Module 2 – “Growing the Heart of Care: Career Development for CNAs” (total of 17.5 hours of content)

### **Numbers Trained**

- 175 LEAP Specialists
- 75 organizations
- From 13 states (CA, CO, GA, IL, IN, IA, KY, NC, NY, OH, OK, PA, WI)
- Who will in turn train hundreds of nursing staff in their respective community

### **Honors**

- Winner of the 2004 Healthcare and Aging Award from the American Society on Aging and the Pfizer Medical Humanities Initiative, a national awards program that recognizes outstanding intervention programs developed to improve the healthcare of the aging population.
- Winner of the ASA – Extencicare Foundation Award for Innovations in Recruitment, Retention and Promotion of Nursing Assistants in Long-Term Care, 2003
- Featured at the Best Practices Conference of the American Health Quality Association, 2002 (*Partnerships for Success: The Federal Initiative on Quality Improvement & Public Reporting in Nursing Facilities*)

- Selected for inclusion in the “Practice Profile Database” section of the National Clearinghouse on Direct Care Workforce
- Featured in 1<sup>st</sup> AAHSA Best Practices Magazine
- Numerous Magazine articles (McKnight’s, Contemporary Long-Term Care, Long-Term Care Interface, etc)
- Over 50 presentations at National Conferences

## **Findings**

- 15 organizations have implemented LEAP and are participating in evaluation (over 1,200 staff)
- Significant improvements in job satisfaction work empowerment, and perceptions about their organization:
  - 37% of nursing staff felt more empowered in their jobs 6-months post-LEAP; 46% of nursing staff felt more empowered in their jobs 12-months post-LEAP
  - 31% of nursing staff reported their direct supervisors, managers, or charge nurses demonstrated effective leadership behaviors 12-months post-LEAP
  - 38% of nursing staff felt they were more a part of organizational decision-making and felt more trust within the organization at 6 and 12-months post-LEAP
  - 47% of nursing staff were more satisfied with their jobs overall at 12-months post-LEAP (\*Recent studies by Harvard University School of Public Health found that high levels of staff satisfaction makes for happier residents)
- Reductions in nursing staff turnover rates range from 20-50% in the participating organizations.
  - As an example, in our own skilled care nursing center (Mather Pavilion at Wagner, staff turnover decreased significantly.
    - Prior to LEAP (1999) – nurses 44% turnover; CNA’s 76% turnover
    - 2003 Results (as of November) – nurses 16.7% turnover; CNA’s 15% turnover
- We are finding significant associations between LEAP improvements and decreased health deficiencies in long-term care facilities

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