

IMPACT STATEMENT #1 – “Thriving Across the Life Span”

The need to develop and retain effective front-line supervisors in Ohio’s ever-growing long-term care industry is more critical than ever. Population estimates predict the number of people over age 65 will triple, while workforce estimates are expected to decline by 33 percent. To avoid a workplace shortage and to encourage Ohioans to obtain careers and/or advance their profession in this industry, the Alber Enterprise Center developed a frontline supervisor leadership workshop, followed by 3 team coaching sessions.

The pilot program was conducted with a group of 40 frontline supervisors from United Church Homes, an organization which serves over 4,000 long-term care residents in 14 states, including Ohio. Their national headquarters are based in Marion, Ohio. This group also completed the Clifton StrengthsFinder assessment, which measures an individual’s top 5 strengths, from a list of 34 strengths. Completing this assessment offered these front-line supervisors the ability to identify their top 5 strengths, gain a greater understanding of them and maximize the use of their strengths working with their staff, thus making them more effective leaders.

Post workshop surveys indicate that this group integrated their top 5 strengths into their work on a regular basis (average ranking of 7.3 on a scale of 1-10, with 10 high). Similar positive results were also reported in rating improved communication with their team members, encouraging innovation, treating others with dignity and respect, follow-through and recognizing accomplishments.

According to Rev. Kenneth Daniel, president and CEO of United Church Homes, “The Alber Enterprise Center is the perfect partner for this project. They have great resources for workforce development and are a strategic talent development partner for this project.”

The Alber Enterprise Center continues its focus on long-term care and as a result, the Center was awarded an OSU Cares seed grant beginning in the fall of 2016. This grant will provide funding that will enable the development of an Elder Care Certificate (E.C.C.). This will create a pathway for direct care employees (e.g. dining, housekeeping, maintenance) to gain certification of their expertise in working with

elders. A specific set of courses will be offered to a pilot group of 20 employees from four long-term care organizations over the next eight months. Collaboration with Ohio State's Office of Geriatrics and Interprofessional Aging Studies, along with LeadingAge Ohio, the not-for-profit trade association for long-term services and supports, will ensure that the grant is offering the necessary training and skills that will assist front-line workers in caring for Ohio's elders.

Impact Statement #2 – Job Skills and Career

Ohioans are becoming more effective leaders, thanks to the Alber Enterprise Center in collaboration with five other departments at The Ohio State University. The Inaugural Leadership Summit, held in October 2016, with Jim Kouzes as the featured speakers. Kouzes, co-author of *The Leadership Challenge*, is noted by the *Wall Street Journal* as "one of the twelve best executive educators in the United States." Community members joined Ohio State students, faculty, staff and administrators in morning and afternoon sessions on the concept of leadership, providing knowledge, tools and insights into becoming a more effective leader. A leadership panel, comprised of both university and community leaders, shared their insights and expertise about leadership and the importance of applying leadership skills every day, on and off the job. Dr. Roger Rennekamp, Director of OSU Extension, said, "The leadership lessons shared by Jim Kouzes were fantastic, and the panel discussion after lunch truly helped round out the day with real-life insights from several local key leaders. It was quite the panel of experts." Feedback from the day-long program was extremely positive. One attendee wrote, "The level of learning leadership was very high, in my opinion. Both Jim in the morning session and the leadership panel in the afternoon provided great insights." Plans are under way for a Leadership Summit 2.0 in 2017.

Impact Statement #3 – Job Skills and Career

Leadership was also the focus of the LEADS (Leadership, Education, Achievement, Development, Success) program, which was developed and delivered by the Alber Enterprise Center for United Church Homes, which serves 4,000 long-term care residents (including Ohio), and has their national headquarters in Marion Ohio.

The long-term goal of LEADS is to help build "career ladder opportunities" within United Church Homes, so that employees find long, satisfying and rewarding careers within the organization. A second LEADS goal is to increase job satisfaction and

improve employee retention – two factors which also impact an organization’s bottom line. A Gallup poll of more than 1 million employed U.S. workers concluded that the number one reason people quit their jobs is a bad boss or immediate supervisor. Gallup also determined that poorly managed work groups are on average, 50 percent less productive and 44 percent less profitable than well-managed groups.

By improving leadership and other skills among mid-level managers, employee satisfaction and retention should improve, ultimately improving the care provided to long-term care residents not only in Ohio, but the other 13 states that United Church Homes serves. “The long-term care services and support industry isn’t necessarily attractive to younger professionals,” explains Rev. Kenneth Daniel, president and CEO of United Church Homes. “LEADS is enabling us to talking about things like values and skills development so new managers coming up through the ranks can find a home in our industry. It’s a way for us to groom talent internally – and it is working. We are so fortunate to be partnering with the Alber Enterprise Center.”

Impact Statement #4 – Job Skills and Career

Ver-Mac Industries, Inc., a Central Ohio (Knox County) manufacturer of sign wire products, credits the Alber Enterprise Center for helping it move from a “higher purpose” industry to “higher performance.” After Ver-Mac adopted the higher performance initiative, its executive leadership partnered with The Alber Enterprise Center to help implement the initiative within the entire organization.

Ver-Mac’s vice president/general manager served as the main influencer of the initiative’s success, and partnered with the Alber Enterprise Center to help implement it throughout all levels of the company. Goals included: enhancing decision-making through an objective sounding board, influencing higher levels of employee performance and developing key personnel, planning for business objectives/key performance indicators (KPIs), and communicating KPIs to employees with appropriate follow-up.

To achieve these goals, Ver-Mac’s vice president/general manager participated in confidential coaching sessions for 12 months, monthly observations, as well as the Gallup StrengthsFinder assessment, provided by solution partners of the Alber Enterprise Center. Following successful completion, Ver-Mac’s leadership requested that the Center continue with the same process involving two of his direct reports to

continue the process of moving toward a “higher performance” organization and successfully grow into the 21st century.