

PRESENTED TO: _____ and _____
DATE: March 23, 2020
PROJECT: _____



STATEMENT OF NEED

To assess the current operational health of _____ through discovery, observation, and review of team communication and organizational business process. The scope of work will include:

1. Department head/key facility leadership interviews and scope of work review
2. Regional leadership interviews on facility standing
3. Review of facility key performance indicators in operational, clinical, and business development categories.
4. Identification of immediate areas of opportunity for enhanced performance.
5. Provide recommended action and supporting tools to drive positive performance.

GOAL

Provide baseline analysis of _____ to serve as a catalyst for strategic business change. The intention is to provide a recommended foundational framework for enhanced competency, output, engagement, and performance norms for the center.

This engagement is a qualitative intervention. The opportunity for stakeholders lies in embracing the narrative, which means appreciating and accepting the trends elicited from the objective realities presented and embarking on a journey for corrective action and innovation.

OBJECTIVE

To position _____ with both short and long term gains in operating performance through the delivery of a comprehensive recommendation on critical indicators.

METHOD

Employee responses and organizational data were analyzed to identify common patterns and trends within the organization. The trended perceptions/assumptions along with gap analysis, represent the implicit culture, e.g., operating norms. The emerging inherent culture was analyzed with current theory to identify critical environmental processes within the organization that impacts positive performance, as understood by this specific leadership population within the context of long-term & post-acute skilled nursing.

FINDINGS AND RECOMMENDATIONS

The assessment of _____ also began with parking in the wrong location due to signage. It allowed the Everest team the opportunity to see the beauty of the Independent Living foyer, however, which did not prepare us properly for the disparity in the upkeep of the skilled center physical plant. With census at close to occupancy, it became immediately apparent that with a light renovation, census payer type and recruitment would improve. We asked the Campus ED about this disparity upon arrival, and he expressed that with the volume of the AL/IL, he believes the SNF is often an afterthought. The condition of the physical plant, in comparison to the rest of the campus, is notably neglected however, there is a pending renovation that will quickly impact that first impression to align with the quality care and staff they showcase.

Everest Renovation Recommendations:

Date: It appears that the renovation has been pending for quite some time. The constant movement of the start date is causing a bit of unease with the staff. Not having any action on needed upgrades poses a risk to the established staff confidence and loyalty in both facility and organizational leadership. Everest recommends making a final decision on the scope of work and beginning a small project within Q2 of 2020.

Signage: Consideration of transitional care signage and more prominent PR style signage to display all offerings at the entrance of the facility should occur. This addition will assist in promoting the full scope of services offered to residents.

Everest recommends moving the SNF entrance as part of the expected renovation. There is limited common space on the SNF side, so utilizing the Assisted Living entrance as a "main entrance" to the building ties up more common area on the SNF side, and creates an intentional and obvious integration of that part of the campus to any would-be customer. An added benefit is the ability to utilize one reception desk for both units, resulting in staff cost savings/efficiencies.

Aside from the opportunities tied to aesthetics, the center would benefit from considering a name change for the skilled unit as a branding tactic, catalyzing the narrative behind transitions of care and positively differentiating the AL from SNF. This recommendation will be discussed again later in the document.

Before our arrival, the Everest team was impressed by the thoroughness, completeness, and accuracy of the documents requested. Specifically, the materials that represented day-to-day facility operations. The _____ presentation is in contrast to the reports received from the _____ facility. Everest found that _____ was able to produce the data quickly, which shows actual center use of the information or, at a minimum, an understanding of the data's importance to the center. We found that the information provided was more than simple answers to the questions. It included graphics to illustrate data and summaries. There were also copies of minutes that were current for meetings such as QAPI, which shows the meetings are occurring routinely.