

Case Study: Reliable Health and Rehab at Lakewood, Atlanta, Georgia



Solution

Lakewood needed to find a company that could provide leadership excellence and change management for its management staff.

MATCH Health Care Consulting provides change management for long-term care facilities. MATCH believes that quality of care in nursing homes must be addressed from all angles: regulatory, legal, advocacy, and within the nursing home itself. MATCH uses culture change in collaboration with change management to promote a new way of living and working in nursing homes. Culture change involves rethinking values and practices of a nursing home throughout the facility. It is not about change for change sake. It is changing all who are involved in the nursing home culture - staff, management, residents, and families - and creating a new way of working that creates a humane environment for patients and staff alike.

Using a comprehensive approach, MATCH performed the Myers-Briggs personality profile on each manager, then held weekly individual and group training sessions that fostered effective communication skills over a three-month period. Modules included achieving customer satisfaction, creating customer value, introduction to leadership principles, the role of vision and values, creating the right environment, empowering and managing communication, building community, and taking ownership for finance and profitability. Additional modules focused on how adults learn, how to deliver training to maximize impact, how to use weekly meetings to achieve results, interviewing and hiring, retention, customer satisfaction assessments and audits, community image development, and branding, network and outreach.

“It was very enlightening and showed how different we are and how different we function,” Prince said. “It gave the managers a different perspective and showed how we could respect each other for the differences and still function as a team. MATCH gave us the tools to communicate with each other, and people looked forward to taking part in the training.”

As a result of the training, Prince was nominated as administrator of the year by the employees.

Background

Reliable Health and Rehab in Atlanta is one of nine long-term care facilities in Georgia managed by Reliable Healthcare Management of Rome, Ga.

The nursing home wanted to improve its leadership skills among management to improve and enhance communication skills among its management staff, as well as improve and enhance customer satisfaction.

Challenge

Personality issues affect all work environments, but it becomes especially difficult in settings such as nursing homes, where residents are often very ill and require not only medical, but daily living care. Lakewood faced a variety of personality challenges in management positions and found that it had become increasingly difficult for staff to work as a team. This is especially important because on any given day, nursing managers, social workers, the director of social services, and the laundry supervisor need to all work together for the good of the residents.

As Michelle Prince, administrator, said, “It is important that our staff work together to ensure that residents receive quality care. If we are deficient in one area none of us are successful.”

Inspired by the training, Prince created a permanent assignment team in which staff worked with the same group of residents every day for a period of time before they rotated to another group of residents.

“Things are exceptionally better,” Prince noted. “In addition, our complaints decreased significantly to the state regulatory office and from families. I used to spend a lot of time on conflict management and I don’t anymore.” Now I’ll say, “Talk amongst yourselves and come up with a solution.”

Wanda Phillips, business office manager, said at first she was skeptical about dedicating two hours of her day once a week to the program, but after a few sessions she saw the value of the training.

“I needed to become more assertive,” Phillips said. “I need to give my staff specific deadlines with the day, date and time. We also decided to meet each Monday at 10:30 a.m. to go over priorities for the coming week. MATCH gave us the tools to enhance communications and get our jobs done more effectively and efficiently.”

About MATCH Healthcare Consulting

Founded in 2008, MATCH Healthcare Consulting has quickly become a leading provider of change management consulting, leadership training and project management services in Georgia. The MATCH team is made up of industry professionals who are dedicated to providing strategies, tactics and solutions that help healthcare providers meet the challenges that change inevitably brings. MATCH believes that effective leadership is at the heart of every successful healthcare business. For more information, call 404-921-3732 or visit www.matchhc.com.

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