

# MOMENTUM

LeadingAge Minnesota

## INSTITUTE & EXPO

Feb. 9-11, 2022 • RiverCentre, St. Paul

*Virtual* Institute • Feb. 22-24, 2022

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Minnesota



**No Margin, No Mission: Building Stronger Small Rural Aging  
Services Providers  
Session #606**

Thursday, February 10, 2022  
10:30 – 11:30 a.m.

***Presenter: Ric Olson, CEO, Lessons Learned Solutions LLC, Andover***

March - 2022

Dear Session Attendee,

The following is the power point presentation followed by comments recorded from index cards related to each pain point.

The takeaways are greatly appreciated and hopefully will provide some additional Insights, thoughts, and ideas.

Thank you again for attending this session.

Blessings on you!

Ric Olson

## Learning Objectives:

- Describe how you can generate a consistent and sustainable positive financial operating margin.
- Discuss the process for creating a resident/elder-centered care experience within a highly regulated and mandated environment.
- Explore effective strategies for you and your team to stay strong and mission-focused during these challenging times.

## No Margin – No Mission

### Pain Point # 1

### The Financial Margin



### Topics for Consideration

- Key Indicator Management
- Timely Financial Reporting
- Vendor Management
- Team Communication – Keeping Everyone on the Same Page

- ✓ Write an idea for dealing with a financial pain point on your yellow index card.
- ✓ Share your idea with one or two others.

Wasted expenses on pre made foods/throwing away of extra food.

Costs of meals throughout the day, closer to the cost of the time of meal like breakfast or lunch.

I wouldn't pay 7.75 for oatmeal/toast when I can get turkey/mashed potatoes/stuffing/beans/bun  
dessert/drink for \$7.75

Recap financial reporting.

Shared services.

Overtime, bonus, agency costs.

Volatility – inability to predict future.

Inability to accept new admissions.

Staffing expense – overtime, agency use.

Census fluctuation.

Bonus/overtime expense.

Score card that is a visual of the key indicators. Update monthly to share with staff.

Take a step back – look @ root causes of financial problems and address them rather than symptoms.

Outstanding balance meeting monthly.

Leadership obeya process and act wall (action to reds)

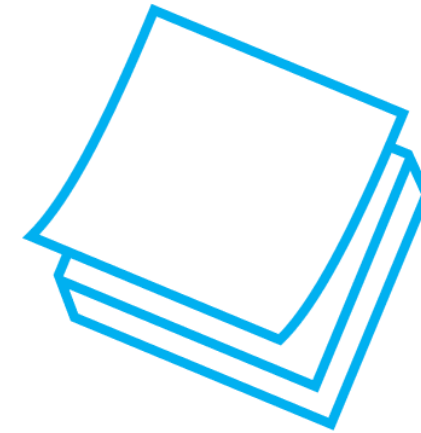


Service line box scores and monthly review.  
Our dashboard – constant info on occupancy, turnover, ebitda.  
More resilience in the unpredictable.  
HR Changes – scholarship/international workers.  
Dashboards – daily – weekly. Daily or weekly key indicator dashboard.  
Looking for different vendors - + groceries – (buying + delivery)  
Keep in compliance so no extra money sent to the state for fines.  
Right sizing your business (census to staffing).  
Maximize payer mix.  
Understand your reality – short-term and long-term.  
Monitor PPD's. Rate creep.  
Don't procrastinate looking at the financials – surprises stink –  
Don't be afraid.  
Waiver reimbursement. Private pay mix. Open bed days.  
Overtime – New Tech – New Vendor  
Surviving – able to serve the mission.

## No Margin – No Mission

### Pain Point # 2

### The Serve Margin



### Topics for Consideration

- Combating a Check the Box Mindset
- The Impact of an Everyone Knows My Name Environment
- The Role of Spontaneity
- Keep the Main Thing the Main Thing

- ✓ Write an idea for dealing with a serve pain point on your **blue** index card.
- ✓ Share your idea with one or two others.



Team communication

Attempt to use technology more. Video chat.

Resident engagement

Meeting needs of acuity levels

Serving staff to allow/encourage for spontaneous energy.

Reconnection to families/community

Providing daily exercise activity for optimum help.

Spontaneity – w/activities – with bakery +

Lead with your heart. Find as much human connection as possible.

Again – right-sizing your organization to make sure the care and service to the resident is optimized.

Spontaneity – hard to step out of routine.

Volunteers – essential caregivers – technology

Spontaneity is the best way to put it to follow back on mission.

Needing to get back to why we are in the business (resident)

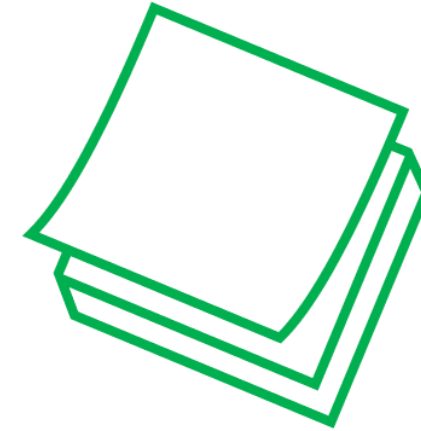
Just culture.

Really hard these days, given AL licensing.  
Keep this visible. The importance of “family.”  
We need to continuously challenge our team to grow and innovate.  
Refuse to lower expectations because that is a downward spiral.  
Opening up nurse/TMA time with med machines for able residents.  
Start on admit before “learned helplessness.”  
PA1-low need clients who could be served in less restrictive  
Environment – enabled by MDH.  
Quality indicators and resident satisfaction survey results made  
Known to all staff.  
Tell me how this will improve the life of our residents– Question  
For requests and capital outlays.  
Utilize interdisciplinary teams to identify priorities for our residents.  
See what can be dropped/let go in order to support meaningful  
activities for the people we serve. Shake it up!  
Technology has extended our options in a positive way.

## No Margin – No Mission

### Pain Point # 3

### Personal/Professional Margin



### Topics for Consideration

- Shutdown Days/Times
  - Ways to Recharge – Reading, Exercise, etc.
  - Think Time
  - Helpful Boundaries
- ✓ Write an idea/takeaway for dealing with a professional/personal pain point on your **green** index card.
  - ✓ Share your idea with one or two others.

Unplug and set boundaries.  
Limit after hours cell phone calls for staff mid-level managers.  
Take email off phone – turn off notifications.  
Take off email notifications when on vacation.  
When I do get a call, I don't answer. Leave go to VM-will respond if necessary.  
Leave work at work.  
Push duties back to who is in charge.  
Take vacation time.  
Shutdown days, recharge  
Think time  
55 hour wks – less productive  
Boundaries about cell phone  
Push duties back to responsible parties  
Take vacation time

Accountability measures.

I need to protect my personal time.

My family suffers when I make myself so available. This is my biggest downfall.

I need to set boundaries NOW.

Take time off to do something you enjoy.

Being ready for a call out.

Have less calls from staff.

Take PTO – you earned it. Take your PTO time.

Identify that you don't have down time.

Do not be on the phone whenever possible.

Find time for the things you love – prioritize them!

365 Quiet Days

Time is an investment both ways.

Rotating on call – remote work – bring kids to work if daycare – a barrier and manageable.

Self-awareness.

Prioritize what is important and find time – even few minutes per day.

Disconnect from cell phone.

Accept help when it is offered!

Place time limits on projects – Parkinson's law – so that they don't swell and take over time which could be used for recharge.

Sunday – Laundry Day.

Caregiver

Training Program – College Courses – Topics that re-energize the mind.



## No Margin – No Mission

### Concluding Action Steps/Comments

Turn in your index cards.

Make sure your name and email address are on the sign-up sheet.

We will compile and send out written takeaways and ideas to all session attendees.

Thank You!  
Blessings on you!