



#### GLAH & Home Care Update 4/10/2024

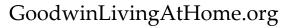
Jenny Elrod MSN, RN

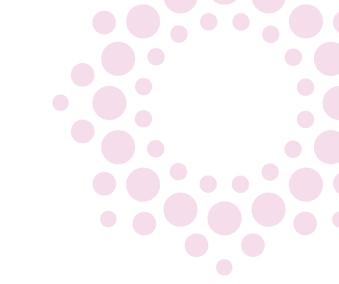
**Executive Director** 

# Agenda

- New Leadership
- GLAH FY2023 Performance
- GLAH FY2024 Goals
- GLAH Process Changes
- GLAH FY2024 Performance
- GLAH Next Steps
- Home Care FY2023 Assessment / Performance Summary
- Home Care Process Changes
- Home Care FY 2024 Performance Summary







### A little bit about me...

- Joined Goodwin Living April 2023 managing GLAH & Goodwin House Home Care
- RN 35 years
- 18 years in Clinical IT/Data Analytics (Six Sigma Greenbelt/Lean)
- 12 years in Home & Community Based Services including Home Care, Hospice, Home Health, Palliative Care (large scale operations)
- 3 years in 50 Provider Oncology Practice 14 Infusion Centers across MD & DC
- 2 years in Senior Living space
- Caregiver/POA for my mom
- Cancer survivor

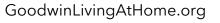


## FY23 Performance

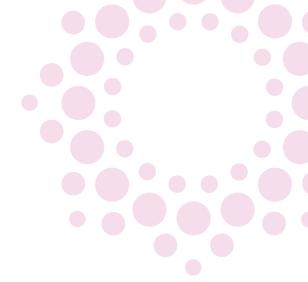
- New Applications Monthly
- New Members Goal = 36
- Avg Actl Mbr Goal = 256
- Sales Event Goal = 2/mos
- Sales Event Attendance
- Sales Event Costs Monthly
- Sales Event Cost/Attendee
- Application Time 6 wks
- Members in Benefit



$\implies$	1.75 avg/mos
$\implies$	19
$\implies$	228
$\implies$	Achieved
$\implies$	612 total
$\implies$	\$20K avg/mos
$ \longrightarrow $	\$227 to \$1010/mos, avg \$452
	Taking 6-8 weeks initially reduced to 35 July 2023
$ \longrightarrow $	12% or >



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## FY24 Goals Established

- New Applications Monthly
- New Members
- Avg Actl Mbr Goal = 266
- Sales Event Goal = 2/mos
- Sales Event Cost/Attendee
- Application Time

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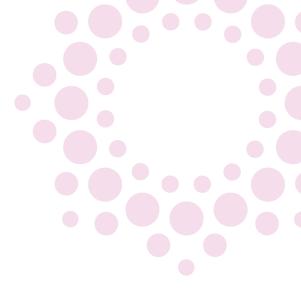
- Members in Benefit
- Monitor Mbr Cancellations
- Monitor Mbr Moves GL

TOP WORK PLACES 2023



Goal 3.2 / mos (38/yr)

- Goal 266 (FY)
- Goal 2 / mos
- \$300 or < attendee</p>
- ⇒ 35 days or <</p>
  - < 12 % mos
  - Assists with budgeting
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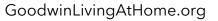
## Process Changes FY2024

- Weekly sales meeting huddles to look at achievement to goals
- Weekly bi-weekly sales / membership huddles to stay ahead of member needs
- Partner with GL Sales team to increase members keeping GLAH that move to Goodwin Living
- Ensure care needs assessed = care being provided to keep care costs in alignment
- Utilize TVA AL to help reduce in-home care costs
- Implemented monthly Delinquent Account meetings to recoup \$200K
- Increase telephonic touch points with healthy members to reduce cancellations
- Open Breezeway Plan to more prospects



## FY2024 FYTD Summary

Role	Metric Description	FY 24 GOAL	Oct	Nov	Dec	Jan	Feb	Mar	Year End	Sparkline	
Sales	New Applications	48/yr 4/mos	6	2	5	7	1	1	23		Just Below Target
Sales	# Applicants that did not qualify for Membership		2	1	1	2	1	2	9		
Sales	Total New Members	38	5	2	2	2	1	7	19		On target
Sales	# Membership Cancellations	n/a	2	o	3	o	2	1	9		
Sales	Net Total New Members (Including Breezeway)	n/a	3	2	-1	2	-1	6	11		
Sales	Average Actual Membership	256	230	231	230	232	231	238			Below target
Sales	# Members Transferred to GL LPC		o	2	4	0	2	o	8		On target
Sales	# Sales Events	n/a	4	1	1	0	1	1	14		On target
Sales	Total Event Costs (includes mailers)	n/a	\$24,621	\$5,888	\$4,465	\$29,741	0	\$3,339	\$11,342		On target
Member Director	Application Time (from signing to approval)	35 days or <	33	29	35	30	32	54	36		Just Above Target
Member Director	% Members in Benefit	< 12%	8%	8%	8%	8%	9%	9%	8%		On target







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## Next Steps Q3-Q4 FY2024

- Weekly sales meeting huddles to look at achievement to goals
- Weekly bi-weekly sales / membership huddles to stay ahead of member needs
- Partner with GL Sales team to increase members keeping GLAH that move to Goodwin Living
- Ensure care needs assessed = care being provided to keep care costs in alignment
- Utilize GHHC as primary vendor of choice in Alexandria, Arlington, Falls Church
- Utilize TVA AL to help reduce in-home care costs
- Implemented monthly Delinquent Account meetings to recoup \$200K
- Increase telephonic touch points with healthy members to reduce cancellations
- Open Breezeway Plan to more prospects



#### FY2023 Performance

#### Q1 - Q2

- Avg Billable Hours = 9455
- Overtime Hours = 4741
- Avg Overtime = 8%

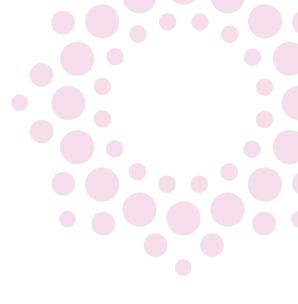
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#### **Other Opportunities**

TOP WORK PLACES

2023

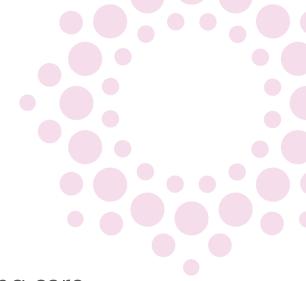
- Residents on Hold are non-billable hours
- Resident Cancelled Hours 100-200 hrs/mos
- Average 35 hrs/mos we were unable to provide service



- **Q3 Q4**
- Avg Billable Hours 8107Overtime Hours = 2358
  - $\implies$  Avg Overtime = 3.6%

## Process Changes Q3-Q4 FY2023

- Weekly team huddle dashboard review
- Weekly leadership meetings



- Leaders attend IDT every week on campuses to identify residents needing care
- Decreased to 1 RN & 1 LPN Supervisors (instead of 2 RN) cost reduction strategy
- Changed staff scheduling from < 24 hours to 3 days for aides
- Reduced overtime as cost reduction strategy
- Enforced cancellations < 24 hours will be billed



## FY2024 Performance Summary

Role	Metric Description	Baselin e FY23	FY 24 GOAL	Oct	Nov	Dec	Jan	Feb	Mar	Yr End Result	Sparkline
HC Mgr	Total # Home Care Billable Hours	105,374	10,460 2,441 wkly	7899	8205	7470	7973	7875		39422	
HC Mgr	# hrs Residents on hold	New	-	4	9	0	3	10		26	
Q HC Mgr	# hrs Residents that cancelled/missed service	606 (5 mos)	1190	232	249	87	90	172		830	
HC Mgr	# hrs No staff available to provide service	173 (5 mos)	311	11	4	3	13	8		39	
Schedulers	# hrs Residents that cancelled service < 24 hrs	606 (5 mos)	1091	15	28	61	7	28		139	
Schedulers	# CNA call outs		n/a	15	10	21	19	11		76	
HC Mgr	# Overtime hours		n/a	163	310	103	408	390		1374	
Auto Calculated			< = 2%	2.1%	3.8%	1.4%	5.1%	5.0%		3.5%	

### FY2024 YTD February

- Billable Hours Averaging 7,885/mos
- Working multiple strategies to increase hours in partnership with other campus leaders
- Opened to seeing clients in Alexandria, Arlington, and Falls Church (January)
- Getting GLAH Referrals
- Seeing an increase in cancelled referrals
- Seeing a significant increase in staff call outs
- Changing hiring strategy

