



Goodwin Living  
At Home



Goodwin House  
Home Care

# GLAH & Home Care Update

4/10/2024

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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



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# 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



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# FY23 Performance

- New Applications Monthly  1.75 avg/mos
- New Members Goal = 36  19
- Avg Actl Mbr Goal = 256  228
- Sales Event Goal = 2/mos  **Achieved**
- Sales Event Attendance  612 total
- Sales Event Costs Monthly  \$20K avg/mos
- Sales Event Cost/Attendee  \$227 to \$1010/mos, avg \$452
- Application Time 6 wks  Taking 6-8 weeks initially reduced to 35 July 2023
- Members in Benefit  12% or >



# FY24 Goals Established

- New Applications Monthly → Goal 4 / mos (48/yr)
- New Members → Goal 3.2 / mos (38/yr)
- Avg Actl Mbr Goal = 266 → Goal 266 (FY)
- Sales Event Goal = 2/mos → Goal 2 / mos
- Sales Event Cost/Attendee → \$300 or < attendee
- Application Time → 35 days or <
- Members in Benefit → < 12 % mos
- Monitor Mbr Cancellations → Assists with budgeting
- Monitor Mbr Moves GL → Assists with budgeting



# 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



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# 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	
Sales	# Applicants that did not qualify for Membership		2	1	1	2	1	2	9	
Sales	<b>Total New Members</b>	38	5	2	2	2	1	7	19	
Sales	# Membership Cancellations	n/a	2	0	3	0	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		
Sales	# Members Transferred to GL LPC		0	2	4	0	2	0	8	
Sales	# Sales Events	n/a	4	1	1	0	1	1	14	
Sales	Total Event Costs (includes mailers)	n/a	\$24,621	\$5,888	\$4,465	\$29,741	0	\$3,339	\$11,342	
Member Director	<b>Application Time (from signing to approval)</b>	35 days or <	33	29	35	30	32	54	36	
Member Director	<b>% Members in Benefit</b>	< 12%	8%	8%	8%	8%	9%	9%	8%	

Just Below Target

On target

Below target

On target

On target

On target

Just Above Target

On target



# 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%



## Q3 - Q4

- Avg Billable Hours - 8107
- Overtime Hours = 2358
- Avg Overtime = 3.6%



## Other Opportunities

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



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# 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	Baseline 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 wklv	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	% OT hours for week (# OT hrs/Total # HC Hrs)		< = 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



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