



Kristine Maciolek • Dycora of Greendale • External Leadership Project

### Introduction:

Since Dycora of Greendale has recently changed ownership, rebranding the facility is crucial to keep a good reputation. The community, especially Milwaukee area hospitals, needed to hear what the Dycora company can offer.

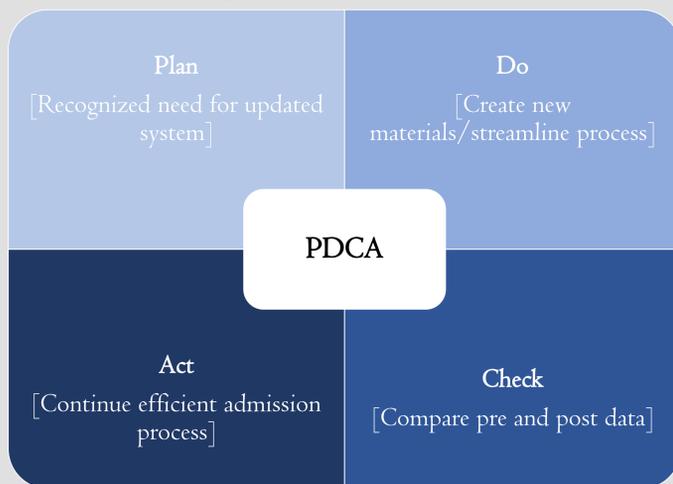
Uniquely, Dycora of Greendale is a 100 bed, short-term rehabilitation facility. High resident turnover requires a large number of admissions. The facility has typically been a staple in Milwaukee market; therefore, referrals were not hard to obtain. However, the Dycora staff needed to be proactive with the transition process to keep the steady flow of referrals.

The transition was a good time to release new marketing materials and streamline the admission process. Customer Transition Coordinators (CTCs) already represent the company in nine hospitals. However, adequate marketing materials for the new company would be beneficial tool. The admission process within the facility also had opportunities for improvement.

### Goals:

- Inform the community of the company transition
- Reassure what services the facility can provide
- Answer individual questions
- Maintain/increase the flow of referrals
- Streamline the admission process
- Provide ready rooms for all new admissions

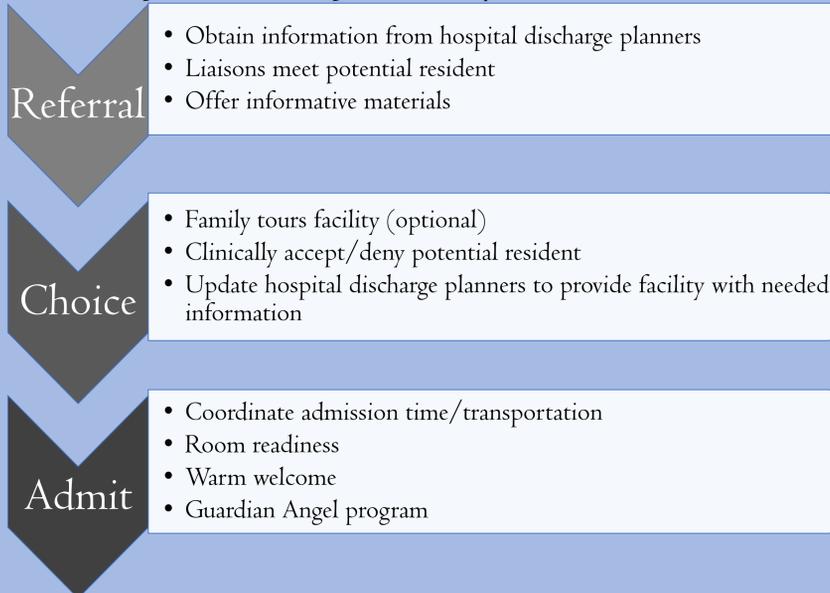
### Methodology:



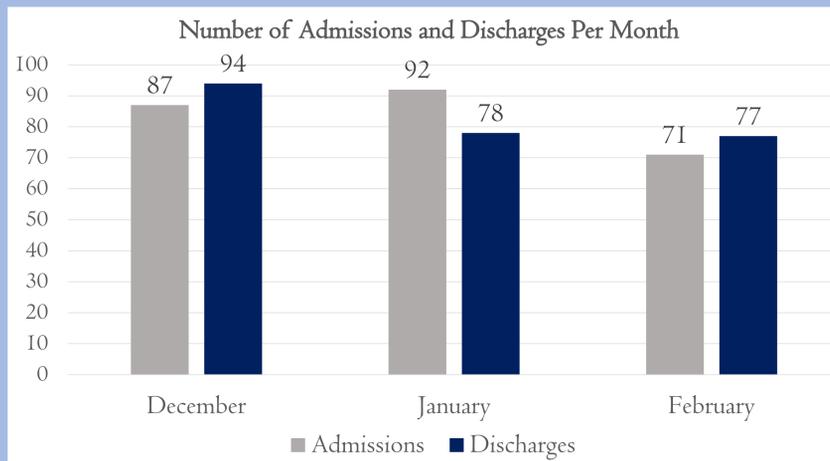
1. Removed old Golden Living materials from circulation
2. Recognized the need for updated informational handouts
3. Asked the CTCs about the current admission process during the transition of companies
4. Surveyed current residents about their admission experience
5. Found substantial data showing the need to streamline the process
6. Updated the facility's admission paperwork
7. Implemented a room readiness process
8. Created an admission checklist
9. Kept track of trends and resident satisfaction with the admission process
10. Continue to answer company transition questions

### Outcomes:

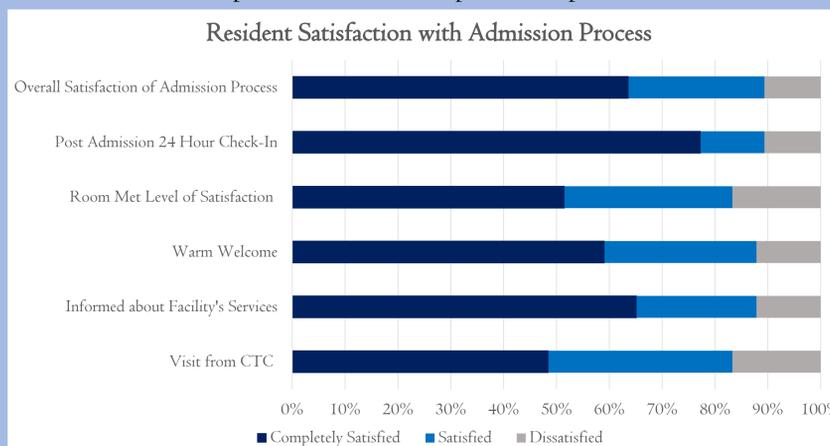
Admission process from hospital to facility:



The entire admission process was streamlined. Since the transition of companies, DycoraSource (referral hub located in Indianapolis), Customer Transition Coordinators, and the Director of Admissions have worked together to raise census while providing excellent customer service. Effective communication is needed consistently throughout the day.



The official transition of companies occurred December 16, 2017; however, new processes are still being put into place. Overall, the number of admissions has decreased. The team has been working with the Milwaukee area hospitals to create new partnerships.



Resident satisfaction with the admission process is the most important aspect. The transition of companies can be confusing for all parties; therefore, keeping the resident and family member involved is critical. Overall, the majority of residents were completely satisfied with their experience. This data does show room for customer service improvement.

### Summary of Success:

Since the facility holds a good reputation in community, the transition of companies raised many questions. The CTCs were able to introduce the company and provide new marketing materials. The strong presence the company has in the area's hospitals brings in more referrals than before.

The streamlining of the admission process caused higher referral turnover rates and customer satisfaction. The team, from the corporate and facility standpoint, know who has certain job responsibilities. There is less time spent asking "who is going to do what, and when?"

Room readiness has been addressed through a checklist completed by the Director of Admissions prior to each admission. The main complaint we have regarding room satisfaction is that there are not enough private rooms.

An admission checklist for the weekend manager on duty also reduced the number of resident satisfaction issues. The facility is clean, rooms are well prepared, warm welcomes are given, and admission paperwork is fully completed.

### Recommendations:

The Milwaukee area has multiple hospitals and the company would like to have a presence in them all. Three CTCs is not enough to cover; therefore, another liaison or equally spreading the wealth out would bring in more referrals and increase the referral turnover rate.

Marketing materials specific to each facility would be the next step. The eight Dycora facilities in Wisconsin have different cultures and amenities. Facility specific marketing materials would make Dycora of Greendale stand out, since we are the only short-term, rehabilitation focused facility within the company.

Small gifts given to the new admissions could also improve resident satisfaction. The team would like the residents to know we value each and every one of them.

24 hour post admission phone calls should be made to the family. Currently, 24 hour check-ups on the resident are done by the assigned Guardian Angel; however, the family should also be involved. The Guardian Angel could obtain the family's contact information and update them on how their loved one is doing.

### Acknowledgments:

- Dycora of Greendale
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- Health Care Administration Professors
- UWEC Learning and Technology Services