

Nebraska Chapter of the Healthcare Financial Management Association

*How Changing Our Focus
Changed Walker Methodist's Future*

January 30, 2020



Agenda

- History of Walker Methodist
- Keys to our Turnaround
- Today at Walker Methodist



History

- Founded in 1876 to serve unwed mothers
- 1945 started serving older adults
 - Celebrating our 75th Anniversary in 2020!



History

- 2013 facing severe financial trouble
 - Negative cash flow
 - No increases in wages for several years and pay cuts for management
- Started as CFO: 4/1/2013
- CEO left 1 week later
- Started as CEO: 9/1/2013



History

- 2013 revenue of \$56 million
- 1,000 Team members
- 12 communities
 - 11 owned
 - 1 managed



History

- Solid reputation for quality care and compliance
- Facilities
 - 2 newer
 - 9 old
 - Needed money to update



History

- Senior Leadership
 - Experience - Skilled Nursing Facilities but not housing
 - No leadership bench
 - No plan for change
 - Risk adverse – lack of action
 - Confidentiality vs. transparency



Keys to Turnaround

- First 12 months
- Make quick, large decisions
 - Stop the bleeding!
 - Reduce costs and increase revenue
 - Create Urgency!!



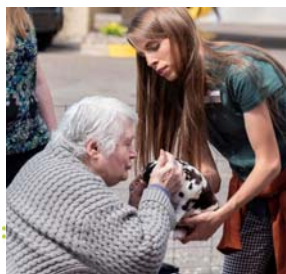
Keys to Turnaround

- First 12 months
- Get the right leadership team
 - Within 3 months changed make up of Executive Team letting 2 senior executives go
 - Hired great leaders
 - Operations and sales and marketing
 - With skills that complement each other
 - Aligned with our new culture
 - Later new CFO and VP HR



Keys to Turnaround

- First 12 months
- Changed focus
 - To: People (customers and team members)
 - From: Compliance and clinical care



Keys to Turnaround

- First 12 months
- Evaluate Operations and sales and marketing
 - With new Leadership in place
 - Set standards and goals
 - Develop new programming and processes
 - Training in customer service
 - Measure and report



Keys to Turnaround

- Year 2 and through present
- Changed Culture
 - Servant Leadership
 - Starting with training executive team
 - Leadership team
 - Front-line team
 - Build on strengths
 - Faith based
 - Smart, caring, dedicated people
 - Rewarding people
 - Incentive plans
 - Recognition
 - Celebrating



Keys to Turnaround

- Develop Mission, Vision and Values
 - Mission, Vision, and Values
 - Strategic Plan
 - 1 to 5 years
 - Guiding Principles
 - To make decisions
 - Based on Mission, Vision, Values and Strategic Plan
 - Board and Senior Leadership
 - Communication Plans



Mission and Values

Life. And all the living that goes with it. Enhancing the lives of older adults through a culture of care, respect, and service.

Respect

Imagination

Collaboration

Vision

As the leading senior services provider, Walker Methodist offers the best place to live and work.



Our Roadmap



Guiding Principles



Keys to Turnaround

- With Better Operating Results
 - Refinanced debt
 - Lowering debt service and improving cash flow
 - Funded capital expenditures to update facilities
- Divested under performing assets
 - Improved Balance Sheet



Keys to Turnaround

- Employee Development
 - Leadership bench
 - Leader forums and training programs
 - Improved quality of leadership team
 - Provide career paths and opportunities



Keys to Turnaround

- Continuous Improvement
 - Best In Class
 - In key areas
 - Financial Results
 - Year-over-year improvement is the goal
 - Personal Development
 - Making better servant leaders
- Start Measuring
 - Customer satisfaction
 - Employee engagement
 - Financial ratios
 - Quality



Keys to Turnaround

- Focus on Future
 - Growth
 - Celebrating success
 - Learn from mistakes
 - Always strive for improvement
 - Progress not perfection

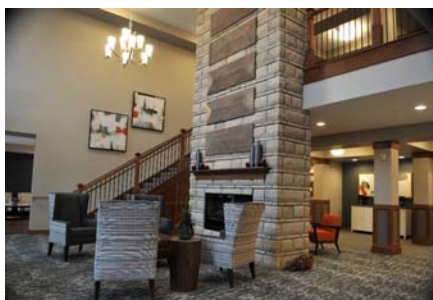


Today

- 2019 Revenue of \$76 million
- 1,300+ Team members
- 18 Communities
 - 12 Owned
 - 7 Managed
 - Three of the managed opened in the last 9 months
- 2 additional communities in 2020 and 4 in 2021
- Recognized in Industry
 - Performance Excellence
 - Industry Experts
 - Best in class programing
- Partnerships



Today



Leadership Development

Congratulations to the 2020 Leadership Development Program participants!

Participant	Role
Haley E	Life Enrichment Assistant
Andrea R	Administrative Assistant II
Ryan A	RN Nurse Manager
Kasey G	Physical Therapy Assistant
Andy Z	Recruiting Specialist
Mindy R	Registered Dietitian
Nikole W	RN Nurse Manager
Melissa B	Culinary Services Supervisor
Courtney H	Registered Nurse
Hodo A	Registered Nurse
Stacy F	Housing Manager
Beth N	Director of Resident Services
Lakia G	Business Office Manager
Maria P	Dining Room Supervisor
Madeline K	Life Enrichment Assistant
Kyrsty L	RN Nurse Manager
Teresa W	Director of Culinary Services
Nicole S	Physical Therapy Assistant



Congratulations

Madeline Kinn, Lead Life Enrichment Assistant at Plaza, and her former professor at Augsburg University, published "Own-age bias and positivity effects in facial recognition" in the academic journal *Experimental Aging Research*.



PANELISTS

Sarah Olson, Vice President Human Resources - Walker Methodist



Sarah Olson is the Vice President of Human Resources at Walker Methodist and has been part of our team since April 2015. As Vice President of Human Resources, Sarah leads her team in supporting Walker Methodist through a consultative, innovative, and adaptable approach to ensure solutions are in alignment with our Mission, Vision, and Values. Sarah is known for building solid business relationships throughout the organization from the Board, to Leadership team, and front-line employees. Prior to her time at Walker Methodist, Sarah worked at Affinity Plus Credit Union, the Science Museum of Minnesota, and C.H. Robinson. Sarah has a Bachelor of Science from University of Wisconsin, Eau Claire and a Masters Arts from Ottawa University, Kansas.

- **Christine Kelly:** Connect Conference by LeadingAge MN "Elements of a Strong Dementia Care Program"
- **Tim Britain:** Gundersen Lutheran's Healthy Aging Conference –Panelist on Dementia Care
- **Mary Ryan & Lynna Crocker:** Presentation at the MN Association of Nutritional and Food Service Professionals



Thank You



Scott Riddle

sriddle@walkermethodist.org

612-827-8380

