

CASE STUDY

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Motherhouse Administration Services

- Operations Review
- Long-term Care
- Retirement Care
- Personnel Supervision
- Building and Grounds Maintenance
- Housekeeping
- Food Service
- Financial Management

Long-term Care Management Services

- Nursing Home Administration
- Infirmiry Management
- Personnel Administration
- Healthcare Consulting Services

“Management turnover, lack of follow-through, and high costs were constant problems...”

— Sister Diane Langford



ZIELINSKI COMPANIES

Partnership Improves Operation of Congregation's Motherhouse and Retirement Facility

The Situation: The Sisters of Divine Providence grew out of a project organized by a French priest, Father John Martin Moye, in 1762. Women who joined the project went into the French villages where they started schools for girls. After the French Revolution, the project stabilized into a religious congregation which became known as the Sisters of Divine Providence. The first foundation in the United States was established in Texas in 1866.

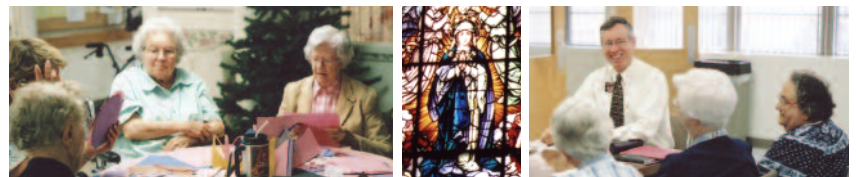
Today at its main facility, Our Lady of the Lake Convent Center, the Congregation operates its general offices, a formation community, a number of independent living communities, and a retirement and licensed skilled nursing center, McCullough Hall Nursing Center, Inc.

For several years, the Sisters had a contract with a major management company to provide oversight and management of maintenance, dietary, and housekeeping services at the Convent and McCullough Hall.

“Management turnover, lack of follow-through, and high costs,” according to Sister Diane Langford, a member of the Congregation's Leadership Council with responsibility for facility management oversight, “were constant problems and sources of operational, staffing, and morale problems.”

The large management company would often bring management personnel into the facility from out of state and then transfer them to another of the company's facilities after only a short period. The Sisters felt their facility was being used as a training site. New managers did not have the time or often the interest to learn the issues affecting the facility's operations and staff or how the Congregation's culture played an integral part in day-to-day management.

The Solution: Sister Diane contacted the long-term care professionals at Zielinski Companies to review the situation at McCullough Hall, as well as the management of the Community's motherhouse—Our Lady of the Lake Convent.



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CASE STUDY

Motherhouse and Long-term Care Administration



“Working with Zielinski Companies has enabled the Congregation to accomplish impressive results related to management of our motherhouse and long-term care facility.”

— Sister Diane Langford



Zielinski Companies conducted an in-depth study of the situation and developed a results oriented proposal which was consistent with the company’s unique management philosophy for long-term care facilities and motherhouses. The cornerstone of this philosophy is that a well managed facility has stable management. This philosophy includes hiring a local individual to oversee the facility, and this individual will not be transferred to another Zielinski managed long-term care facility and/or motherhouse.

Zielinski Companies was selected to oversee the management responsibilities for both McCullough Hall and Our Lady of the Lake Convent Center. The company conducted an extensive, local search for an executive director for the motherhouse operations. Once several qualified local candidates were identified, the Leadership of the Community made the final selection.

The Results: Through Zielinski Companies, the management of the facilities was streamlined. This provided greater efficiency, economies in operational costs, improved morale among the staff, and provided an improved level of care for the residents of both facilities.

In addition, numerous physical plant improvements were identified and completed. The facilities’ computers, for example, were upgraded and networked, and the clinical software was updated. Business Office procedures were reviewed and improved, and the budgeting process was also refined.

An effective staff retention program was initiated at McCullough Hall which featured regular small group employee meetings. All of the personnel policies were rewritten. Overall, staff turnover was drastically reduced.

Zielinski Companies helped to bring the facility into HIPAA compliance—both the security and privacy sections. Finally, Zielinski Companies helped to greatly increase the level of third-party reimbursement. Zielinski Companies operates under the philosophy that every dollar received from these sources is a dollar less that has to come from the Community’s treasury.

Zielinski Companies established a solid working relationship with the Congregation of Divine Providence, and this relationship has been modified several times over the years. What began as a comprehensive management contract for both the motherhouse and long-term care facility has efficiently evolved into a comprehensive management consulting relationship.

“Working with Zielinski Companies,” according to Sister Diane, “has enabled the Congregation to accomplish impressive results related to management of our motherhouse and long-term care facility.”



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