

## Management Case Study of Washington, DC Area CCRC

### Overview:

Provided interim oversight management through leadership succession at the onset of COVID.

### Challenge:

This non-profit campus had two locations that were failing to meet the lender covenants. They were averaging a census of 50% and were experiencing turnover with CEO/NHA level management and the Director of Nursing. These problems were evident even prior to COVID, which came later in the engagement.

### Solution:

Long Hill quickly assessed the property for the Board of Directors and determined a crucial need for stable, focused leadership. It initiated a complete review of clinical processes and systems and initiated COVID preparedness policies to help prevent infection and transmission. Long Hill then implemented best practices, trained the on-site team and managed marketing and sales performance.

### Results:

- Went from failing prior year lender covenants to exceeding them the following year (thus avoiding a contractually enforced receivership).
- Named "Best Nursing Home in Washington, D.C.", by U.S. News & World Report after Long Hill interim management.
- Long Hill interim management enabled the board to consider leadership succession and better make strategic decisions.
- Established business development systems, processes and a CRM, and launched a new website, blog and e-book.
- Inaugurated an advertising campaign, sales training program and hired business development personnel.
- Experienced no COVID deaths during the Long Hill tenure due to newly created processes to better communicate and mitigate infection exposures.

