

Achieving speed, spread, scalability and sustainability in life plan communities: Two case studies

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Ray Johnson

Managing Principal, Caldwell Butler & Associates, USA

Ray Johnson is Managing Principal of the High Impact Practice providing a wide array of aggressive margin improvement strategies and implementation coaching for large, complex projects, process or change initiatives. As a former Hospital Corporation of America hospital CEO and CEO of a management company serving the seniors' market, Ray brings a unique set of skills and experiences in operations improvement, growth, physician-health system integration and strategy optimisation to the field. He is an expert in identifying the root causes of issues and translating complex problems into clear, actionable steps that align with strategic goals. Known for the ability to build high-performing teams that adapt to change quickly and are inspired to increase patient satisfaction, improve outcomes and margins, Ray leads with a keen understanding of how to add value through eliminating waste and enabling technology. With over 30 years of healthcare experience, Ray brings expertise in healthcare operations for hospitals and health systems ranging in size from 25 beds to a multi-hospital system including academic and community hospitals. He has served in senior living leadership positions as well throughout his career in healthcare. He served as chairman of a risk retention insurance company that provided general and professional liability insurance to the senior living provider market and is a licensed nursing home administrator. Ray received his MBA in marketing and management from the University of North Florida and BS from the University of Florida.

Caldwell Butler & Associates, 110 Dogwood Dr., St. Augustine, FL 32080, USA

Tel: +1 901-219-4995; E-mail: rayj@caldwellbutler.com



Bruce Chittenden

Chief Financial Officer, John Knox Village, USA

Bruce Chittenden has been CFO for John Knox Village, a Life Plan Community in Pompano Beach, Florida, since 2016. Prior to that he was CFO for Army Residence Community, San Antonio, Texas, for 18 years; an auditor for KPMG and an infantry officer in the US Army. He has a BS in animal science from Texas A. & M. and a BS in accounting from the University of Texas at San Antonio.

John Knox Village, 651 SW 6th Street, Pompano Beach, FL 33030, USA

Tel: +1 954-783-4072; E-mail: bchittenden@jknvfl.com



Stephen P. Fetyko

President and CEO, United Methodist Retirement Communities, USA

Steve Fetyko has approximately 25 years of acute healthcare, auditing, senior housing and health service management experience. He currently serves as President and CEO for United Methodist Retirement Communities (UMRC) and Porter Hills (PH). He served as vice president and CFO of UMRC since 2014 and as Interim CEO since November 2018 until the affiliation between UMRC and PH finalised on 1 March 2019. In his CEO role, he has responsibility for all aspects of operations and strategy for UMRC and PH. In his CFO role Steve has overseen the finance, accounting and information technology functions of UMRC as well as several of its affiliate organisations before taking on interim CEO responsibilities in fall 2018. During his tenure, the organisation added housing and services to one continuing care retirement community, entered into a home care partnership as well as developed two Programs of All-Inclusive Care for the Elderly (PACE) before completing an affiliation with PH in March 2019. Prior to joining UMRC, he served as senior vice president and CFO at Memorial Healthcare in Owosso, Michigan and was responsible for all finance, accounting and billing functions as well as the employed physician group and all outpatient operations. This included negotiating all third-party payer contracts. Previous

experience includes serving in various finance management roles at the University of Michigan Health System, including inpatient and outpatient operations, as well as serving as an auditor focused on the senior living and non-profit sectors with the firm of Plante and Moran. In addition, he has served on multiple boards for community organisations. He currently serves on the board of the United Methodist Association, LeadingAge Michigan, Life Circles PACE and Tandem365. In the past has served with Thome PACE (treasurer), Huron Valley PACE (treasurer), the Chelsea Chamber of Commerce and Senior Care Resources. Steve holds a bachelor's in business administration and a master's in public administration with a healthcare administration concentration from Eastern Michigan University in Ypsilanti, Michigan. He is also a certified public accountant in Michigan.

United Methodist Retirement Communities, Inc., USA
Tel: +1 734-433-1000 ext. 7511; E-mail: sfetyko@umrc.com

Abstract The aim of this paper is to show how a focused 100-day workout will develop middle managers to become more accountable in achieving margin improvement of 0.5–1 per cent or greater. The reader will take away strategic questions that can be asked of the executive team.

KEYWORDS: margin improvement, leader development, change management

INTRODUCTION

This paper identifies the case studies of two Life Plan Communities that have achieved significant margin improvement utilising the Caldwell Butler & Associates (CBA) Change Agent approach using the 100-day BURST improvement workout.

John Knox Village (JKV), located in Pompano Beach, Florida, is the second largest Life Plan Community in the State of Florida. It has 653 independent living units (ILUs) 194 skilled nursing beds using the Green House Model. The Skilled Nursing Facility (SNF) consists of 49 rehab beds, 10 hospice beds and 136 long-term care beds. There are 64 assisted living units plus a Home Health Agency. The community plans to add 150 ILUs in a 15-storey complex that will be funded by initial entrance fees and long-term debt. Using CBA's BURST improvement, JKV realised an improvement of US\$1.2m in two workouts.

United Methodist Retirement Communities-Porter Hills (UMRC-PH) located in Chelsea and Grand Rapids, Michigan, affiliated in March 2019. These combined communities created a US\$150m organisation that served seniors in 22

counties across the Lower Peninsula of Michigan. The organisation has a total of 1,084 ILUs, 110 memory care units, 306 assisted living units and 186 skilled nursing beds. Additionally, there is a Home Health Agency, four Programs of All-Inclusive Care for the Elderly (PACE) Centers, a hospice and a Care Navigation Center. The combined organisations and their respective affiliates employ 1,300 people, serving more than 4,600 older adults through 24 services lines. Utilising data from Top Performer Surveys, the two communities identified significant changes that helped them improve their margin of the two communities. UMRC achieved just under a US\$500k-margin improvement in 100 days.

Significant issues for each community

JKV (Figure 1):

1. An aggressive yet innovative growth strategy that demanded over US\$800m in capital over 25 years.
2. Financial Performance was not at the level required to accomplish growth strategy.

John Knox Village Consolidated Statement of Operations		
	Fiscal Year Ended Dec. 31 (Audited)	
	2018	2019
Core Service Revenue:	\$47,944,429	\$49,971,428
Core Service Expenses:	\$51,748,458	\$53,372,228
Core Services Expense	(\$3,804,029)	(\$3,400,800)
Over Revenue		
Total Other Operating Revenue	\$17,463,647	\$22,228,608
Total Other Operating Expenses	\$4,110,191	\$7,580,081
Excess Revenue Over Expenses	\$306,162	
\$4,179,281		

Source: Official Statement: City of Pompano Beach, FL, Oct. 22, 2020, Revenue & Revenue Refunding Bonds; John Knox Village Project; Series 2020, Page A-27.

Figure 1: JKV consolidated statement of operations

3. Subpar and improving cash losses required breakthrough results.
4. Traditional consultation models (consultants who come in, do an analysis, provide a report with recommendations to the executive team, they do not guarantee their fees and leave) over the past two years did not achieve the results required.

UMRC-PH:

1. Affiliation and integration of the two Life Plan Communities: these two organisations affiliated in March 2019.
2. Culture growth in the affiliation of the two organisations: with the affiliation, a new organisational culture is developing that will be defined over time to reflect the best of each community's current culture.
3. Improved financial performance in the organisations would bring
 - a. benefits to team members
 - b. attain a higher Fitch rating

THE CRITICAL TOP PERFORMER QUESTIONS ASKED OF THE EXECUTIVE STAFF OF EACH COMMUNITY

As each of the two organisations prepared for the burst improvement 100-day focused workout, the following critical questions were asked of the two leadership teams:

1. What methods are currently being used to achieve speed and magnitude of results?
2. Is the status quo an option?
3. If the status quo is not an option, then what methods will the organisations deploy to get to where the communities need to go?
4. Would the use of current national research of top-performing organisations be of interest in charting the course for the organisations' future?

The communities were then asked what their change capacity was, did they have to initiate/refine their accountability structure, had they defined their strategic focus and communicated a theme, what did their transparency look like and were they able to

track and validate their return on investment. Additionally, they were asked about how the executive team developed leaders. A deeper dive into these questions follows.

ACCESS CHANGE CAPACITY

Each organisation was asked: what is your change capacity?

1. What are the most important performance issues that need to be addressed in the next 100 days (four months)?
2. What percentage of the managers are currently engaged in implementing change?
3. Are the goals established tangible/measurable?
4. Is success clearly defined?

Establish an Accountability Structure

1. Is there a systematic way of making progress or is its absence visible for all middle managers?
2. Is the senior leadership instantly aware when initiatives go off-track?
3. Has the executive leadership explicitly mandated action targets?
4. Does the organisation have a tracking system that maps changes to the goal and budget?
5. Is change safer than the status quo?

Initiate Focus and Communications

1. Are managers saying they are overloaded?
2. Is there disagreement over what needs to be completed next?
3. Are initiatives competing for time and resources?

(Note: senior leaders routinely rate director/manager confidence significantly higher than they rate themselves.)

REAL-TIME TRANSPARENCY/ VALIDATION

1. Has the organisation developed a system for tracking improvements on a uniform and real-time basis?
2. Does the system promote accountability?

3. Does it facilitate the mapping of change to a cost centre?
4. Has the leadership assigned a finance liaison to coach managers?

MENTORING SUPPORT LEADER/ DEVELOPMENT

1. Who in the organisation has the skill and capability to mentor people through the inevitable objections and resistance to change? (Note: it is not a performance improvement (PI) role.)
2. Does the organisation have the right support structure?
3. Has the leadership team invested in developing managers and developed their mentoring skills?
4. Has the organisation publicly rewarded those managers who are relied upon to mentor others?

Both Life Plan Communities engaged CBA to help them achieve their strategic goals. CBA has shown real results in the first 30 days. Organisations see a 0.5 per cent (to 1 per cent improvement in total operating expenses every 100 days while controlling for quality, develop leaders to sustain change (called L.E.A.P), help connect the dots of existing initiatives and resources to drive implementation, utilise over 190,000 ideas searchable database of proven change concepts and have access to CBA's embedded tools (seven categories of waste, 18 lean change concepts and rapid cycle testing module).

THE 100-DAY WORKOUT LEADER ACCOUNTABILITY STRUCTURE: WHAT IT IS AND WHAT IT IS NOT

CBA's 100-day workout is not an initiative or a project, nor is it a PI method or a replacement for one.

What it is, however, is an accountability structure that produces speed to implementation of most current initiatives,

provides accountability for rapid changes, breaks the status quo and complements existing PI methods. Additionally, it is a leader development approach for middle managers that will grow their ability as change agents, generate confidence and enthusiasm among them versus fear — common among other approaches — and provide for sustainability over the years.

SENIOR LEADERS IN TOP PERFORMING ORGANISATIONS

Figure 2 shows that from a database of 140 healthcare systems that have over 193,000 changes and US\$3bn in chief financial officer (CFO) validated margin improvements, top-performing organisations' top quartile makes 2.3 changes per month compared with lower performing organisations' 0.1. Another way to say this is that for every 1 change a low-performing organisations makes, the top performer makes 23 changes. The manager must commit to making two changes per month to achieve a margin of success.

CBA's 100-day workout is a BURST method versus the traditional incremental

PI methodology. With the BURST method, you will see margin improvement of 0.5–1 per cent every 100 days (Figure 3).

ACHIEVING TOP PERFORMER GOALS

The following points help an organisation achieve top performer goals:

- De-bureaucratise decision-making to the lowest level of knowledge (middle managers) which will eliminate 'vetting' an idea by senior leaders so that the focus is on developing their managers.
- Add the number of changes per manager per month to the board and chief executive officer's (CEO's) scorecard.
- Convert monthly department manager meetings to a 2-hour change accountability check-in meeting.
- Integrate existing initiatives into the check-in meeting to save managers' time, increase visibility and accountability.
- Develop/acquire real-time tracking of change results.
- Provide each director and manager with 2 hours of mentoring per month from experienced change agents. (Note: not PI.)

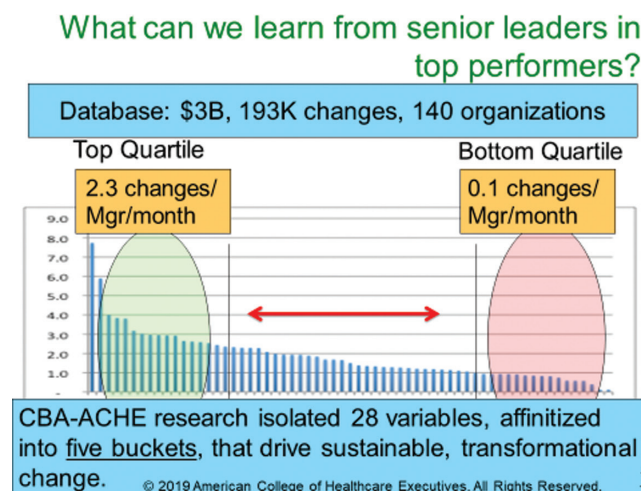


Figure 2: CBA database: JKV Presentation June 19, 2021

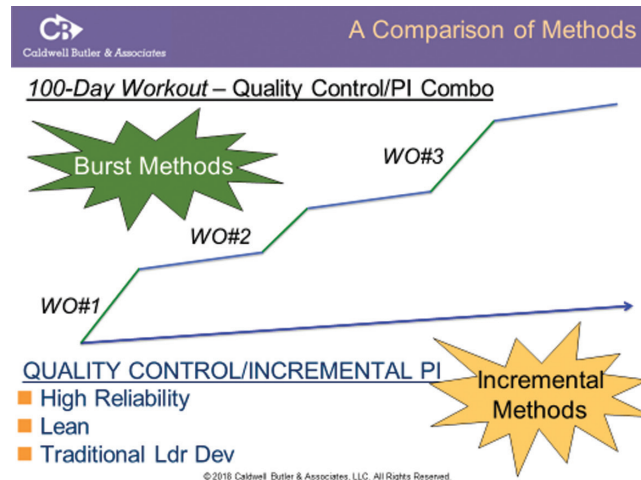


Figure 3: BURST improvement vs. incremental methods; UMRC-PH Presentation Aug. 28, 2019

TRANSFORMATIONAL MANAGEMENT SYSTEM TO DRIVE SPEED, SPREAD, SCALABILITY AND SUSTAINABILITY

A model that begins with a set of Idea Playbooks. It then establishes a focus by which an all-leader accountability model that is called that 100-day workout. The workout is structure based on the national research of Top Performing Health Systems, which include a number of Life Plan Communities and other senior living providers. This workout provides the framework for frontline leader change. Strategic imperatives are translated into Idea Playbooks on the basis of the core process that crosses multiple initiatives. The workout provides content, subject matter experts, process goals that the frontline leaders initiate and implement the changes required in the context of their responsibility and expertise.

IDEA PLAYBOOK

By having a structured, disciplined accounting process, the executive team is able to set expectations to report two completed changes each month (Figure 4). A change is defined as taking effort and impacting a cost centre. Additionally, by converting the monthly departmental managers' meeting

into a 2-hour accountability check-in report, the executive team continues the structured approach for the 100-day workout. Key to the success of the workout is the mentoring that each middle manager receives each month, consisting of 2 hours by a CBA mentor. Equally important is the real-time tracking of results from the middle-manager level that is rolled up to the CEO level using CBA'S EXCEerator. EXCEerator is an online tracking system that provides up-to-date results of the number of changes made and the dollar impact of those changes.

Many organisations look at projects as if in a bucket. The focus is on one project at a time — such as linen utilisation, resident activity, lost or missing charges, resident unit turnover — or any number of project-driven items. CBA uses a more strategic view of looking at one workout focusing on waste, another on staffing and supply chain and a third on improving resident experience. Low performers think of projects and initiatives, whereas high-performing organisations harness the change capacity of the independent manager. As identified earlier, for every one change made by a manager in a low performer, a manager in a high-performing organisation will make 23 changes.

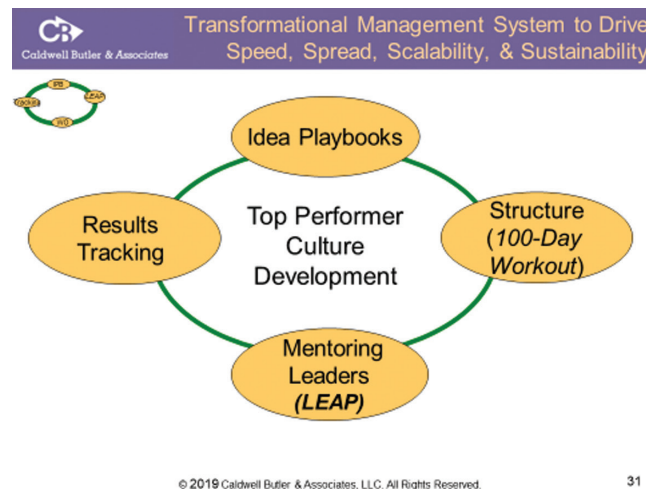


Figure 4: Idea playbook driving speed, spread, scalability and sustainability: C. Butler, "Frontier of Health Services Management, Vol. 27, No2, pp 3-17

THE 100-DAY WORKOUT

This focused workout is simple in its structure. There is a kick-off where the goals and objectives of the workout are identified. Breakout sessions are utilised, and the managers focus on a significant area such as quality waste recovery, in-quality staffing, resident satisfaction or any other area where the executive team feels attention is needed; perhaps, it would be in growth and market leakage, supply chain process integration or revenue cycle issues. Additionally, the managers are coached on how to use the online tracking system and how to input the changes they will be making in EXCEerator.

Then there will be a 30-day check-in, with a review of the number of changes made by each manager and highlighting one of the managers who has made successful changes. This check in is no longer than 2 hours. Success on the two changes per month per manager is celebrated, and it becomes contagious among the other managers.

Next, a 45-day structured review with individual managers and their respective VPs is held. The purpose of the 45-day review is to see what, if any, obstacles exist in the way of making changes. This also is important for

the VP to understand some of the changes being made by the manager.

Next a 60-day review occurs, utilising the same process used in the 30-day review. The same format of celebrating the success of the manager making the most number changes or an innovative change is followed. In addition, a manager can be highlighted for 'lesson learned' where a change was attempted, but was not successful. The check-in is meant to be fun and to continue getting people on board.

The next check-in is at the 90-day mark. Again, this check-in is normally a celebration of the team achieving its financial goal and recognition of those managers who have successfully implemented two changes per month. This process will highlight those achievements and likewise highlight those managers who have not completed the required changes.

At this 90-day check-in, the kick-off for the next 100-day workout will take place.

The 100-day workout is focused on strategic goals of the organisation rather than one project at a time. The workout brings everyone together to identify the changes made during those 100 days which support the strategic objectives (Figures 5 and 6).

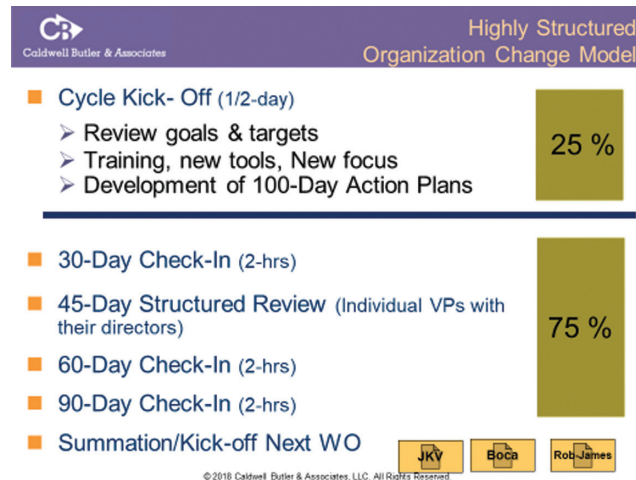


Figure 5: Structured change model: JKV Presentation, June 19, 2018

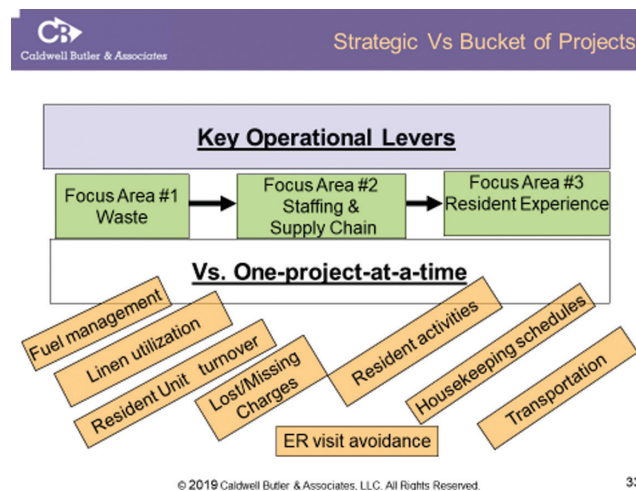


Figure 6: Strategic focus: Presentation UMRC-PH, Aug. 28, 2019

Crucial to a top-performing organisation's success is the number of changes made by each manager. The goal of two changes per manager per month is outlined in this chart. For every 1 change by a low-performing organisation, a top-performing organisation's middle manager makes 23 changes during the same time period. The process of requiring two changes per month helps the middle manager to become an effective change agent. This process also provides for a margin improvement of 0.5–1 per cent every 100 days (Figure 7).

Additionally, the 100-day workout provides for better utilisation of time with the executive staff and middle managers. Rather than having multiple meetings, the workout brings everyone together to focus on accountability, early problem resolutions and coordination of effort (Figure 8).

LEADERSHIP EFFECTIVENESS AND ACCOUNTABILITY PROGRAM (LEAP)

Over the 100-day workout, the process of holding each middle manager responsible

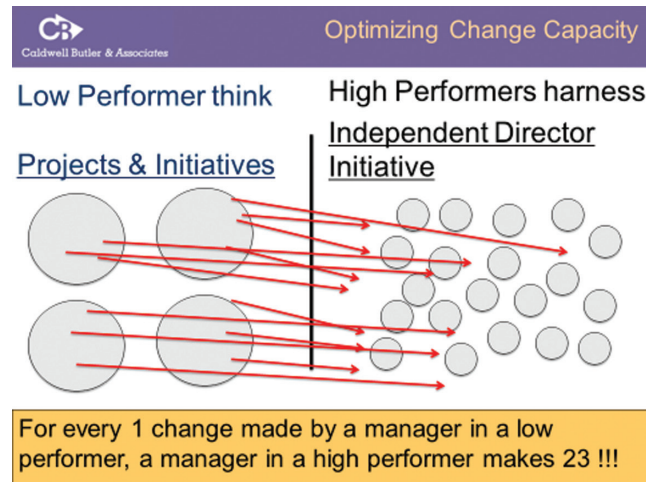


Figure 7: Optimising change capacity: C. Butler, *Frontier of Health Services Management*. Vol. 27, No.2, pp 3.17

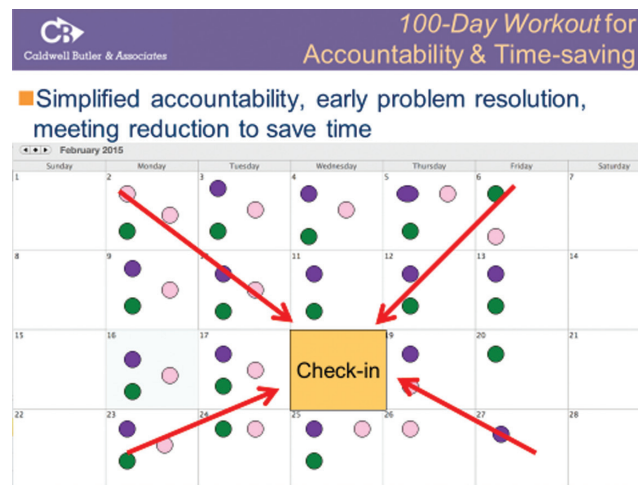


Figure 8: Time efficiencies; JKV Presentation, June 19, 2018

for making two changes per month or eight changes over a 100-day workout will indeed make managers more effective change agents. As previously stated, middle managers of top-performing organisations will be making 23 changes for every 1 change lower performing middle managers make. The process of requiring the managers to make a change gets the manager out of their comfort zone. This then makes the manager more aware of how they can make necessary changes which will improve the margin and effectiveness of their area of responsibility.

During the workout, it will become very obvious as to which manager will be an effective change agent. The data will show which manager has been making the changes versus the manager who has just been giving lip service. What makes LEAP so successful is that four to five individuals will shine in workout one regarding the changes made in that workout. For the next workout, these individuals will then be made team captains, who will be in charge of the team. A dollar amount for each team is established for that team to achieve. The team members

are a cross-section of other department managers. Then each LEAP team must make two changes per month per manager, as a group, to reach the financial goal assigned. This process is utilised for subsequent workouts, where top-performing change agents for each workout are identified. What is interesting in this process is the collaboration and interdepartmental changes and improvement in systems efficiencies that come about (Figure 9).

Top performer survey

CBA, in conjunction with the American College of Healthcare Executives, has developed a Top Performer Survey. The survey consists of 34 questions. The first six questions are demographic in nature, asking for information about the respondent's area of responsibility. The other 28 questions identify five dimensions: Collaboration, Speed to Action Plans, Financial Impact of Changes, Accountability and Speed of Implementation and Right Focus and Right Priorities. These five areas are based on the structure and culture of the organisation. (Figure 10).

Both JKV and UMRC-PH executive teams and middle managers took the Top

Performer Survey. The results are shown in Figures 11 and 12.

Additionally, Figure 13 shows the results of a CBA client who has completed four workouts and the growth in the five crucial functions of that organisation.

The JKV survey showed that they had opportunities for growth in four crucial areas: Collaboration, Speed to Action Plans, understanding Financial Impact of Changes and Accountability. Likewise, UMRC-PH survey showed opportunities in Collaboration, Speed to Action Plans and a better understanding of Financial Impact of Changes. Additionally, the community has the ability to show growth in Right Focus and Right Priorities.

The results of the survey were used by the two organisations to help set the objectives of the 100-day workout each participated in. While a second survey has not yet been conducted, it is anticipated that similar results as shown in Figure 11 will emerge. In fact, at the second 100-day workout, the JKV executive team felt that the growth realised in Collaboration was a significant reason the community achieved a US\$1.2m improvement. To quote Bruce Chittenden, CFO at JKV, at the conclusion of the second 100-day workout, 'Had we not saved one



Figure 9: LEAP-UMRC-PH Presentation Feb. 25, 2020

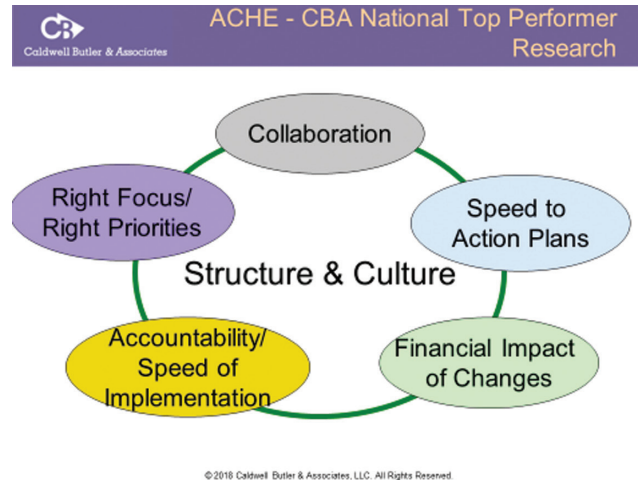


Figure 10: Five Important Factors: C. Butler, *Frontier in Health Services Management*, Vol. 27, No.2, pp 3-17

dime, this process has been worth it due to the improved Collaboration among the middle managers — BUT — Thank God we had the savings!’

SURVEY QUESTIONS ASKED IN BOTH COMMUNITIES

Listing all 34 questions would be too long for this paper; however, here are a few of the questions asked that relate to the five dimensions listed in Figure 10. The rating scale is 1–5, with 1 being the lowest and 5 being the highest.

Question 6 of the survey deals with the Dimension of Right Focus, Right Priorities: ‘The senior leadership has clearly laid out the goals and metrics that help me focus on the desired outcomes of performance improvement activities and success is always clearly defined’. Question 22 relates to the Dimension of Interdepartmental Collaboration: ‘Most of the time, my department primarily conducts performance improvement efforts within our respective area of direct control (note: lower is better)’. Question 25 relates to the Dimension of Speed to Action: ‘If someone has an idea on how to improve a work process, our culture makes it relatively easy to test the

proposed change and experiment to see if it works’. Question 27, also under Speed to Action, asks, ‘In our organisation, it is all right to try an idea even if it does not work the first time. There are generally no consequences for a failure’. Question 28, on the Dimension of Speed to Action and Accountability, asks, ‘As an organisation, we are generally very fast at implementing proposed changes in work processes’. Question 31 relates to the Dimension of Financial Impact of Change: ‘When working on performance improvements projects, tangible financial gains are tracked, measured, validated and the information is made readily available to all those involved in the project’. Question 34 asks, ‘Please add any comments that you feel would clarify any answers above related to performance improvement efforts in your organisation’. Every comment that is made is shared with the executive team and the middle managers on the first kick-off.

The responses were compared to the database of Top Performer Survey, and the results for JKV and UMRC-PH were shared with their executive teams. Figures 11 and 12 show the results for JKV and UMRC-PH, respectively, and how the middle managers responded. It is important to note that

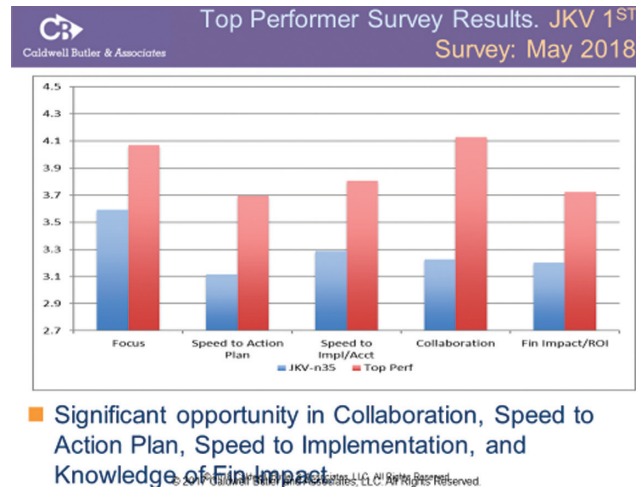


Figure 11: JKV survey results

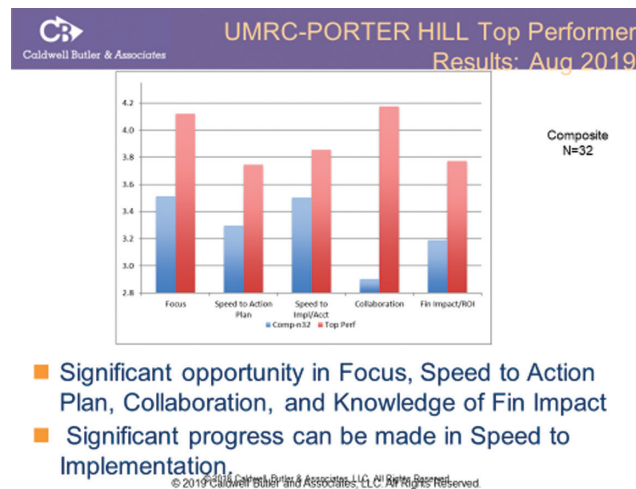


Figure 12: UMRC-PH survey results

when an organisation has a response rate of 21 per cent or greater of the respondents taking the survey, the results are statistically significant. There is no right or wrong answer to the questions asked. The survey does point out where the organisation stands at the time of the survey. What is more important is how the responses track over future workouts, as shown in Figure 13. This organisation had a CFO-validated margin improvement of US\$55m, which happened to be approximately 5 per cent of the organisation's budget.

RESULTS

JKV

As shared in the introduction, JKV's goal was a US\$1.2m improvement over 200 days (two workouts). The goal for the first workout that JKV completed was US\$500,000. The result was US\$674,000. The stretch goal for the second workout was US\$700,000, of which US\$674,000 was realised. Bruce Chittenden, CFO for JKV, told the board at the September 2018 meeting: 'We are doing better today than any time in the past 7 years!' (Figure 14).

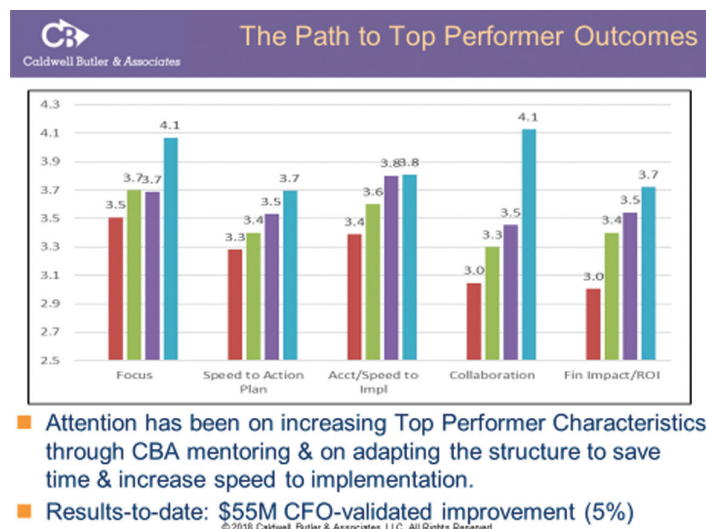


Figure 13: CBA client survey results over four workouts

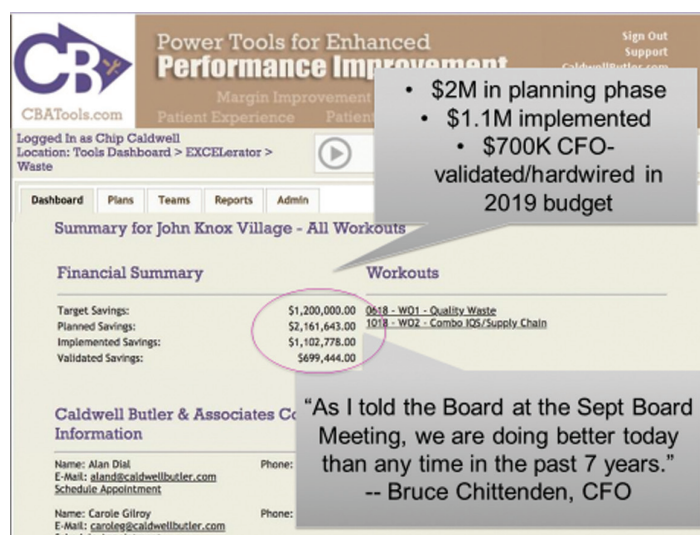


Figure 14: Results for JKV

Figure 15 shows the results at the 30-, 60- and 90-day time period. The chart shows that tracking the number of plans entered at the end of 90-days, 50 per cent of potential plans were entered. The number of plans implemented over 90 days was close to 40 per cent, and 56 per cent of the plans qualified. As noted in Figure 15 JKV achieved in first workout a CFO-validated savings of US\$674,000.

According to Chittenden, as a result of CBA's workouts, JKV achieved a number of Cultural Changes (Figure 16). The changes were improved cross-departmental conversation, executives who empowered employees, employees who are now held accountable and responsible and, perhaps most importantly, JKV is now focused on being efficient.


 WO1 - Summary of Progress				
Status	30-Day	60-Day	90-Day	Summation
# Plans Entered % to w/o Target	86/320 27%	136/320 43%	165/320 50%	182/320 57%
# Plans Implemented	43/80 (54% of target for 30 day)	61/164 (37% of target for 60-days)	95/246 (39% of target for 90-days)	112/320 35%
# Plans Quantified	33 14%	70 21%	93 56%	99 31%
Avg Plans/Participant	1.98 Enter 0.95 Complete	3.3/4 75% Complete	4 /6 67% Complete	4/8 50%
Estimated Savings	\$378,787	\$1,357,545	\$1,564,037	\$1,615,013
Implemented Savings Validated Savings	\$292,452 \$95,096	\$687,853 \$376,959	\$829,708 \$570,683	\$877,685 \$645,264

Figure 15: JKV first workout.

Source


 WO2 Progress Report				
Status	30-Days	60-Days	90-Days	Summation
# of plans entered % to WO target	85/312 40%	145/288 50%	195/288 68%	252/304 83%
# of plans implemented	36/94 38%	73/145 50%	100/288 37%	155/252 62%
# of plans quantified	47/94 50%	67/145 46%	85/288 46%	105/250 42%
Average plans entered/ participant	2.15	4.02	5.4	6.63
Average plans completed/participant	0.92	2.03	2.78	4.07
Estimated Planned Savings	\$846,735	\$1,053,129	\$1,129,240	\$1,649,087
Validated Savings	\$54,180	\$158,858	158,858	\$597,939

Figure 16: JKV second workout

Postscript

On 29 October 2020, JKV and HJ Sims — the investment banker — successfully closed on US\$77.6m City of Pompano Beach, Florida Revenue and Revenue Refunding Bonds, with an all-in true interest rate of 3.93 per cent and a maximum maturity of 30 years. This financing by HJ Sims allowed the community to develop a new community pavilion, including dining

facilities and related amenities, a new lake, additional parking spaces and a new central energy plant.

UMRC-PH

As Figure 17 shows, UMRC-PH had 98 per cent of the targeted plans identified, of which 70 per cent were implemented. Of those implemented plans, a little over


 Summary of Progress				
Status	30-Days	60-Days	90-Days	Summation
# of plans entered % to WO target	128/464 28%	363/464 78%	417/464 90%	456/464 98%
# of plans implemented	35/128 27%	180/228 79%	253/342 74%	327/464 70%
# of plans quantified	55/128 43%	175/228 77%	214/342 63%	247/464 53%
Average plans entered/ participant	2.0	6.26	7.07	7.34
Average plans completed/participant	0.55	3.10	4.29	5.27
Estimated Planned Savings	\$310,905	\$440,746	\$659,454	\$724,524
Validated Savings	\$12,000	\$182,322	\$274,334	\$471,848

Figure 17: UMRC-PH summary of progress

Source:

50 per cent were validated. With the goal of two changes per manager per month, the middle managers of UMRC-PH achieved roughly seven plan changes per manager per month. The estimated saving was US\$724,500, with CFO validated at US\$471,800. UMRC-PH had started its second 100-day workout when COVID-19 hit the country, and the community had to cancel any further involvement with CBA. Steve Fetyko, President and CEO, still plans to have a second workout with the CBA team. The target date is late 2020 or early 2021, depending upon the status of COVID-19 impact to the community where non-staff and residents were allowed to enter the community.

CONCLUSION

1. There is no question as to the success that JKV and UMRC-PH achieved using CBA's focused 100-day workout. The results of the Top Performer Survey with both organisations showed where growth in Focus/

Right Priorities, Collaboration, Speed to Action, Financial Impact of Changes and Accountability/Speed of Implementation impacted the culture of each community. Utilising the survey and the two changes per month per manager resulted in significant growth in their respective middle managers becoming more effective change agents. Each community saw financial improvement. Steve Fetyko stated, 'The work we conducted with CBA in our 100-day workout reinforced and supported a culture of continuous improvement and experimentation on new solutions/processes. Having spent the four months prior to COVID directly engaged in work supporting that type of culture prepared us to be able to increase speed of implementation with the constantly changing regulations during COVID and has provided skills sets in our managers to help their teams manage through constant change while also adapting all practices and processes to the new realities in a pandemic'.

2. Significant takeaways from both communities:
 - a. A focused and structured 100-day workout works.
 - b. Having team members in the 100-day workout make two changes per month per manager has prepared them to adapt to change quickly, especially in a COVID-19 environment.
 - c. The importance of mentoring middle managers to become effective change agents cannot be over emphasised.
 - d. Real-time tracking system is critical to holding managers accountable.