



Cottonwood Court Case Study

Though Cottonwood Court had once enjoyed a fine reputation and high occupancy rates, more recently it hit a rough patch. For three years, this assisted living and memory support community, designed to serve 165 residents, failed to maintain its standards. Consequently, its reputation for quality tumbled.

Poor programming, inadequately trained staff, and weak facility maintenance all conspired to create a steady downward slide. The community even received multiple citations. Decreased occupancy was a natural consequence, and nearby communities, several of which were running at or near capacity, no longer considered Cottonwood Court a significant competitor.

Clearly things had to change, and the sooner the better. Cottonwood Court's owners, Fresno Millbrook LLC, brought in Seniority for the turnaround, and Seniority rolled up its sleeves and got right to work.

Fully aware that strong, consistent leadership would be critical to Cottonwood Court's success, Seniority set about putting this in place. Seniority immediately conducted a search, and soon hired an executive director with the strong team-building skills and extensive experience needed to begin the rebuilding process. Additionally, Seniority developed a turnaround plan, which included carefully evaluating the skills of each member of the leadership team and bringing in new key managers.

Over the following months, Seniority made substantive changes. These included:

- Restructuring and reorganizing staff throughout the community
- Creating new, realistic operating budgets
- Initiating electronic spend-down procedures
- Creating and implementing more effective and consistent staff training programs
- Delivering new and improved training for administering medications
- Reorganizing the medication room for a safer, more intuitive and more efficient operation
- Creating new policies, procedures, operating standards and reporting systems for greater consistency and accountability throughout the community
- Developing efficient accounts payable procedures
- Implementing performance surveys for residents and employees to ensure continued satisfaction and ongoing improvements
- Re-licensing the community
- Creating fresh, compelling advertising and collateral materials
- Launching an outreach campaign to re-establish the community's reputation

The Results

It was a lot to do, and Seniority did it. Just six months after Seniority started, Cottonwood Court is enjoying a bona fide resurgence. Sales are strong, averaging six move-ins each month. Confidence is up throughout the community. Finally, referral sources are happy, once again, to recommend Cottonwood Court to their clients.