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March 1, 2018

The graphic for 'Clint Maun's Motivational Minute' features the title in a large, bold, blue font. To the right is a close-up of a silver stopwatch with a black face and white markings. Below the title, a light blue box contains the text: 'Here is a motivational minute from Clint that stands the test of time.'

Are your goals clear? Can you see your targets that you are after?

Florence Chadwick decided she would become the first woman to ever swim the English Channel. She trained for years in preparation for the big attempt. Finally in 1952 the big day came. All eyes, including the skeptics, were on her.

As she neared the coast of England a heavy fog settled in and the waters became increasingly cold and choppy. Her mother encouraged her as she had only a few more miles to go. Finally just a few hundred yards from her goal she asked to be pulled aboard the boat. Florence felt defeated and heart-broken when she realized how close she really was to her goal. She later told reporters "I'm not making excuse, but I think I could have made it, if I had been able to see my goal." But Florence Chadwick was not so easily beaten. She decided to try again, however, this time she concentrated on developing a mental image of the coast of England. She memorized every feature of the coast. She set again and encountered the same fog and choppy waters as before, but this time she made it. She became the first woman to ever swim the Channel. Why? Because she could clearly see her goal through her mind's eye.

This story points out that we must remain ever constant in the pursuit of our goals. We must know where we are going and what it is going to look like when we get there. Set your sights clearly on the target.



Is Your Team in Turmoil? What You Can Do About it.

Cohesive and collaborative teams are essential when it comes to helping your organization achieve its goals and establish a competitive advantage. Indeed, there are several wise sayings about teams to underscore this fact. “The difference between success and failure is a great team” and “alone we can do so little, together we can do so much” are just a few examples. Unfortunately, there aren’t any quick quips to help solve for when teams fail to see eye-to-eye or when teams can’t agree on even the simplest of matters. To be sure, there are no quick answers when it comes to a dysfunctional team. There are, however, some simple steps you can take to get your team back on track. Take note of the following:

- **Identify the root cause.** Do some investigating. Is it one rogue team member that’s causing churn? Heavy workloads? Unclear expectations? Ask each team member (privately) what they think is causing tension among the team. Understanding where the problem is stemming from is the first step.
- **Encourage dialogue, cut off conflict.** You want to create an environment in which team members feel comfortable identifying and discussing problems. The important thing here is to ensure these discussions are productive and always lead to finding a solution. On the contrary, if you have team members who constantly bicker and don’t offer any positive or productive discussion, you need to step in and stop the action immediately. If you don’t, they’ll continue in their ways, which will have a negative impact on the rest of the team. When you cut off conflict from the start, you send a clear message that such behavior will not be tolerated. This message will also help prevent conflict and negativity in the future.
- **Set the tone and lead by example.** Although everyone on your team is adults, they look to leadership for behavioral cues. Most employees looking to advance in the workplace will try to mimic their supervisors’ behavior because they see it as the behavior that will get them promoted or at least lead to success. Keep this in mind, and make a conscious effort to act with professionalism and integrity at all times. It will help foster a cohesive and collaborative culture.
- **Establish a clear measure of accountability.** So much team turmoil can be thwarted with clear and concise measures of accountability. For example, you may set deadlines for tasks and projects, but are you defining the consequences if these deadlines aren’t met? You can help address and eliminate any discussions of unfair treatment by holding everyone accountable to the same standards.
- **Celebrate together.** Even if you’re experiencing some team tension, chances are the majority of your team members are hardworking employees who deserve to be recognized and rewarded. Although you can’t throw parties every

day, you can plan a few team celebrations throughout the year. Team celebrations are extremely beneficial as they let your employees know that the company cares for them. Moreover, these get togethers build and strengthen relationships. Time spent together outside of work often works far better to build a sense of trust than time spent in meetings or day-to-day operations.

*"Coming together is a beginning.
Keeping together is progress.
Working together is success."
—Henry Ford*



The Leading Edge

How Your Traditional Facility Can Find Its Post-Acute Care Niche

The need for quality nursing homes and long-term care facilities is immense and continues to grow year-over-year. Of course, along with this rising demand comes rising competition and challenges. Traditional nursing and long-term care facilities continue to face more challenges than ever before with competition from assisted-living centers, home care, dwindling reimbursements, and daily operational obstacles.

Today, providing quality skilled nursing care is often not enough to maintain and remain profitable. To help address this gap, many facilities are adding clinical specialties to enhance revenue streams and maintain or build occupancy. To be sure, facilities that make the effort to find their niche are those that create a competitive edge and maintain profitability. Here's how your facility can make that leap.

1. **Take an inventory of opportunity and strengths.** Before embarking on any type of niche service, it's a good idea for your facility to examine its strengths, financial resources, and staffing. Here are some common and key areas of opportunity to consider. If your facility has a track history of success in these areas or has seen a demand for these services, it's a prime niche option to consider:
 - Specialized wound, bariatric, respiratory, or hospice care
 - Enhanced or specialized rehabilitation
 - Extended days and hours of operation for rehab or other specialized services
 - Enhanced amenities like computer and Wi-Fi availability, family visiting rooms and overnight-stay suites, aromatherapy rooms, waterfalls, rock gardens, greenhouses etc.

Many facilities do not recognize their own potential in certain areas. A professional consultant can often identify strengths and potential in a particular area of clinical service. You can also start by asking hospital case managers what diagnoses they have difficulty placing to identify services not offered in your area.

2. **Communicate with and engage your staff.** Before beginning a niche program, you need to ensure that your staff is up to the challenge. Staff will likely need to be up-skilled or receive additional training or certifications in order for you to roll out additional services. You may also need to hire additional part or full time staff.
3. **Brand and market your niche.** It's essential to brand your niche. For example, if you decide to focus on wound care, create branding for the program. Perhaps you could call it, *The Wound Wellness Program* or *The Wound Healing Center*. Create marketing materials for your niche program and start getting your message out there.

Whether it is short-term rehabilitation, subacute care, bariatric care, hospice, or wound care, nursing and long-term care facilities are creating and packaging niche areas of expertise to enhance referral sources and increase occupancy and profitability. All facilities, regardless of their present circumstance, should consider specialty clinical programs to remain competitive.

*"If you want to go fast, go alone.
If you want to go far, go together."
—African proverb*



News You Can Use

Poll Finds Most Americans Disagree with Right of Refusal Regulations

The Trump administration recently announced that medical professionals who feel their rights have been violated can now file a complaint with a new conscience and religious freedom division of the Office for Civil Rights at the U.S. Department of Health and Human Services. A recent HealthDay/Harris Poll reveals that most Americans do not agree with this decision. According to the survey, more than eight of ten surveyed do not believe doctors, nurses, pharmacists and other healthcare providers should be allowed to use their conscience or beliefs to refuse care.

A majority also agreed that health providers should not be able to refuse to treat a patient based on religious objections to their sexual orientation (69 percent) or to refuse to perform surgical procedures because they have a religious objection to them (59 percent). The online poll included more than 2,000 U.S. adults and was conducted in late January 2018.

The poll also showed that:

- One-quarter of the adults surveyed believe healthcare providers should be allowed to refuse to provide medical treatments to transgender patients as part of their transition to make their body more in line with their gender identity.
- About one in five believe that doctors should be allowed to refuse to prescribe birth control.
- Relatively small minorities believe that healthcare providers should be allowed

to refuse to treat transgender patients (14 percent), to treat patients who have had abortions (13 percent), or to treat patients who are gay or lesbian (12 percent).

For more on the new regulation, you can visit the [U.S. Department of Health and Human Services](#).

*"Do not go where the path may lead,
go instead where there is no path and leave a trail."
—Ralph Waldo Emerson*



Just For Fun

When Honesty May Not Be the Best Policy

A man goes in for a job interview and sits down with the hiring manager. The manager asks him, "What do you think is your worst quality?"

The man says, "I'm probably too honest."

The boss says, "That's not a bad thing, I think being honest is a good quality."

The man replies, "I could care less about what you think!"



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