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January 1, 2019

The graphic for 'Clint Maun's Motivational Minute' has a blue gradient background. On the right side, there is a close-up image of a silver stopwatch with a black face and white markings. The text 'Clint Maun's' is in a smaller blue font, and 'MOTIVATIONAL MINUTE' is in a large, bold, white font with a blue outline. Below the graphic, a white box contains the text: 'Here is a motivational minute from Clint that stands the test of time.'

Failure: Do you treasure failure or success?

Kenneth Boulding said, "I have revised some folk wisdom lately; one of my edited proverbs is nothing fails like success because you do not learn anything from it. The only thing we ever learn from is failure. Success only confirms our superstitions."

These words of Boulding are very powerful. Think of it! Without failure, we can learn nothing, and yet we have learned to treasure success as the only acceptable standard. Failure really can be instructive. It can be an incentive to work and exploration. It can even be considered success if it points the way to new discoveries. However, apprehension of failure is a big part of fear of the unknown. Some people avoid anything which doesn't guarantee success. Some typical *fear of the unknown* behaviors include:

- Eating the same kinds of foods for a lifetime
- Wearing the same kinds of clothes forever
- Reading the same material which supports your same viewpoint
- Always living in the same neighborhood, city, or state
- Avoiding anyone you label as a deviant
- Staying in the same job, even though you dislike it
- Taking vacations in the same place
- Dismissing certain activities which you've never tried
- Refusing to listen to ideas which you do not share

These are but a few of the activities which will allow you to get in the success rut and eventually miss true success. *Are you willing to fail?*



4 Factors to Watch Out for the in the New Year

It's a new year, and with it we'll continue to experience changes in consumer behavior and sentiment along with changes in government mandates and programs. Collectively, these trends will shape how long-term healthcare providers can position themselves competitively. Here's a look at four factors that will likely have an impact on how you operate in 2019.

- 1. Providers will continue to face occupancy and net operating income challenges.** Net operating income (NOI) increasingly will be challenged by occupancy and workforce issues. According to data from the National Investment Center for Seniors Housing & Care, absorption rate of new units entering the market is a large contributing factor as new construction entering the market continues to outpace demand. Senior housing providers also face wages for staff outpacing the rent growth. The stress factors on NOI have reduced the median net margin to below one percent for skilled nursing facilities. These factors negatively impact NOI and will continue into 2019.
- 2. Providers will look to new models and opportunities to address staffing.** Workforce shortages have long been a challenge for healthcare providers. As we move into 2019, providers will continue to see these shortages along with increasing wage and benefit costs. To help address these issues, providers will need to adopt workforce analytic technologies such as real-time labor management systems which can enable staffing to be quickly and accurately adjusted on a daily basis. Organizations may also likely move to a shared and centralization back-office personnel model among operators and even competitors. Such a model can enable operators to focus on their core missions while effectively managing labor costs and productivity.
- 3. Building partnerships will be essential to managing quality and costs.** As we enter the new year, non-traditional partnerships will continue to transform the healthcare continuum to manage the quality and costs of long-term care. The capital and technology leveraged from partnerships with pharmacies, large retailers, home health, technology, and other provider groups will allow for collaboration and synergies that wouldn't have been possible even just a few years ago.
- 4. Skilled nursing facilities will look to repurpose their assets.** Over the past several years, the average daily census at skilled nursing facilities (SNFs) has declined even while the senior population (those 65 and over) continues to increase. The decline can be attributed to client/patient preference decreased length of stay, payment reform, and alternative options. To adapt to the changing landscape, more SNFs will likely convert to senior housing

alternatives, such as low-income or market rental apartments, specialized units like traumatic brain injury or mental health units, assisted living, or memory care assisted living, all of which have experienced increasing consumer demand.

Additional trends and factors will undoubtedly emerge and have an impact as the year progresses. Providers should keep a watchful eye on Medicare fee-for-service payment reform, rural health innovation, and cash management related to managed care, just to name a few. Staying on top of these emerging factors can help your organization more effectively navigate and compete in the ever-changing healthcare landscape.

*"Don't be afraid to stand for what you believe in,
even if that means standing alone."*

—Andy Biersack



Communication Corner

How to Pave the Way to Effective Workplace Communication

Effective communication is essential to organizational success. Indeed, if people are communicated to regularly, and in an effective manner, they are much more engaged with their team and organization and have a more positive attitude towards their work and their customers/patients. Effective communication can also positively impact key metrics like employee retention. According to a Watson Wyatt study, companies that communicate the most effectively are 50 percent more likely to report lower turnover levels compared with the industry average.

Of course, being a successful communicator isn't always easy, and even the savviest leaders can struggle with communication from time to time. Fortunately, there are a lot of tried and true techniques you can follow to improve your communication skills and overall relationships between you and your team. Here are five to get you started.

1. **Build trust.** The more an employee trusts you, the more likely they are to come forward and communicate when a problem is occurring. You can build trust by showing that you truly care about an employee and/or colleague. Spend time getting to know the individual. You don't have to be nosy or ask personal questions, but perhaps you can open the door by asking simple questions like, "how was your weekend?" or "what do you like to do when you're not working?" Showing that you have an interest in an employee's life outside of work helps to build rapport and builds trust.
2. **Learn your team's preferred communication style.** Maybe some of your team loves instant messaging while others prefer face to face meetings. Observe what channels your team is using and in which channels they communicate most effectively. Adjusting to their preferred style and channel can pave the way to improved communication.
3. **Follow through.** According to the American Psychological Association, nearly

one quarter of employees don't trust their employer. You can help build trust by consistently following through. If you promised an update on a project, make sure you provide that update on time. If you said you would check on scheduling, make sure you communicate your findings. *Bottom line:* follow through on what you promise every single time. Your employee will be much more likely to communicate a challenge when they know they can trust you to stay level headed and work together to find a solution.

4. **Explain why certain requests are important.** Employees are often ordered to complete tasks or projects without any background or details as to the meaning and importance behind them. Managers or leaders often assume that their team understands the importance—but this isn't always the case. If you're requesting something to be done, make sure you're explaining the **why** behind it. By doing so, you're offering vital information and the opportunity to ask questions employees may have hesitated to communicate otherwise. Perhaps more importantly, you're also showing the employee how their work ties directly to business goals.
5. **Focus on behavior, not personality or character.** Providing constructive feedback is probably one of the most difficult communication skills to master. If you are too blunt or harsh with criticism, you risk deeply upsetting the employee and creating a nonproductive relationship and atmosphere. On the other hand, if you're not clear enough, the employee may not understand or learn what they need to do differently. To navigate through constructive feedback, it helps to focus on the behavior you're discussing, not the person's character. For example, if an employee is consistently late to work, raise the behavior. Don't critique their character by saying something like, "it seems like you don't care enough about this job to get here on time." Be sure you also give the other person an opportunity to share their thoughts and contribute to building a positive process moving forward.

*"Though no one can go back and make a brand new start,
anyone can start from now and make a brand new ending."
-Carl Bard*



News You Can Use

New Survey Indicates Hospitals are Narrowing the Network of SNFs they Use

According to a new survey recently published in the *Journal of Arthroplasty*, hospitals participating in a bundled payment initiative for patients receiving joint replacements are more likely to narrow the network of nursing homes they use.

Researchers polled more than 73 orthopedic experts, 32 of which are taking part in Medicare's Comprehensive Care for Joint Replacement (CJR) initiative, which holds

hospitals accountable for all services provided during an episode of care. They found that CJR hospitals were “significantly more likely” to report that they’d used a narrow network of SNFs to bolster care and shorten lengths of stay at about 83%, compared to 47% for those not taking part.

More surgeons at CJR hospitals also said they were developing narrow networks for home health, engaging in telehealth services for physician therapy and had decreased use of SNFs following surgery.

Authors noted that previous studies have found that narrow SNF networks are associated with lower readmission rates, potentially because of increased focus on the shift to a post-acute setting, and dedicated hospital teams that visit SNFs to treat patients in place.

[Learn more about the survey results.](#)

*“Even if I knew that tomorrow the world would go to pieces,
I would still plant my apple tree.”
—Martin Luther*



Just For Fun

Jokes so Bad... They're Good!

Why don't they play poker in the jungle?

Too many cheetahs.

Why didn't the astronaut come home to his wife?

He needed his space.

I got fired from my job at the bank today.

A lady came in and asked me to check her balance, so I pushed her over.

Imagine if Americans switched from pounds to kilograms overnight.

There would be mass confusion!

I have an addiction to cheddar cheese.

But it's only mild.



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