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### Does your organization...

- need to grow revenue?
- have a team-based culture?
- stay focused and committed to success?

Clint Maun and Maun-Lemke have over 25 years of expertise in "changing the results of healthcare". We have learned through our work with Long Term Care organizations that, to assure their sustainability, organizations must not be revenue dependent upon Medicaid.

**Consider this:** An additional 7 Medicare customers in your facility can, on average, deliver over \$1 million to the top line resulting in a significantly better bottom line. This additional revenue supplements and offsets losses incurred from lesser Medicaid reimbursement rates.

We've found that the lack of an organization's success is due to a "missing structure" that has not been in place for them to gain and retain market advantage. Maun-Lemke's proven A.R.M.S. Length Revenue Enhancement System can be implemented cost-effectively through our step-by-step process and web-based computer consulting support.

For more information on the A.R.M.S. Length System and how your organization can achieve their full

## A.R.M.S. Length System



Revenue potential, call Kathy Cain or Chad Maun at (800) 356-2233.

## How to Make 'Me Time': It's Easier than You Think!

As healthcare professionals, we are all dedicated to caring for others. And as a result of your unwavering commitment to care and service, it may be difficult to find time for yourself. In fact, can you even remember the last time you did something just for you? If the answer is no, then you may need to make a more conscious effort for some 'me time'.

Making time for yourself is important because it helps you let go of pent up stress. And when you're less stressed, you are better equipped to deal and manage with everyday life.

We know what you're thinking. You may be telling yourself that there are just not enough minutes in the day to make time for yourself. However, you might be surprised at when, where, and how you can fit this important time in.

Here are some creative ways to squeeze in some time for yourself:

- **Maximize your break time.** Use your break time to the best of your ability. Take a walk outside. Read a book. Have lunch with a friend and enjoy good conversation. You could also try and use your break time to run errands, which helps free up your schedule when you're off of work.
- **Take advantage of your commute.** Many people don't consider driving or their commute an opportunity for quality time by themselves. But it can be. Turn off your cell phone and minimize any similar distractions. Now that you have some quiet, you have a few choices. You can take this time to listen to some audio books—you could learn a foreign language or listen to a good novel. You could also create a playlist of your favorite songs to lift your mood and relax. Or, you can simply visualize something you'd like to happen or concentrate on your breathing, pushing aside negative thoughts that worry you. By following these techniques, you can arrive to work or home in a better mood than when you started your drive/commute!
- **Wake up 15 minutes early.** If you wake up just 15 minutes earlier, you can spend some extra time getting ready, taking a longer shower or bath, picking out clothes, and/or enjoying a cup of coffee and a nice breakfast. Wake up 30 minutes earlier, and you can do even more—read the paper, catch the news, or take a nice morning walk. This time can serve as a great refuge before you start your day, so you're not rushing and immediately obsessing about the things you have to do the minute you wake up.
- **Schedule the time.** Use a planner and schedule time for yourself every week, just like you would schedule your spouse's company dinner, your friend's holiday bar-b-q, or your child's soccer game. Make sure you are specific in the time and activity (for example, 30 minute walk on Tuesday at 6:30). This will help ensure you hold true to your intentions.

The bottom line is that you must be deliberate and calculated in making time for yourself. Remember, take control of your time; don't let it control you!

*"Lost time is never found again."  
—Benjamin Franklin*

## How to Develop Effective Team Norms

Team norms are a set of rules or guidelines that a team establishes to shape the interaction of team members with each other and with other employees not on the team. Norms express intentions; they help team members agree on how they'd like to get along before situations emerge that might otherwise prevent them from getting along. Further, norms that help clarify information and avoid misinterpretations can be particularly important to teams that span national or cultural boundaries.

Here are some sample norms for reference:

- Listen to what others are saying.
- Strive to understand each other's perspectives, rather than jumping to conclusions.
- Beginning and ending meetings on time.
- Try to resolve problems without blaming.
- Send an acknowledgement in response to important email messages.
- When you've made a commitment you can't keep, let the other party know as soon as possible.
- If you don't understand something, ask for clarification.
- If you see a problem that others haven't noticed, bring it to someone's attention.
- Treat patients' and clients' issues and concerns as valid even if you don't agree with them.

In addition to creating general norms such as these, many teams find it helpful to establish norms for specific events, such as information-gathering sessions and status meetings.

### **How to Create Specific and Unique Norms**

Team norms should be developed during early team meetings, and norms work best when team members create their own. Norm setting gives team members an opportunity to express what's important to them and to learn what's important to their teammates. Additionally, using a pre-existing list may make team members feel that the norms have been placed on them rather than selected by them. Even if team members agree with every norm on a pre-existing list, they are more likely to own and respect norms they've created.

Typically, norm setting is led by a facilitator, preferably someone who is objective and doesn't have a stake in the resulting list. Here are a few simple and effective methods for creating team norms:

- **Gather and Gab:** Team members sit in a circle. Each person in turn describes a norm that the facilitator posts on a flip chart or white board, going around the circle until no one has any others to suggest. Anyone who doesn't have a norm to offer can simply pass. This method works well when team members already know each other and feel comfortable voicing their views.
- **Divide and Conquer:** The team divides into three or four people per group. Each group brainstorms and creates their own list of norms. They then gather as a full team. As they report, the facilitator posts each norm, going from one group to the next. This method is effective with team members who don't yet know each other well, as it gives them an opportunity to interact in small groups, yet doesn't require anyone to identify their norms in front of the whole team.

Lastly, always remember that no list of norms is complete until the full team has discussed them and agreed upon them. Often, team members seek clarification or raise potential concerns about one or two norms. The entire process of creating and refining norms ultimately helps team members decide how they want to handle familiar everyday situations that, if not addressed, can lead to frustration and resentment.

*"High expectations are the key to everything."  
—Sam Walton*

## **The Long-Term Quality Alliance Receives a Critical Grant**

The Long-Term Quality Alliance (LTQA) has received a one-year grant from the New York-based Commonwealth Fund to help improve care transitions for older adults.

The grant will assist the LTQA in its efforts to inform policies related to delivery system innovation and care transitions for federal and state policymakers, as well as set the groundwork for an "Innovative Communities Learning Program" that spotlights transitional care best practices across the United States.

An estimated 30 to 67 percent of hospitalizations among nursing home residents are potentially prevented through effective transitional care, according to the LTQA. With the establishment of the Innovative Communities Learning Program through the Commonwealth Fund, LTQA will seek out communities that have implemented solutions for smoother healthcare transitions and share these case studies for others to model.

[Learn more](#) about this exciting grant.

*"The harder I work, the luckier I get."  
—Samuel Goldwyn*

### Getting Creative to Get the Job

Several weeks after a young man had been hired, he was called into the personnel director's office.

The director asked, "How can this be? When you applied for this job, you told us you had five years experience. Now we discovered this is the first job you've ever held."

"Well," the young man replied, "in your advertisement you said you wanted somebody with imagination."

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