



Kethley House at Benjamin Rose Place  
Cleveland, Ohio

## **When operating results are not up to projections, what does a board do? Engage in a Full-Scale Operations and Marketing Audit**

The Board of Directors of the Benjamin Rose Institute, Cleveland, OH, was intent on better operating results. Although the reports from its nursing home, Kethley House, were acceptable, the board felt operations could be fine tuned. Who can help? The board called on Seniority.

Kethley House, a 184-bed nursing facility built in 1997, is owned and operated by Benjamin Rose, a non-profit, non-sectarian health and social service agency founded in 1908.

In accordance with its mission, Kethley House serves primarily a Medicaid population. Seniority, Inc. was contracted to provide the Benjamin Rose Board of Directors with complete operations and marketing audits in order to analyze efficient staffing ratios, enhance private pay and Medicare populations, and establish benchmark tools for management.

Seniority provided the organization with consultative services and recommendations for the following:

- Restructuring of Kethley House administrative and management tier
- Restructuring of clinical services
- Implementation of a purchased nursing service cost containment program
- Policy and procedure, standards and performance expectations for restructured staff
- Contract analysis and bid selection of recommended medical supply providers
- Implementation of internal billing process for ancillary services
- Reduction of operational costs of dining service department
- Assistance with search process and selection of new administrator
- Development of a sales and marketing plan targeted to private pay residents
- Implementation of a community network program
- Implementation and training on lead management procedure and systems
- Revising admissions process

Kethley House and Benjamin Rose management implemented many of Seniority's recommendations. Can we do the same for you?



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