

Residential Healthcare Facility

A PLAN FOR THE FUTURE

CASE STUDY

Booz Allen Hamilton helped a residential healthcare facility design a new strategy and continue its long history of quality services and care.



About Booz Allen

Booz Allen Hamilton has been at the forefront of management consulting for businesses and governments for more than 90 years. Integrating the full range of consulting capabilities, Booz Allen is the one firm that helps clients solve their toughest problems, working by their side to help them achieve their missions. Booz Allen is committed to delivering results that endure.

For more information, contact

Kevin Vigilante
Principal
240/314-5573
vigilante_kevin@bah.com

www.boozallen.com

Client's Challenge

For decades, a government-supported nursing home and assisted living center served the residents of several local jurisdictions, but the facility itself confronted a changing demographic, social, and financial landscape. To continue providing the residential and health services on which it had built its reputation, the organization needed new strategies for operations and fundraising; yet the facility's complex governance structure posed challenges.

The institution's governing board was composed of representatives of the local jurisdictions that provided its funding. That arrangement had served the organization's needs in the past. Now, however, the governance structure constrained both the organization's ability to craft and support a strategic plan that was responsive to its residents, staff, and external stakeholders, and its ability to easily raise funds through non-government philanthropy or grants. This unusual situation prompted the organization to collaborate with Booz Allen's experienced health industry consultants to help understand and design a range of innovative solutions.

What Booz Allen Hamilton Did

Booz Allen worked with management to define how the organization could transform to meet the challenges that lay ahead. After conducting a thorough assessment of the organization's operating environment, Booz Allen was able to help the facility more clearly frame problems it faced on multiple levels. To get a better perspective on long-term planning, Booz Allen interviewed the sponsoring government organizations and other external stakeholders to discover how the nursing home and assisted living center fit with their divergent priorities and limited resources.

Booz Allen's team focused on the relationship between the facility's governance structure and the adoption and execution of its strategy. Options—including those that would expand the board to engender greater inclusiveness among private industry, philanthropy, land development, construction, and other stakeholders—were evaluated for risk and likely outcomes, providing this important community resource a set of strategic options for the future.

Results

With a deeper understanding of its governance options, the organization is positioned to move forward on a new strategic path. It is better equipped to evaluate new opportunities as they arise, to develop new methods for financing, and to more effectively partner with local governments. Its new outlook will enhance the institution's ability to identify new services and stakeholders and remain responsive to their needs and interests. Most important, the institution will continue to provide high-quality care and services to its residents and is positioning itself to ensure its economic survival to meet the expanding social service needs of diverse regional populations.