



Transportation Needs Answered

Kendra VandenHeuvel | Brewster Village
Customer Service Leadership Project



Background

Brewster Village is a 204-bed skilled nursing facility consisting of long-term care and short-term rehab. Wheelchair accessible transportation for non-emergent medical transportation in the Fox Valley area is either unreliable, extremely expensive, or only available during certain times. Because a majority of our villagers have Medicaid as their main payer source, when we find a provider that will take Medicaid as the payer source, it is extremely important that we are able to provide them with a ride. Before the COVID pandemic hit, Brewster Village bought a bus. Because COVID changed a lot of plans, it has sat idle until I implemented this project.

Objectives

This project was designed to provide transportation to our villagers that is reliable, increases villager’s satisfaction, and saves the facility and our villagers money. In order to accomplish these goals, we began to put our van to use by training all life enrichment specialists and utilizing them when the need arises to transport villagers.

Methodology

Step One

- Meet with an interdisciplinary group to see where our needs are
- Survey villagers on their current satisfaction with transportation
- Begin tracking wait times for transportation

Step Two

- Create policy and procedure for utilizing our van and determine private pay rates
- Ensure van maintenance is up to date
- Ensure all Life Enrichment Specialists are CPR certified. If not, work on getting them certified

Step Three

- Train Life Enrichment Specialists on policy, procedure, and safely transporting villagers

Step Four

- Begin giving rides to villagers when outside transportation is unavailable or extremely expensive

Step Five

- Survey villagers on their satisfaction with Brewster’s van
- Compare wait times of outside transportation to the Brewster van
- Compare financials of what the van costs versus what we would have spent for that specific ride

Data

Figure 1

RUNNING INC. ARRIVAL TIMES

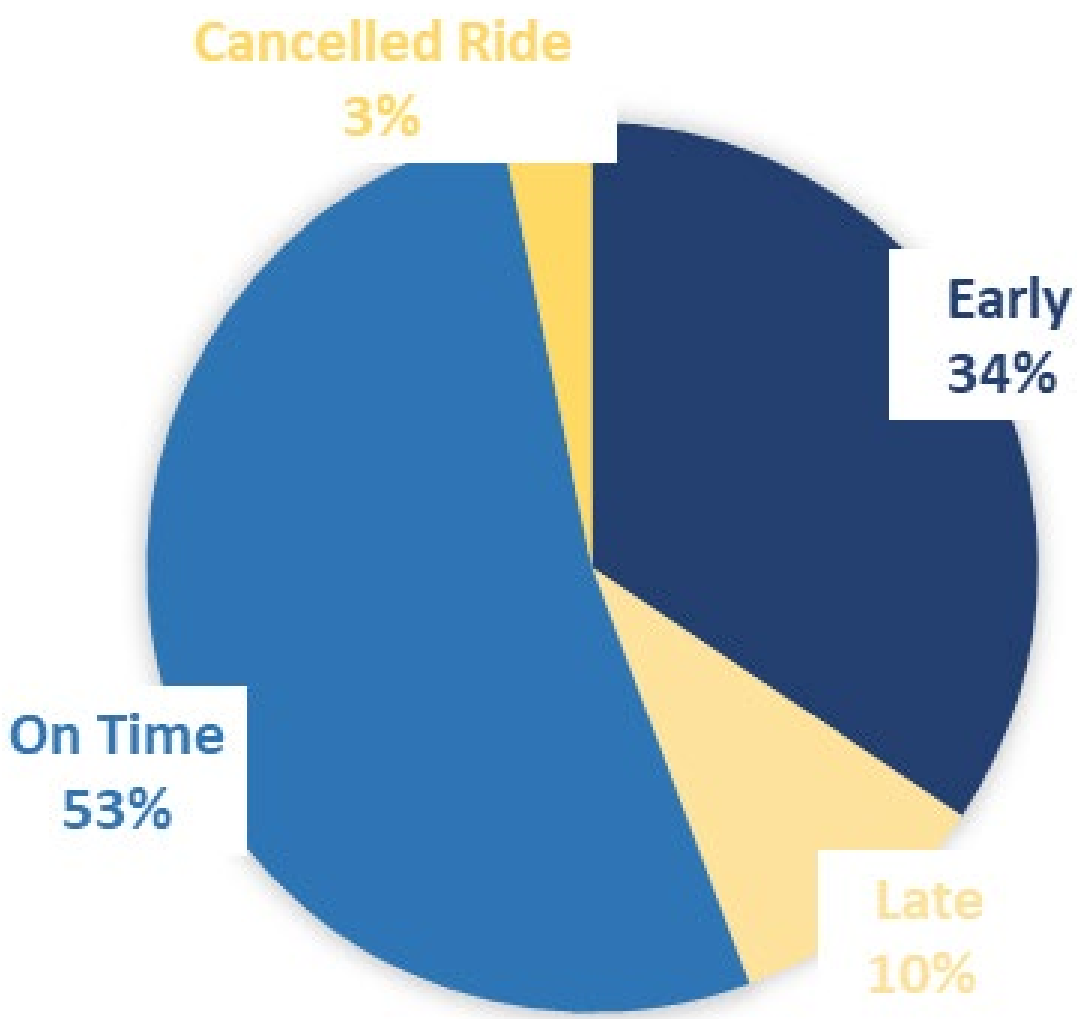


Figure 1A

BREWSTER VAN ARRIVAL TIMES

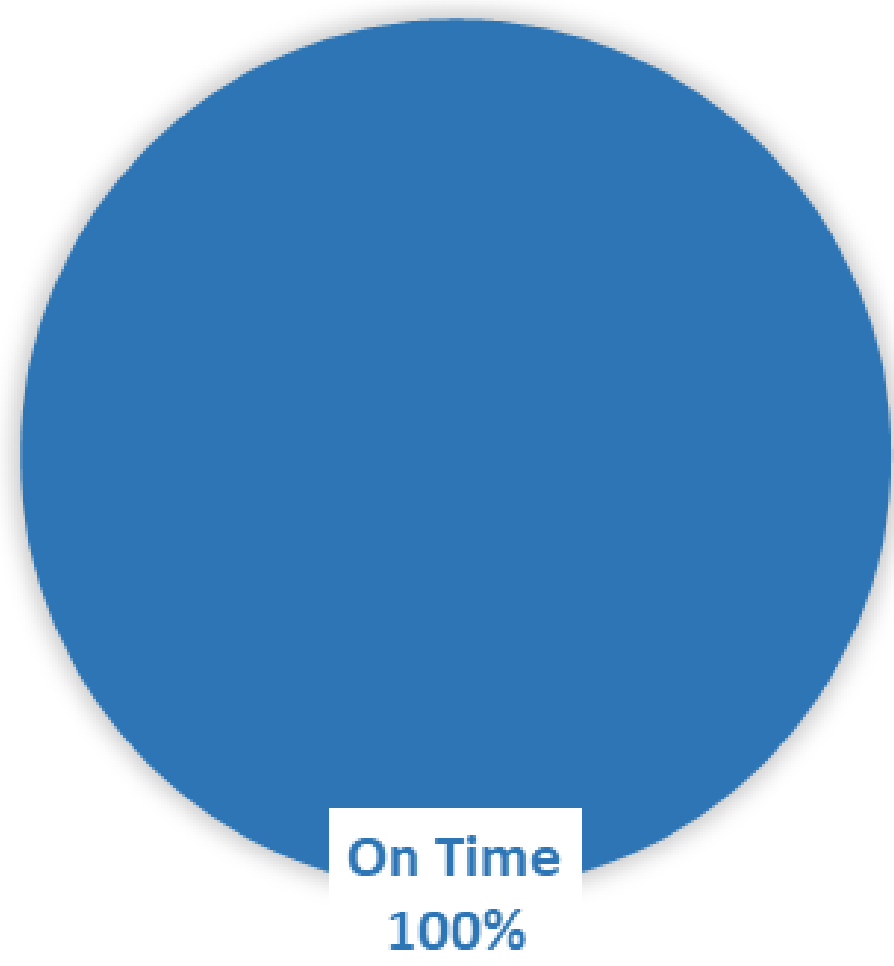


Figure 2

FINANCIALS OF UTILIZING THE BREWSTER VILLAGE VAN

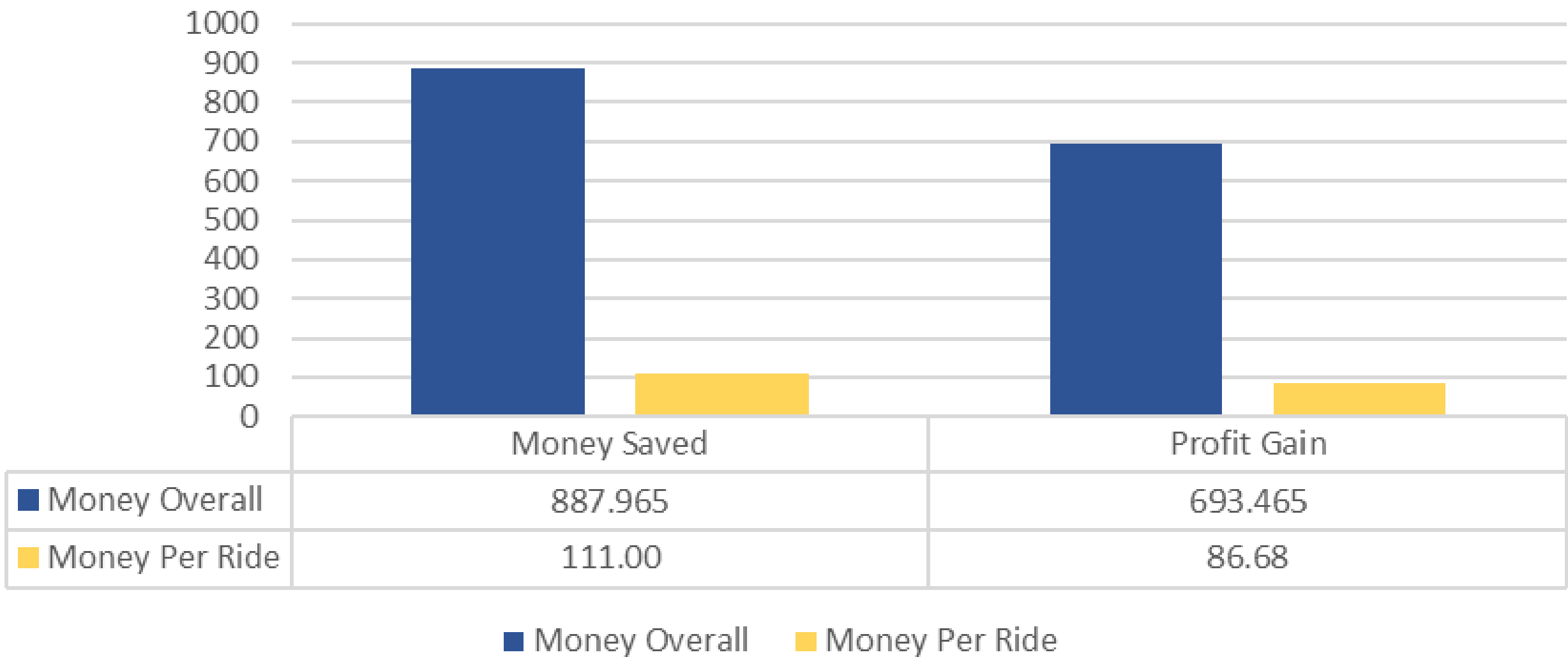
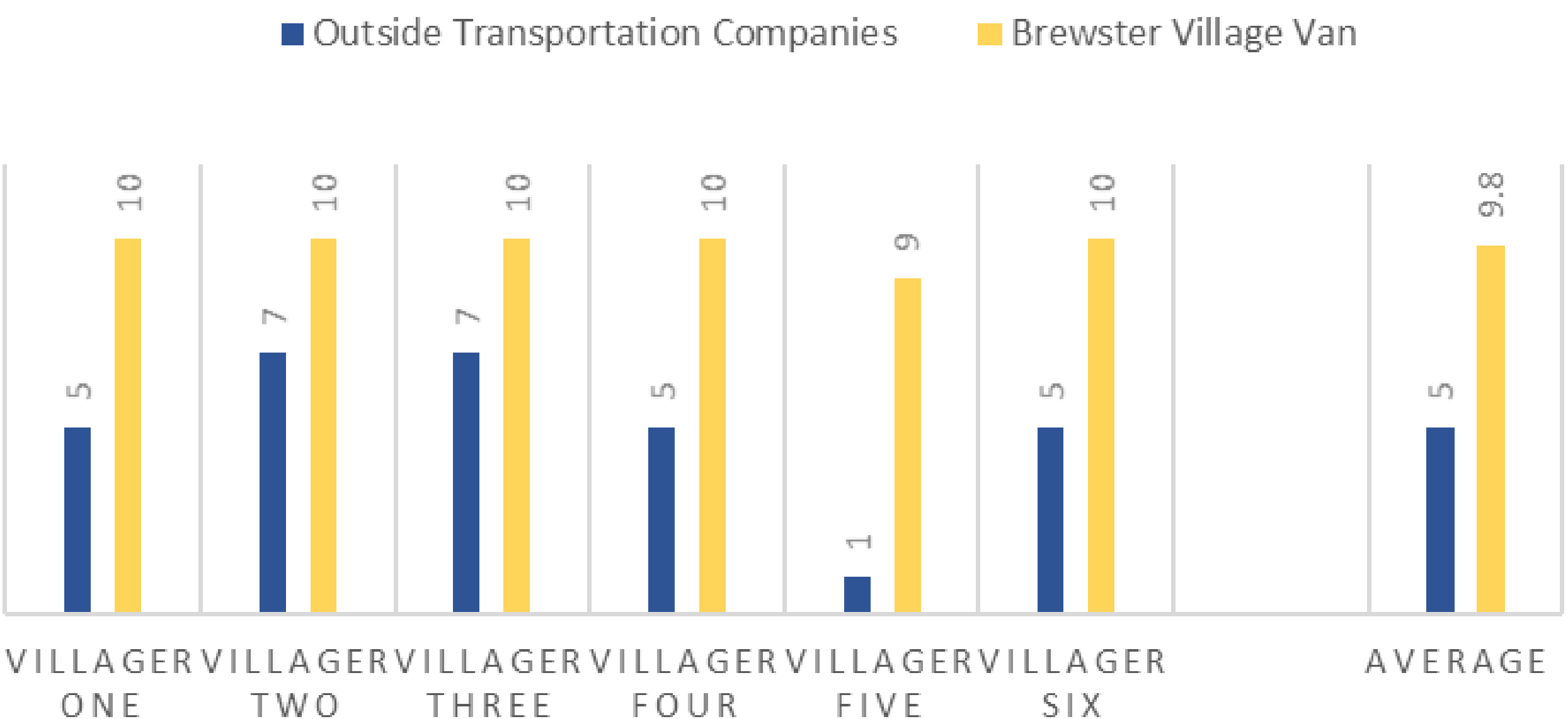


Figure 3

VILLAGER'S OVERALL TRANSPORTATION SATISFACTION ON A SCALE OF 1-10



Results

- In figure one I tracked the wait times of when the villager’s ride showed up versus what time it was scheduled for. Even though our main source of transportation, Running Inc., has a 30 minute time frame of when they will show up, they still showed up late 10% of the time, showed up early 34% of the time, and we ended up having to cancel the ride 3% of the time due to them either being too early that the villager was not ready yet or being so late that they would not make it to their appointment on time. Brewster’s van showed up on time every single time given a smaller window of 15 minutes, as shown in figure 1A. Reducing villager’s wait time was an overall success.
- In figure two I tracked the amount of money Brewster saved compared to using an expensive alternative transportation ride. I also tracked how much money we made total by using our van. In the graph, you can see the money saved and profit gained as a whole as well as per trip. We are making an average of \$86.68 per ride, typically round trip. We are also saving an average of \$111.00 per ride, typically round trip. We were successful in reducing cost and now acts as another great revenue source for us as well.
- In figure three, I tracked villagers satisfaction on a Likert scale from 1-10 with transportation services from outside sources and compared it to their transportation satisfaction with Brewster’s van. The average level of satisfaction with outside transportation services was a 5. The average level of satisfaction with Brewster’s transportation was a 10. We were also successful in increasing their overall satisfaction with Brewster’s van services.

Conclusion

Overall, by utilizing our Brewster van we increased villager satisfaction, decreased wait times for the villagers, and saved the facility money. The implementation of the van was an overall success and will be sustained long after my time is done at Brewster Village. The need for the van continues to grow since one of our other main transportation services just cut their hours as well. With the growing need, we have been able to provide these villagers with their transportation needs. This is crucial because if we did not have the van, we would have to either inconveniently reschedule important appointments, or pay an absurd amount to get them there.

Recommendations

This project was created with the policies and procedures to have the Life Enrichment Director the head of this project since it is her employees who are driving the van. I currently am the head of this project, but I do foresee that she will take this project and make it her own when I leave. If the need continues to grow like it has been, I recommend that they hire a driver or two to utilize our van. Since we are a county owned facility, it is difficult to create a new job position without first proving the need for it. This project will show the need and hopefully allow them to hire someone in the near future.