

# SUCCESS STORY: HILLCREST HEALTH SERVICES

## 2018 Employee Development Business of the Year



A continuing commitment to developing leadership competencies that improve quality of care and life, empower team members and better manage resources has earned Hillcrest Health Services the inaugural Employee Development Business of the Year award from the Nebraska Business Development Center (NBDC).

Hillcrest Health Services in 2016 selected NBDC from among five respondents to its request for proposal to help reestablish its Leadership Academy program. Hillcrest management sought assistance in finalizing leadership competencies, designing a curriculum for experiential learning that would develop those competencies, instruction for the resulting 48-hour curriculum, and one-on-one coaching as needed.

Jolene Roberts, CMSW, LNHA, president and principal, says the decision to partner with NBDC has been rewarding for the company and the more than 100 top-level managers who have taken the classes to date.

### REPORT DATE

› March 2019

### INDUSTRY

› Health services

### CONSULTING

- › Curriculum development
- › Leadership training
- › One-on-one coaching

### RESULTS

- › Curriculum designed and delivered
- › Leadership 101, 102, 103
- › **"The NBDC professionals we have worked with have a lot of expertise in the leadership realm. They have listened closely to us and customized a curriculum based on our needs. That's the home run." —Jolene Roberts**

"We have sent people to workshops that wind up being all theory, or information that doesn't always apply to our mission, goals and methods," Roberts says. "The NBDC team designed a curriculum tailored to our product line and our company. It has proven to be practical and usable knowledge that can be implemented immediately. The material is creative, informative and applicable. It's the number one reason we chose them, and we have not been disappointed."

She says Hillcrest Health Services delivers a wide array of housing and senior care services "that operate as an integrated continuum of care." These include alternatives such as independent living, memory support, skilled nursing, post-acute rehabilitation, adult day services, outpatient therapy, wellness services, home health care, telehealth and hospice.

The company, which was founded in Bellevue in 1967 and acquired by Roberts in 1989, has approximately 1,400 team members who work to enhance the lives of more than 1,200 senior adults every day.

Under Roberts' guidance, the business doubled in size in a 30-month period. She says it remains her goal to develop leadership skills that take her team beyond the technical skills they require to do their jobs. "When you work in long-term care, the management roles are filled by people who have a passion for what they do. They are not often MBA trained, and they don't always have the opportunity to take leadership classes on their own. That is why we bring the classes to them," Roberts says.

After beginning with a series of interviews to gain a better understanding of the leadership competencies deemed integral to success at Hillcrest, NBDC professionals met many times with Roberts and other company officials to co-author an effective and comprehensive curriculum.

Now in its fourth year, the Leadership Academy at Hillcrest Health Services is expanding to include a third level of training for those who have completed Leadership 101 and Leadership 102 classes. Roberts says Hillcrest is committed to developing its team members and furthering the leadership program.

CONSULTANTS: HAROLD SARGUS |  
DOUGLAS | STATE SENATE DISTRICT 45  
| CONGRESSIONAL DISTRICT 2