Using What You’ve Got!
Leadership, Workforce, and Data

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Introduction

Preview of presentation

Questions you hope we answer
What Do You Face Today?

- Value Based Care
- Funding & Coding
- HCBS Waiver Rules
- New Players
- Changing Expectations
- State and Federal Fiscal Instability
- Changing Regulations
- Managed Care
- Uncertainty With Federal Direction
- Privacy & Consent
- Olmstead Act
- Opioid Crisis
- Value Based Care
- Funding & Coding
- HCBS Waiver Rules
- New Players
- Changing Expectations
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Health Care Focus

• Triple Aim: improving outcomes, improving quality, reducing cost
• Medicaid/managed care expansion, BH parity
• Coordinated, accountable, and integrated health care
• Home and community based services with less reliance on institutional care
• Promoting wellness, preventing relapses upstream
• Person-centered individualized care
• Value-Based Care
• Social Determents of Health
Why Are We Seeing So Many Changes?

Depends on your perspective...

• Control costs
• Control quality of service delivery
• Provide an evidence-based service delivery structure
• Create efficiencies
• Structure for Value-Based Payments
Why Fear of Change

- We won’t be able to do business
- Rates are inadequate
- Consumers will go without
- Unfunded mandates
- Increased administrative burden
Dealing With Change

• Be proactive
• Offer ideas/innovations
• Attend government and stakeholder sponsored trainings/events/meetings. Be visible and introduce yourself. Make your presence known
• Avoid getting sucked in by the negativity
• Acknowledge the positive aspects of the change (EBPs, accountability etc.)
• Direct questions to the right authority to give an answer
• Don’t give up and don’t give in

• USE DATA IN NEW WAYS
How Can Your Manage the Change?

• Quality Leadership
• Data/Information
• Quality Workforce
# Key Elements

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Data</th>
<th>Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leadership buy-in and culture change management</td>
<td>• Meeting your Obligations</td>
<td>• Skill Set</td>
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<tr>
<td>• Human Resource Development</td>
<td>• Improved Decision Making</td>
<td>• Culture</td>
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<tr>
<td>• Quality Assurance protocols internal to the agency</td>
<td>• Improved Efficiency</td>
<td>• Data Accepting and Utilization</td>
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<td>• Mission-driven Strategy</td>
<td>• Collaboration and Interoperability</td>
<td>• Adaptability</td>
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<td></td>
<td>• Marketing oneself</td>
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Leadership Strategy

• Leadership buy-in and culture change management
  • What does your team know, and who is not “in the know”?  
  • How is information managed? What is the tone/expectation of anticipated changes?
• Human Resources development for unifying expectations, implementing practice and training
• Quality Assurance (QA) protocols internal to the agency that complement state outcome goals and offer a strong feedback loop to quality improvement
• Mission-driven strategy for how to integrate new services into provision and billing
Data/Information

The “What” – Identify the Information
- Obligations
  - Accountability
  - Regulatory
  - Financial
- Management/Supervision
- Performance Improvement

The “Why” – Use Your Data
- Meet Obligations
  - Internal
  - External
- Informed Decision Making
- Improved Efficiency
- Collaborate
- Market
Identifying the Data
Understanding Your Obligations

• External Obligations
  • Government
  • Funders
  • Accreditation bodies etc.

• Internal Obligations
  • Individuals in service
  • Board of Directors
  • Staff and others

1. Meet Your Obligations
2. Informed Decision-Making
3. Improved Efficiencies
4. Collaboration & Interoperability
5. Market Yourself
# Identifying the Data - Obligations

<table>
<thead>
<tr>
<th>Name of Agency Staff</th>
<th>Agency Title</th>
<th>Entity Accountable To</th>
<th>Type of Measure</th>
<th>Specific Measurement</th>
<th>Frequency of Report</th>
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<tr>
<td>John Smith</td>
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<td>Clients</td>
<td>Outcomes</td>
<td>Employment</td>
<td>Quarterly</td>
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<td>Daily</td>
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<td>ECT.</td>
<td>Incidents</td>
<td>Level 1 and 2</td>
<td>Daily</td>
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<td>Other Levels</td>
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<td>Annual Report</td>
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<td></td>
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<td>Balance Sheet</td>
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<td>Utilization</td>
<td>Attendance</td>
<td>Annual Slide</td>
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Identifying the Data
Management/Supervision

Identify Categories
• Program Governance
• Human Resource
• Fiscal Management
• Documentation
• Ongoing Monitoring
• Planning

For Each Category
• Identify Useful Information
• Identify Sources
• Create Model Report
• Appoint Responsibility
• Determine Frequency
Managing With Data

Organizational memory is the accumulated body of data, information, and knowledge created in the course of an individual organization’s existence.

Creating organizational knowledge:
- Data... Granular, Unprocessed Information
- Information... Organized data in a coherent, usable way
- Knowledge... Organized information that has purpose
- Wisdom... Apply knowledge to issue
Identifying the Data
Performance Improvement

• Target a specific area for improvement.
• Suggest potential indicators of progress
• Identify source of information
• State expected results
• Identify anticipated time to see improvement
• Review and modify practice or indicators
Informed Decision-Making

• Data-based decision-making
  • Data
  • Information
  • Knowledge
  • Wisdom

• Everyone’s job
  • Administrators
  • Supervisor
  • Clinicians
  • Oversight and support

1. Meet Your Obligations
2. Informed Decision-Making
3. Improved Efficiencies
4. Collaboration & Interoperability
5. Market Yourself
Accessibility To Decision Making Data

- Key staff have access and knowledge of the system
- Regular use of the system
- Tracking outside of the system
- Reports from the system—client demographics/profile, client outcomes, LOS
- Ongoing review of data
- Staff training and re-training, new features
Informed Decision-Making
Dynamic Management

Interactive process of data feeding back into operations
• Be Informed
• Be Flexible
• Be Able to Rapidly Adapt

1. Meet Your Obligations
2. Informed Decision-Making
3. Improved Efficiencies
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5. Market Yourself
Improved Efficiencies

• Services
  • Reduce No-shows
  • Outcome Oriented

• Documentation
  • Person Centered
  • Collaborative

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Collaboration & Interoperability

- Need to work and communicate with other providers
- Need to be able to exchange Data HIE

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Market Yourself

• Value to Your Funder
• Value as a Partner
• Efficiency
• Effectiveness
• Person to Person Outreach

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Know How to Leverage Your Data

How to use the data to advance your agency:

- Outcome-based information
- Value-based information
- Staff expertise
- Board influences
- Stories with data
Workforce

- **Skill Set** – Staff need to be placed in situations that require their skills and where they can be successful

- **Culture** – Foster a culture of responsibility, mission and excellence

- **Data Accountability** – Use data to inform, manage, operate and deliver services

- **Adaptability** – Changes will happen if staff are adaptable to change
Prepare And Get Ready

• Attend as many meetings as possible (if not all)

• Develop Stakeholder Advisory Boards that include provider representatives meeting
  with Managed Care and Government Officials

• Build Relationships

• Identify Common Ground

• Identify who has the authority to make decisions

• Understand the Whys
Remember To...

- **Incorporate** a culture of accountability  
  > Everyone’s Responsibility
- **Maintain** a person-centered philosophy  
  > Clinically Right
- **Establish** a concurrent approach  
  > Many Benefits
- **Avoid** losing your culture  
  > Consumer Portal
- **Enhance** your agency operations  
  > Information
- **Ensure** regulatory requirements are met  
  > Electronically
- **Review** existing capacity against idea  
  > Continuously
- **Achieve** a value-based mentality  
  > Foundation
Contact Information

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