WELCOME!
Donald Holford, Chief Financial Officer
Leisha Thompson, Vice President, Adult Mental Health Services
Mission:
To deliver quality and compassionate behavioral health services to individuals and families all the time.

Values:
Compassion, honesty, accountability, integrity, respect & cultural competence
...**SUPPORTING** individuals and families in need of guidance, counseling and encouragement. PBHG provides mental health and substance use services, quality-of-life assistance and encouragement to determine personal wellness goals, as well as motivation to achieve and maintain them.

...**ASSISTING** those experiencing difficult personal issues. We help individuals meet the challenges of different stages of their lives, we respond to the specific needs of communities and, through our Employee Assistance Program, we provide local businesses and employees with the tools necessary to maintain healthy lifestyles at work and at home.

...**EDUCATING** children and families to provide them with the skills necessary to lead healthy lives. Services include substance abuse, violence and bullying prevention education, independent living and job readiness training for children and effective parenting and abuse and neglect prevention for parents.
Fee for Service (FFS) Year 1: Reflections and Insights for Successful Service Delivery in a Value Based System and MCO Payment Environment
The major impact of FFS on service delivery, reimbursement & organizational culture

What We Learned?

Implications for Service Delivery in a Managed Care Environment
The Impact of FFS on Service Delivery, Business Operations & Organizational Culture

- Increased service delivery

- Changes in Funding & Hiring Model for Direct Service & Prescriber Staff
  - Direct Service - Full Time Direct Service $\rightarrow$ Per Diem
  - Prescribers – Psychiatrists $\rightarrow$ Advance Practice Nurses

- More extensive use of data and close coordination of program, fiscal & IT in closely monitoring program performance, staff productivity, billing functions and reducing failed claims & failed activities

- Transition of an organizational culture to a more proactive / activist model in all areas of operations and by all levels of management & line staff
WHAT WE LEARNED

- Organizational Change is Possible, *ACHIEVABLE* and continuous
- There are managers and staff who embraced change and thrived in the FFS environment, while there were others who self-selected to opt out
- Successes in the change process came as a result of ongoing input & feedback from all levels of staff within the organization
- FFS has resulted in more clients being served and reduced waiting times for service
- Middle managers in the organization played a key role in implementing the changes needed to succeed
- The need for close coordination between Program, Finance & Information Management will continue to be pivotal in the future and its importance will become further critical in a managed care environment
- Success in a Fee For Service Environment is a multi-year process requiring continuous improvement and long-term $ investments in staffing, training, quality & the environment of care
Fee for Service Implications for Managed Care

- Fee For Service is the first step in moving toward a managed care funding environment
- Service productivity & efficiency while important will not be sufficient to be successful
- The use of analytics will become critically important as managed care moves from fee for service to Value Based Outcomes to Capitated models of reimbursement
- Staff training will play a key role in providing clinical staff with the clinical tools to serve clients with varieties of needs and challenges
- Care coordination will also play a key role in keep clients connected to services necessary to minimize dependence on higher levels of care
- Service providers will require $ support from the state for investments in all of these areas
Thank you!

For more information please contact:
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www.preferredbehavioral.org

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