

DBHDD Technical Assistance Training Day Two



Presented by:

Michael Flora, M.B.A., M.A.ED., L.P.C.C., L.S.W.

Senior Operations and Management Consultant

Phone: 815-751-0356

E-mail: Michael.Flora@mtmservices.org

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014





MTM SERVICES

[Home](#) > [Consulting & Best Practices](#) > [MTM Services](#)

HOW CAN WE HELP YOU?

The Affordable Care Act, parity, Medicaid expansion, and new market and customer forces are ushering in an era of powerful change in how healthcare is accessed, delivered, and paid for. Mental health and addictions treatment organizations have to gear up now to meet greatly increased demand, competition, and performance standards. You need expanded capacity and high-performing prevention, early intervention, recovery, and wellness services and supports. You must work with new Medicaid systems to bill through new health insurance exchanges, adapting to demand for greater accountability, increased efficiency, better quality of care, measurable outcomes, and improved customer service.

David Lloyd, Scott Lloyd and their MTM Services team — of SPQM fame — have led 700+ behavioral health organizations across the country in adapting to changing healthcare delivery and payment systems. Today, MTM Services — in partnership with the National Council for Behavioral Health — offers a **full suite of consulting services** to prepare community behavioral health organizations, large health systems, managed care entities, and state and county behavioral health systems, for the dynamic new healthcare marketplace.

Organizations that have worked with MTM Services have seen:

- » 60% reduction in consumer wait times
- » 39% reduction in cost of access to treatment process
- » 34% reduction in staff time needed per access to treatment event

MTM SERVICES

- > [MEET THE CONSULTANTS](#)
- > [CLINICAL & BUSINESS CONSULTING](#)
- > [HEALTHCARE CONSULTING PACKAGES](#)
- > [SPQM DASHBOARDS](#)
- > [DLA-20 FUNCTIONAL ASSESSMENT](#)
- > [HEALTH REFORM NEWSLETTER](#)
- > [RESOURCES](#)
- > [CLIENTS](#)
- > [CONTACT US](#)

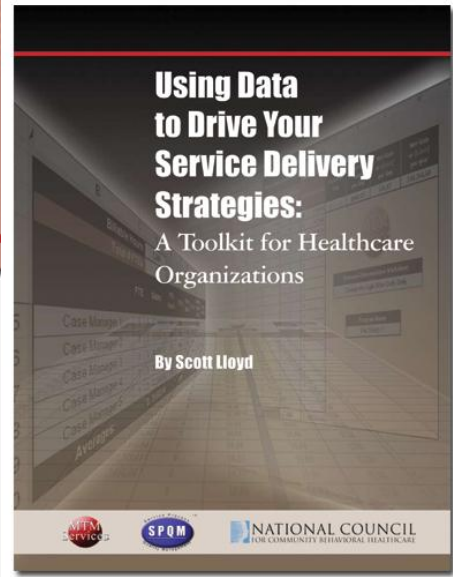
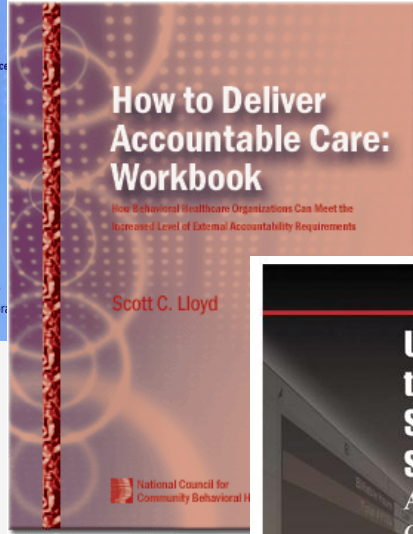
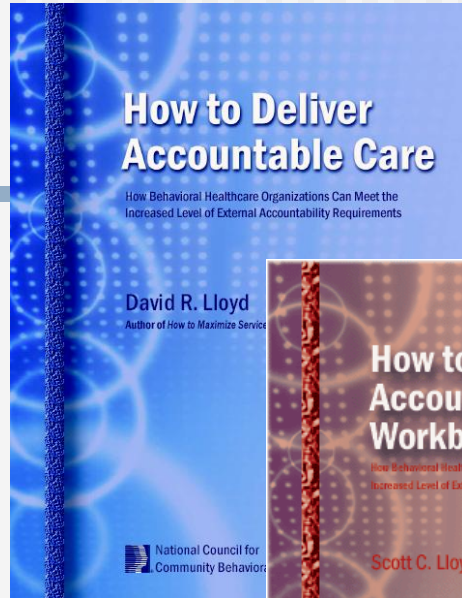
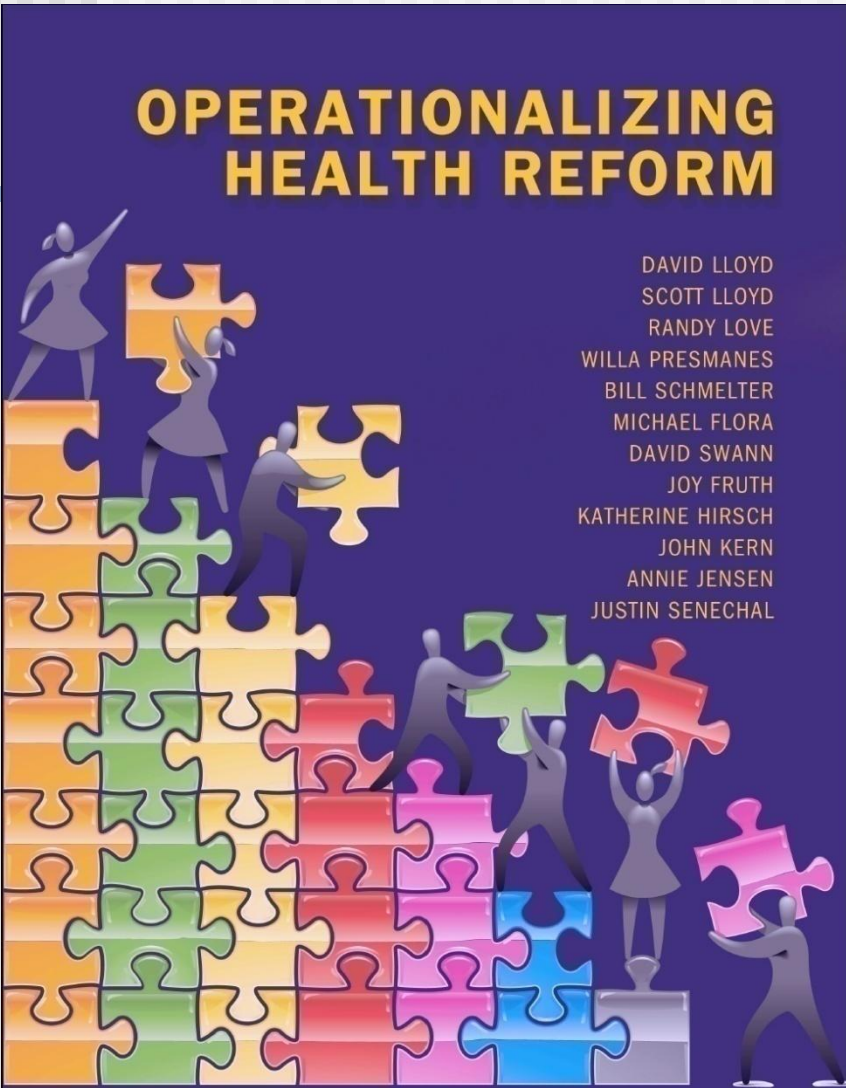


Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014



MTM Publication Ordering Information:

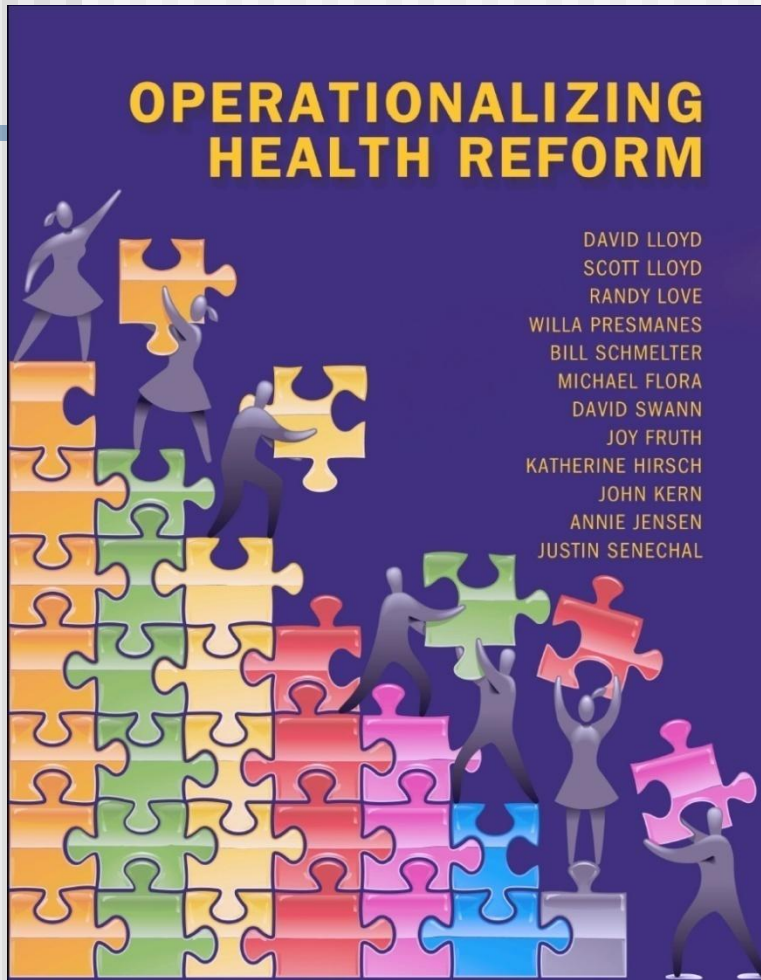
www.mtmservices.org , www.thenationalcouncil.org or Call (202)-684-7457



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



A Roadmap for Impactful Change!



Operationalizing Health Reform was written by the entire MTM Services Team to be an up to date view of what we have learned working to help hundreds of organizations across the country and abroad make the changes necessary to be successful in today's ever changing environment of health reform. Each of the book's 14 chapters deal with a specific change focus required to help vision based leaders improve their organization's quality of care, efficiency, and the compliance of their service delivery system!

To Order or for more information visit:

www.mtmservices.org or www.thenationalcouncil.org

If preferred call (202)-684-7457
Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



How to Get and Keep the Best Employees: A guide to workforce innovation



Michael has over 25 years experience in clinical practice and mental health administration. He has extensive experience in

- Strategic Planning,
- Performance Improvement,
- Clinical Re-Engineering,
- Marketing, Business Planning,
- Leadership Training,
- Project Management
- Mergers and Acquisitions in healthcare

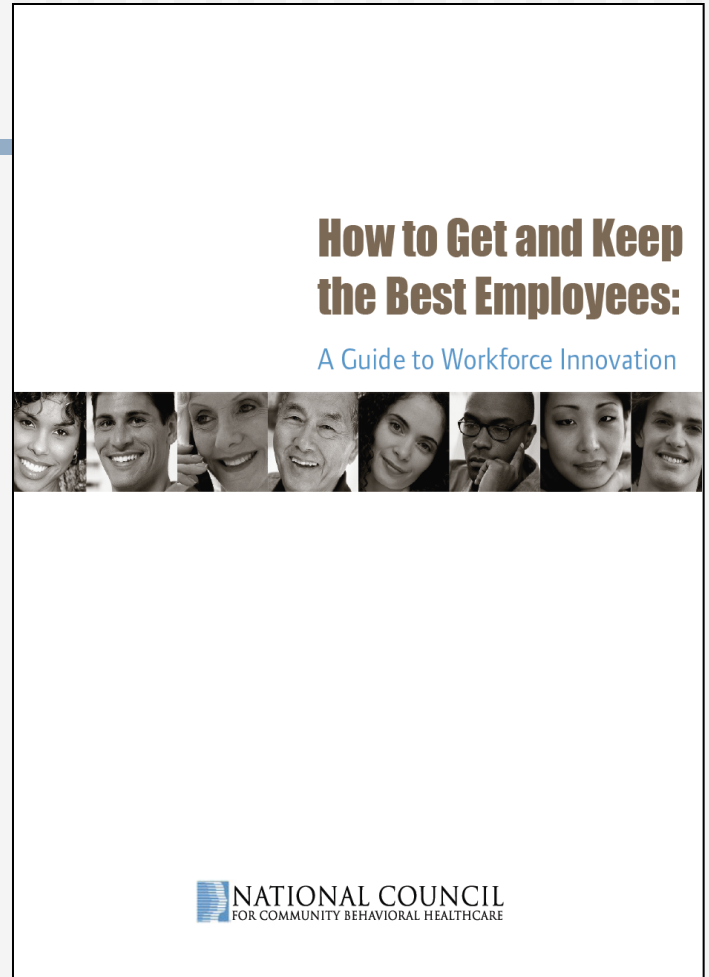
He has lectured throughout the country on the national conference level on behalf of treatment and administrative issues.

His work has been highlighted in *Behavioral Healthcare Tomorrow*, *Behavioral Healthcare Technology*, *Health Care Technology*, CMHC's *One Magazine*, and *MD News Magazine*. He is a frequent contributor to the *NI Business News*, and his work has been featured in numerous publications by the National Council for Behavioral HealthCare publications.

Mr. Flora currently holds a position on the editorial board for the Joint Commission on Accreditation Healthcare Organizations (JCAHO) publication ***JCAHO Advisor for Behavioral Healthcare Providers*** and is listed in the *Who's Who of Executives and Professionals*. He currently serves on state and local committees to improve the behavioral health care of our children, families and adults in Illinois.

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



How to Get and Keep the Best Employees:

A Guide to Workforce Innovation



 NATIONAL COUNCIL
FOR COMMUNITY BEHAVIORAL HEALTHCARE

Michael Flora, MBA, M.A.Ed., LCPC



Health Reform Implementer



HEALTH REFORM IMPLEMENTER

ISSUE 3, 2014



5 THINGS YOUR LEADERSHIP TEAM NEEDS TO LEARN FROM THE NEW MEXICO RAC AUDITS

BILL SCHMELTER, PHD
Lead Clinical Consultant - MTM Services
Bill.Schmelter@mtmservices.org

In my 40 years in the Behavioral Health field I have benefited from considerable experience as both an auditor and an auditee. Both as a clinician and a behavioral health organization executive I have been involved in and/or had the lead responsibility for more than 20 Joint Commission Surveys. [Read More...](#)



COACHING UP OR COACHING OUT Maximize Service Capacity and the Bottom Line by Coaching Up Your Middle Performers

MICHAEL FLORA, MBA, MA, ED, LCPC
Senior Operations and Management Consultant - MTM Services
Michael.Flora@mtmservices.org

Middle performers are the unsung heroes of every organization. While high and low performers get most of the attention, middle performers typically make-up 60-70% of the workforce, and are critical to your organization's success. [Read More...](#)



OPERATIONALIZING HEALTH REFORM: LEADERSHIP IN ACTION

DAVID LLOYD, FOUNDER
M.T.M. Services
David.Lloyd@mtmservices.org

In June 2013, it was my pleasure to be a part of a national panel in Washington, DC that was focused on discussing the future of behavioral healthcare in an era of healthcare reform. [Read More...](#)



BENEFITS OF TEACHING EMOTIONAL INTELLIGENCE (EI) IN THE HEALTHCARE WORKPLACE

MICHAEL FLORA, MBA, MA, ED, LCPC
Senior Operations and Management Consultant - MTM Services
Michael.Flora@mtmservices.org

I have always adopted the concept of hire for attitude, train for aptitude. Most graduates and seasoned professionals have the basic clinical and non-clinical educational and work performance requirements. So what sets the top performers apart? [Read More...](#)

LINKS

[Learn about MTM Consulting Packages](#)

[See what's new at the National Council](#)

[Ask the Expert](#)

[Download MTM resources](#)

[Keep up and comment on the Expert Buzz Blog](#)

[MTM Book Store](#)

- The Affordable Care Act, parity, Medicaid expansion, and new market and customer forces are ushering in rapid changes in how healthcare is accessed, delivered, and paid for. Your markets are expanding fast — behavioral health coverage will expand to 62 million Americans by 2014. And it's not going to be business as usual!
- The MTM Services team has led 700+ behavioral health organizations across the country in adapting to changing healthcare delivery and payment systems. Today, MTM Services — in partnership with the National Council for Community Behavioral Healthcare — offers the Health Reform Implementer newsletter to prepare community behavioral health organizations, large health systems, managed care entities, and state and county behavioral health systems, for the dynamic new healthcare marketplace.
- Health Reform Implementer brings you the best of the MTM team's healthcare consulting expertise and is edited by [Michael Flora](#). The newsletter is packed with tips and tools to help you improve quality and access to mental health and addictions care; achieve operational efficiencies; streamline billing and collections; improve staff productivity; establish outcome measures; design key community collaborations; and face up to the competition in the new era defined by the Affordable Care Act.
- Purchase your subscription to Health Reform Implementer via the [National Council Store](#).
- Breaking news and articles are posted on our website for subscribers to access at any time with a password. Subscribers receive email alerts every month, listing the latest articles available online.

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Like Us!!  Follow Us!! 

- <https://www.facebook.com/MTMServices?ref=hl>
- https://twitter.com/MTM_Services

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Experience –

Improving Quality in the Face of Healthcare Reform

- MTM Services' has delivered consultation to over 700 providers (MH/SA/DD/Residential) in 45 states and 2 foreign countries since 1995.
- **MTM Services' Access Redesign Experience** (*Excluding individual clients*):
 - 5 National Council Funded Access Redesign grants with 200 organizations across 25 states
 - 6 Statewide efforts with 140 organizations
 - Over 1,500 individualized flow charts created
 - Over \$16,000,000 in Annual Savings generated thus far
 - A lot of happy staff and consumers

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Agenda Day Two

1. Coaching your team to Peak Performance
2. Know your Costs
3. UM/UR
 1. CQI score Card
4. Productivity
5. Getting your Board on Board

BH Core Competencies



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Georgia's Recovery Definition and Guiding Principles & Values

Georgia's Recovery Definition

- Recovery is a deeply personal, unique, and self determined journey through which an individual strives to reach his/her full potential. Persons in recovery improve their health and wellness by taking responsibility in pursuing a fulfilling and contributing life while embracing the difficulties one has faced.
- Recovery is not a gift from any system. Recovery is nurtured by relationships and environments that provide hope, empowerment, choices and opportunities.
- Recovery belongs to the person. It is a right, and it is the responsibility of us all.

9-20-13 Version)

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Georgia' Recovery Guiding Principles and Values

- Recovery
- Emerges from hope
- Is person-driven
- Is Strengths based
- Is Age Independent
- Recognizes the wisdom of “lived experiences”
- Occurs via many pathways
- Is holistic
- Is supported by peers, allies, advocates and families
- Is nurtured through relationships and social networks

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Georgia' Recovery Guiding Principles and Values

- Is culturally based and influenced
- Is anchored in wellness- addressing a person's emotional health, environmental well being, financial satisfaction, intellectual creativity, occupational pursuits, physical activities, social engagement and spiritual health
- Addresses trauma
- Supports self- responsibility
- Empowers communities
- Is based on respect.

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Coaching Staff to Optimal Performance

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Is it just me....

- If you have an occasional employee who doesn't perform up to expectation it's probably an individual problem.



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Is it just me....

- But if several people have the problem, the problem is more likely with your management approach or a systemic problem with in your organization.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Is it just me....

- The problem of motivating teams to peak performance is a matter of lack of reinforcement. When you don't get enough reinforcement for what you're doing, your attention wanders. And so does your performance

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Our systems tend to be structured to chase available funding streams

- Available funding streams tend to address only one problem area (e.g., mental illness, substance area (e.g., mental illness, substance abuse, developmental disability, etc.) abuse, developmental disability, etc.)
- The result: Fragmented systems of care...

The Curse of "Siloed Funded Organization"

- **Funding silos follow service dollars from the very top of the system to all the service delivery levels**
- **Siloed funding produces rules that make integrated services more challenging to mobilize**

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



- **Siloed funding creates barriers that prevent the delivery of the range of services needed by our clients with multiple problems**

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



As a System

We have stitched this monster
together....

And we wonder why the villagers
are coming after us with torches
and pitchforks

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Siloed Clinical Service Delivery Process

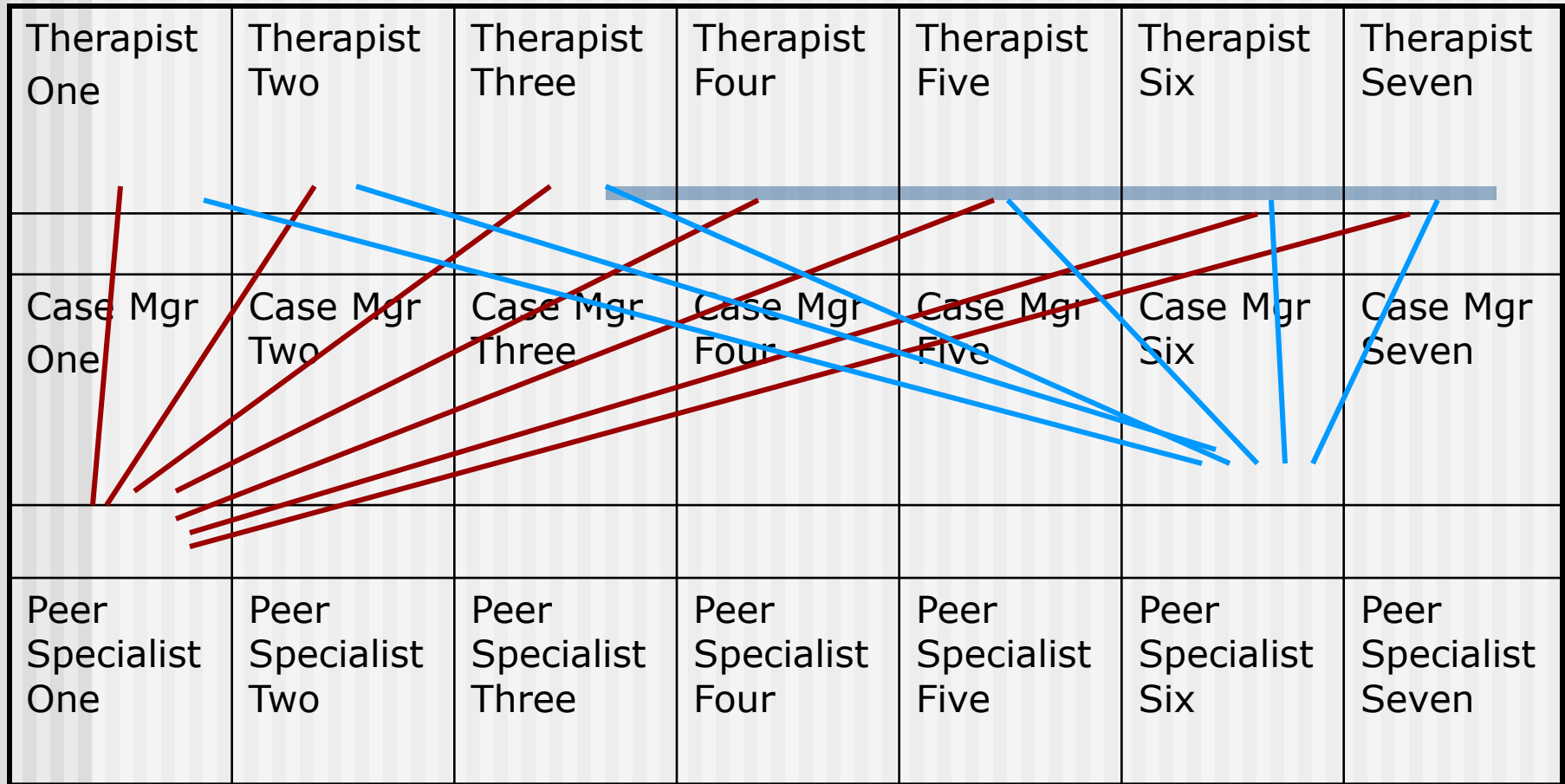


Therapist One	Therapist Two	Therapist Three	Therapist Four	Therapist Five	Therapist Six	Therapist Seven
Case Mgr One	Case Mgr Two	Case Mgr Three	Case Mgr Four	Case Mgr Five	Case Mgr Six	Case Mgr Seven
Peer Specialist One	Peer Specialist Two	Peer Specialist Three	Peer Specialist Four	Peer Specialist Five	Peer Specialist Six	Peer Specialist Seven

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014



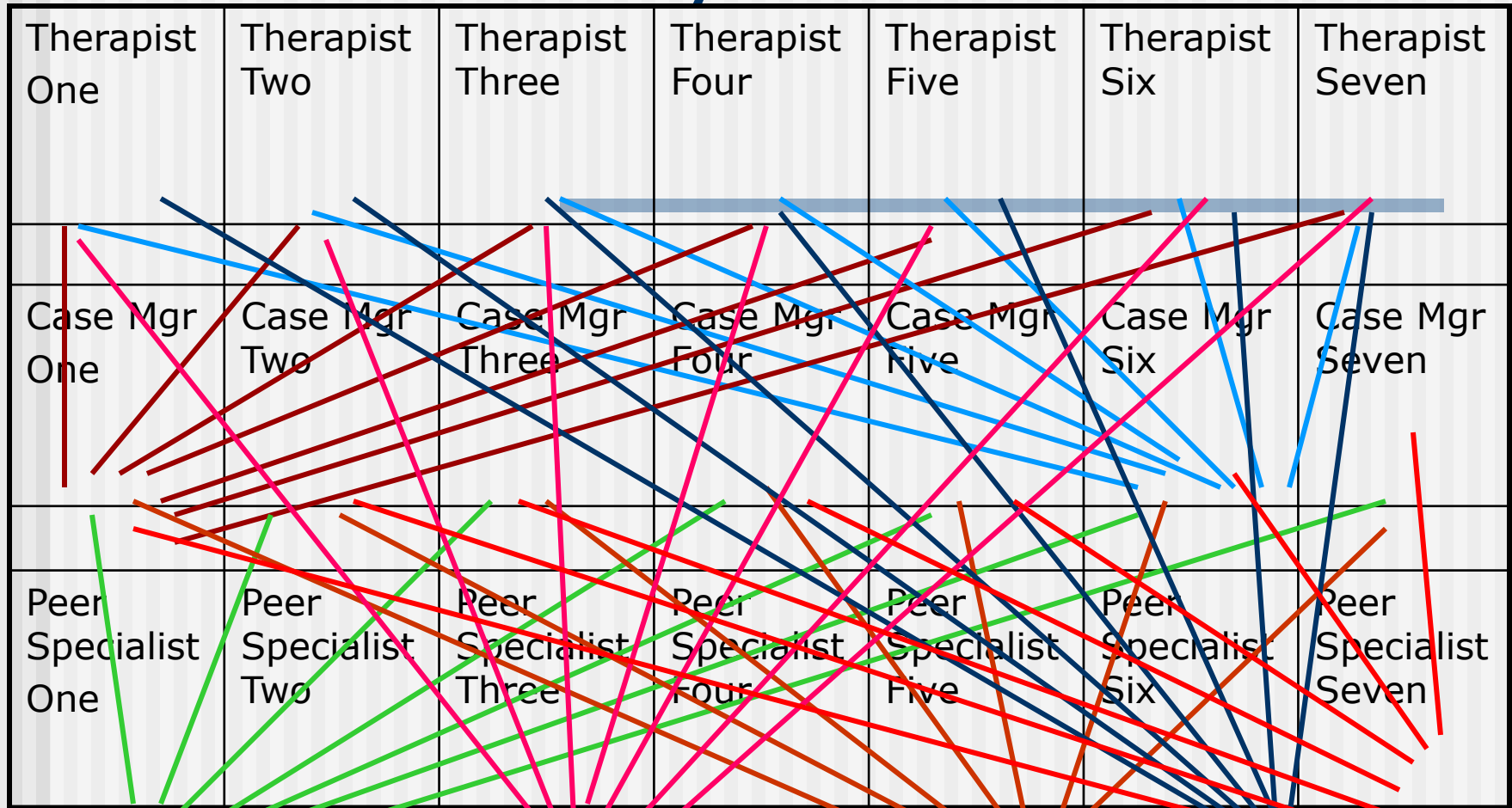
Siloed Clinical Service Delivery Process



Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014



Siloed Clinical Service Delivery Process



Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



What Motivates Staff?

- The amount of reinforcement needed to keep people focused on their work is relative to the amount of reinforcement available in the environment.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



What Motivates Staff?

- Depending on the culture, the fewer distractions in the workplace, it takes very little reinforcement to keep people on task.
- If there are a lot of distractions available, it takes a lot of reinforcement to keep people focused.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



What Motivates Staff?

- Think of your work environment and the organizational culture. What motivates you, what motivates your employees?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Confronting Under Performers

Ask these three questions

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



1

Do you know what your
current productivity is?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



#2

Do you know how many days
your paperwork is late?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



#3

What are you willing to do to improve your performance?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



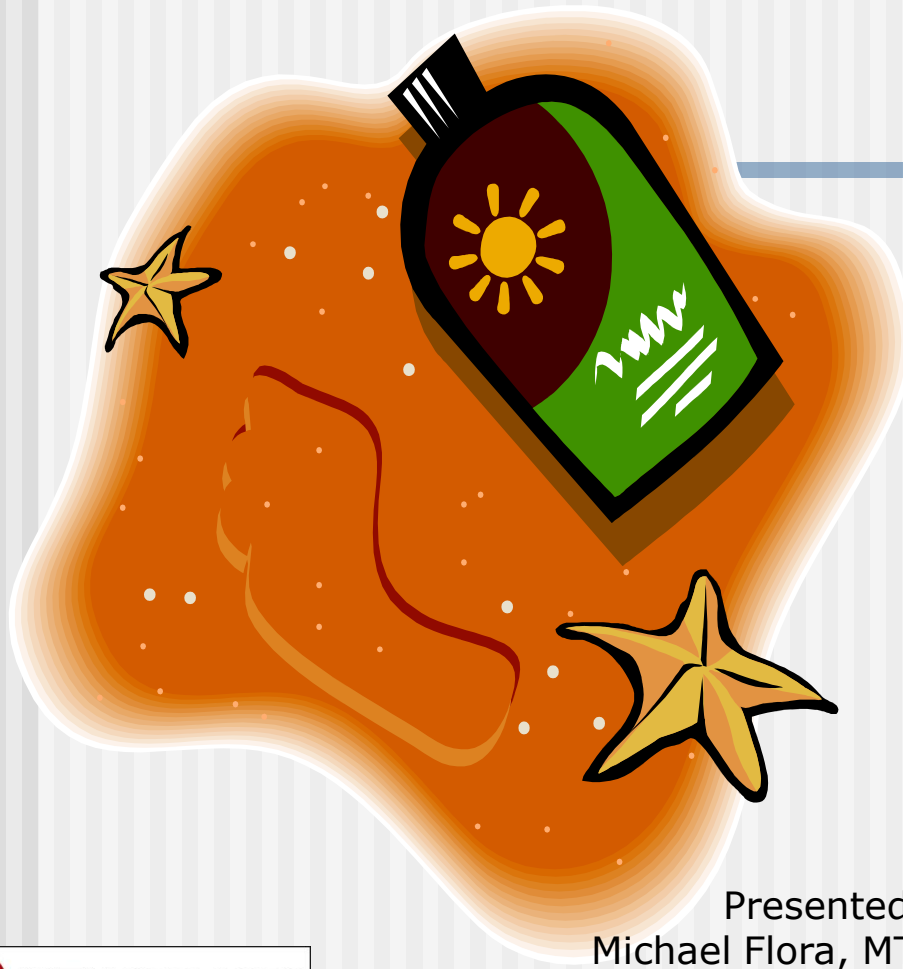
Initiating Change Management through Leadership

Creating an environment for success
growth and vision

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Surviving Leadership Island



- Meeting the Challenge to Succeed
- Using your Coachship Style as your starting point

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

What is Vision?

- A vision articulates a view of a realistic, credible, attractive future for organization, a condition that is better in some important ways than it now exists.
- A vision is a target that beacons
- Creating a focus

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Project Vision

- Identify process & goals
- Identify customers served & expectations
- Define measures
- Clarify membership of team

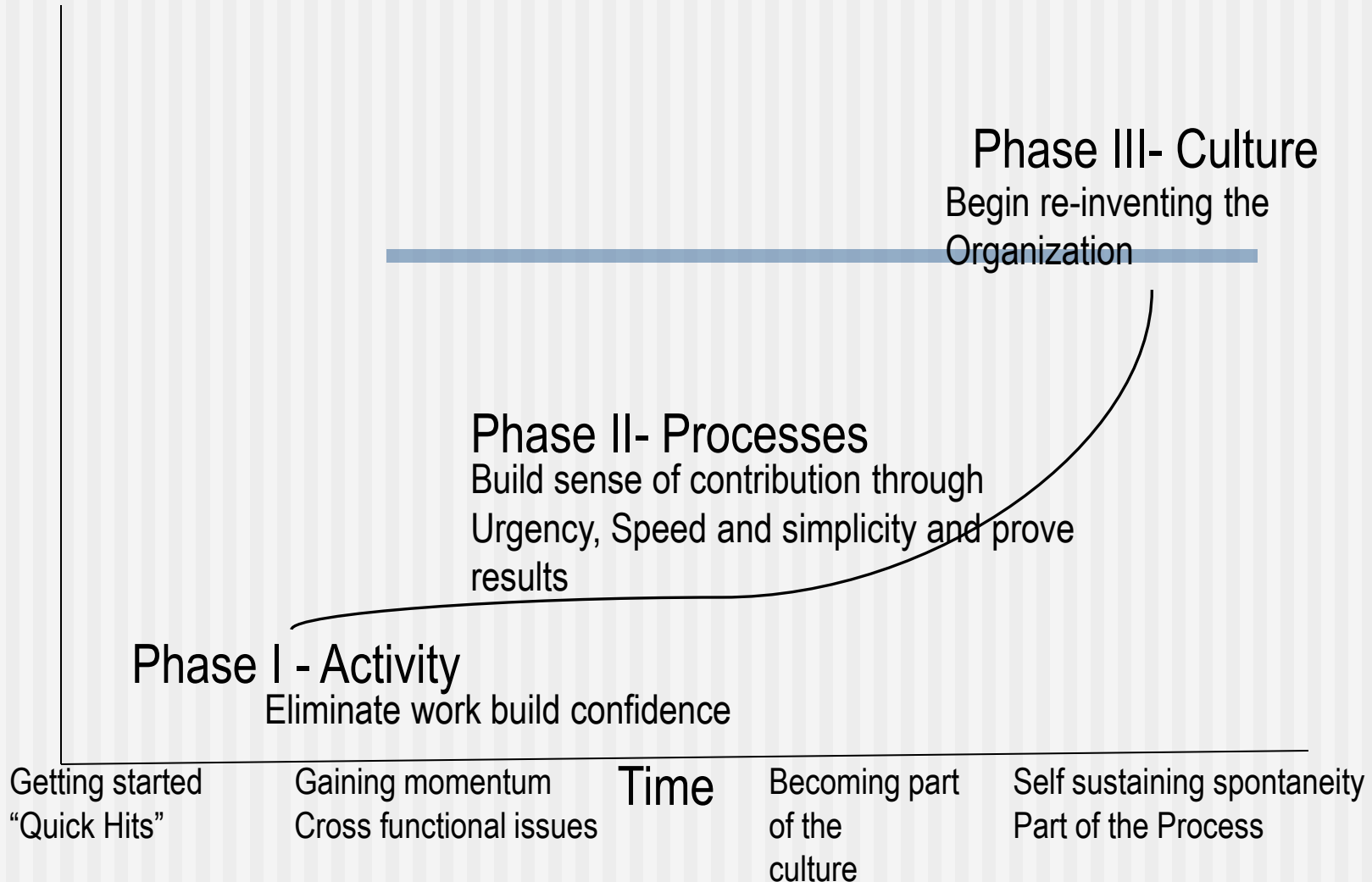
Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Finding a better way.....every day



C
h
a
n
g
e

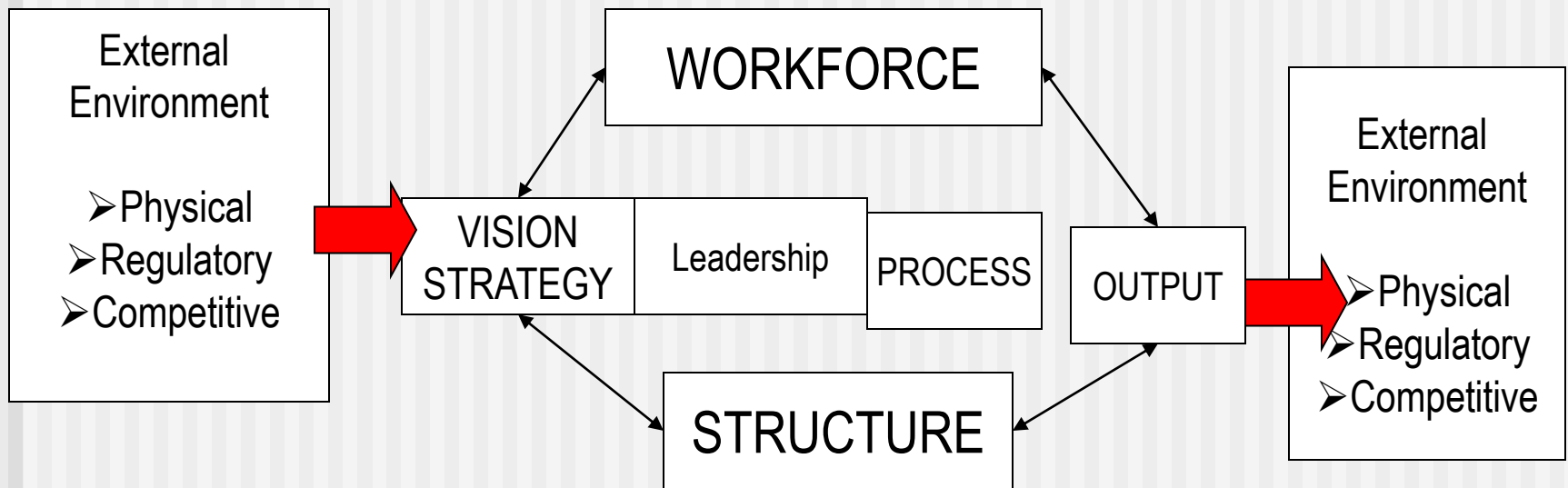


Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Change Management

CHANGE MANAGEMENT



INFORMATION TECHNOLOGY

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014



Creating a Shared Vision Statement

Speaking with one voice

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Motivating Employees

- Employee reinforcement is beyond the monetary.

- In many surveys on employee satisfaction, money and compensation fall well to the bottom of the list.
- Monetary rewards are appreciated but usual short lived as a motivating factor. Employers should look to other motivators in the workplace.

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014



What Motivates Staff?

- These include the culture of your workplace as well as intrinsic motivating factors for individual employees.
- (MBWA).
- Another motivating factor is the environment itself. What does it look like, feel like. Do people enjoy being there?
- This would also include a culture in which team members have value and input into the business decisions and changes that can be embraced into the culture.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



What Motivates Staff?

- Provide feedback to each performer on their daily accomplishments?
- The best job anyone can have is one where they know how well they've done at the end of every day.
- In addition to annual performance reviews, I share positive comments I have heard in the community on a regular basis or write a hand written note to them about their work and how much their client felt that they helped them. I have also written thank you notes to our team members, thanking them for doing good work.

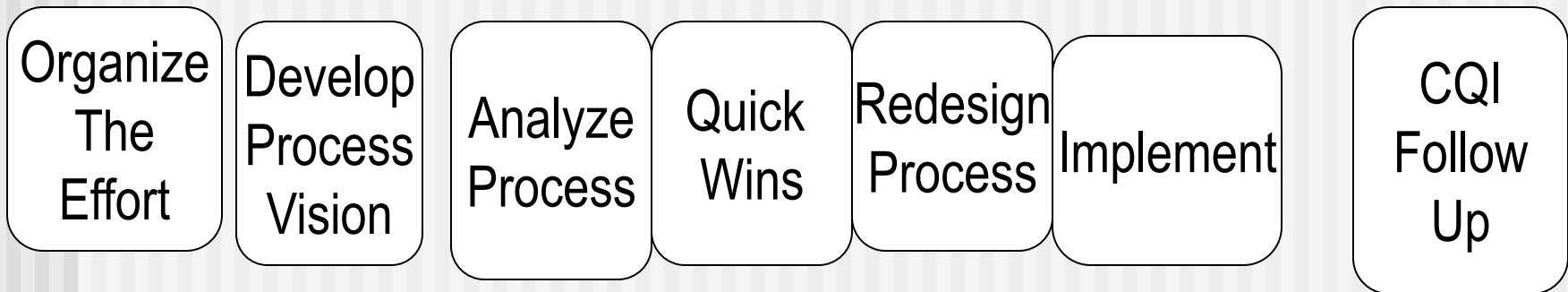
Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



The Re-Engineering Model

Implement Support System



Change Management

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Leadership Roles

- Senior Management Leads the Effort
By:

- Select Process Owners
- Make decisions, promptly and once
- Monitor Progress
- Integrate/Support effort
- Establish Implementation Leadership
- Create environment for change

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Four dimensions of Leadership



Coaching

Workforce

Process

Organization

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Skills needed to Coach to Optimal Performance

- Your Buy IN
- Listen
- Communicate
- Develop a strategy to achieve the vision

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Implement the Coaching Model

- Structuring
- Selecting and Training
- Motivating
- Managing Information
- Team Building
- Promoting Change and Innovation

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Vision and Organization

- Create the Vision
- Vision always refers to a future state
- Just as the Individual seeks rewards from the organization, the organizations seeks rewards from the larger society
- When the organization has a clear defined vision,

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Can your team go home with their work completed for the day?

- Many orientation programs should be something like this...

- " Welcome to XYZ Company, thank you for coming to work with us, for the next two weeks during orientation you will caught up in your work, from then on until the day you retire you will be hopelessly behind".



What can you do?

- One of the biggest frustrations of employees is the unfinished business that keeps them distracted at home as well. Re-engineer your work processes to achieve performance by eliminating redundancies, use technology to achieve greater performance.

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014



Meaning Through Communication

“If you Dream it you
can do it”

- Walt Disney

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Do You Have the Right Team?



- This is the most common question that asked by Managers, Supervisors, Owners, and CEOs. What do you think of your management team? How do their skills compare with those of other managers in competitive organizations?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Do You Have the Right Team?



- Does your team
— perform “excellently”
today? Are they the
team to implement
your plans for the next
few years?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Do You Have the Right Team?



- Who do you think is the most qualified to take on your next major strategic initiative?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Do You Have the Right Team?



-
- Are any members of your team ever being able to be promoted?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Do You Have the Right Team?



- If so, how long will it take for them to be prepared? What should you do to make it happen? If not, what are you going to do to make it happen

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



The steps for ensuring that you have the right staff with the right skills at the right time are fairly straightforward:

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Do You Have the Right Team?



- #1. Conduct an assessment of the competencies and knowledge requirements for critical executive, management and line positions - for the present and for your business's long-term strategic future.

Do You Have the Right Team?



- #2. Assess current employee performance, capabilities, and potential along these dimensions.

Do You Have the Right Team?



- #3. Develop a plan to either buy or build the competencies you need for organizational success.

Meaning Through Communication

- Shared Meaning and interpretations of reality
- The essential factor is to influence and organize meaning
- Develop commitment for the “New Vision”

Trust Implies

- Accountability
- Predictability
- Reliability
- Trust is the emotional glue that holds the organization together

The Myths of Coaching

- Coaching is a rare skill
- Coaches are born, not made
- Coaches are charismatic
- Coaches exists only at the top of an organization
- The Coach controls, directs, prods, manipulates

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Twelve Qualities that Make You a Coach

- A Coach has a Mission that matters
- A Coach is a Big Thinker
- A Coach has High Ethics
- A Coach is a Change Master
- A Coach is Sensitive
- A Coach is a Risk Taker
- A Coach is a Decision Maker
- A Coach uses Power Wisely
- A Coach communicates Effectively
- A Coach is a Team Builder
- A Coach is Courageous
- A Coach is Committed

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Organizational Culture for Coaching



- Defined by the Leadership of the organization
- Defines vision and strategy
- Defines the parameters of what is possible
- Defines how others perceive the organization

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Causes of Leadership Failures

- Lack of Understanding about Implementation
- Inadequate management of resistance
- Attempting “painless” implementation
- Too narrow/too broad in scope
- Tepid executive commitment
- Consensus based approval

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Coaches Failure causes

- Ignoring cultural/tribal Impediments
- Focusing solely on process implementation
- Responsibility/authority mismatched
- Ignoring infrastructure alignment
- Calling something else “ Implementation”
- Pursuing evolutionary revolution
- Not looking both ways.....

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014



Shared Goals

- Make sure your team members and managers understand the priorities. In multiple priority situations allow for feedback on what can be realistically done. Ask your employees do they have all the tools they need to get the work done

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Shared Goals

- By delivering these types of positive reinforcement, you'll find that employees will find it easy to "achieve peak performance" and, in the process, will improve the organizations performance as well.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Communicate

- Speak with one voice
- Use appropriate and professional language
- Listen with a “third ear”
- Convey understanding
- Promote a culture of accountability and dialogue

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Communicate

- Set an example
- Its not always what you say, but how you say it
- Remember that breakdowns in communication lead to problems
- Conduct effective meetings
- Define expectations

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Coaching for success

Step by step

1. Describe what you want done
2. Be Specific
3. Obtain agreement
4. Jointly decide on a completion
5. Establish mini-goals
6. Discuss the benefits
7. Confirm the employees understanding of the tasks
8. Assign authority and responsibility
9. Follow up

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Key Elements of Managing Change

- Time management is a key – for both the manager and to assist staff in their acceptance of organizational and service delivery changes
- Substitute Process understanding – difference between working harder and working differently during change implementation

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Addressing the Challenging Team member

Four Choices of dealing with Problems

- Tolerate them
- Change your attitude
- Change the way you react
- Engage in conversation

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Managing/Mentoring Staff Performance Areas

- Addressing inappropriate performance at the earliest possible time after KPI reports are created
- Provide objective measurement to support performance issues with staff or program
- Identify the performance levels that you would like to see and discuss them in staff meetings, in individual supervision sessions, etc.
- Request that staff meeting the KPIs provide a case study to other staff on how did it...
- Celebrate every possible victory (change)...
Reinforce appropriate behavior/performance

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Managing/Mentoring Staff Conflict Behaviors

- Addressing inappropriate behaviors at the time of the behavior is key to change
- Intervene in triangular dynamics between staff
- Developing Self Leadership will empower staff
- Identify the behaviors that you would like to see and discuss them in staff meetings, in individual supervision sessions, etc.
- Model the behaviors you would like for your staff to have
- Celebrate every possible victory (change)...
Reinforce appropriate behavior/performance

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Supervision/Coaching Case Studies

1. The employee who turns every bit of feedback into either "that's not what you told me" or "you never told me that" or "I never said that" (even when they just did in the same conversation)
 - Concurrent Documentation on computer and print summary to hand to staff
 - Create Supervision Logs to provide statement of concerns

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Supervision/Coaching Case Studies

2. When supervising someone's supervision, what you do when you know that the majority of their supervisees dread (or at least dislike) going to supervision.
 - Be honest with supervisor
 - Coach on how to use agenda topics in supervision

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Supervision Agenda is A Key Focus

Supervision Agenda

Date: _____

Supervisor: _____

Employee: _____

Date of Supervision/Coaching Session:

Agenda Items

1. General administrative/House Keeping items:

2. Performance indicators:

Strengths and Growth Observed:

Growth Opportunities/Coaching Opportunities:

3. Clinical Service Delivery Process Supervision:

4. Case Specific Supervision:

Action items for follow-up

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014

Recommended Coaching Scripts

1. “Just wanted to share a copy of your Day in the Life Report for last month. Please review for a few minutes and confirm if this is about the level of schedule management and direct service you anticipated.”
2. “What are some ideas you have had that will enhance your schedule management and average schedule rate per clinic day?”

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Recommended Coaching Scripts

3. “Based on the past three months, how do you feel you are progressing with achieving your performance goals with the agency?”
 - “Which performance standards do you feel best about?”
 - “Which performance standards do you feel need more of your attention?”
 - “Please identify the barriers that you are encountering and share with me some of the solutions to these barriers that you have considered or started to implement?”

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Recommended Coaching Scripts

4. “I understand that you are concerned about the KPI’s.... Let’s shift our focus to which KPI you are most concerned about and how we can work together to meet this standard...”
- “Please identify the barriers that you are encountering and share with me some of the solutions to these barriers that you have considered or started to implement?”

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

CQI Approach to Leadership Skills Building...

- Peer support and case studies to support ongoing management/ leadership learning and skills building.
- Leadership Academy Model is helpful to groom new leadership

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Focus on “We Can Do This” Management Teams

1. Assess competency levels of staff...
2. Hire for attitude... train for focused skills...
3. Define one work area where you need assistance in completing your work...
4. Delegate responsibility and authority and do not pull either back even if you have to bite your tongue and leave the building...
5. Celebrate the victories...
6. Move beyond operations to vision for the organization

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Motivating Staff

- **Manager's Part:**
 - Provide supervision, coaching, mentoring, training, encouragement, focused support to identify and eliminate barriers
 - Provide Solution Focused Action Plans to assist in directing staff
- **Staff's Part:**
 - Respond to the efforts of manager
 - Take responsibility for their own performance, behavior, aptitude and attitude

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Staff Motivation

- Long term motivation comes from attainment by staff, not processing
 - Can they feel a sense of accomplishment?
- Moving in a direction with supportive leadership of standing in place/going in a circle

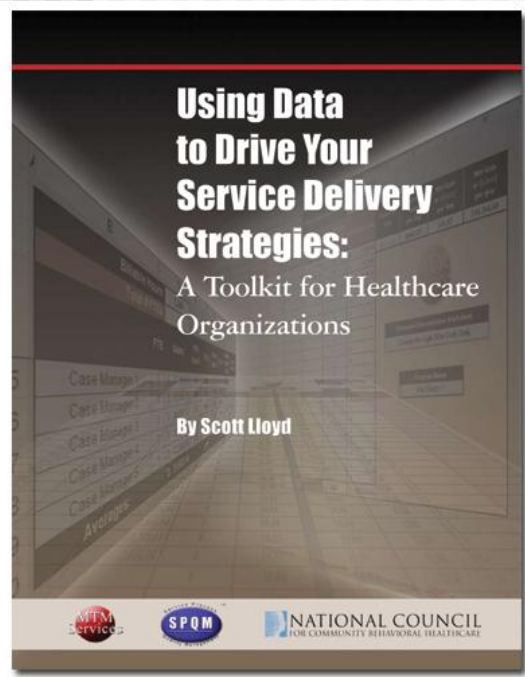
Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Holding Staff Accountable

- Once the manager has taken the appropriate actions to assist individual staff, then the manager must step through the HR manual procedures
- Identify next steps in the HR Manual and become comfortable with applying them

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Knowing the Numbers You Need to Survive



This book, which is now available for ordering at the NCCBH bookstore for this conference, was written with the specific focus of assisting vision based leaders who want to improve their organization by utilizing strategic-based data tools to determine and support their core service delivery principles. The seven Microsoft Excel based strategic data measurement tools that accompany this text work to establish strategic indicators for:

- 1) The proper direct staff productivity levels;
- 2) The cost per service delivered;
- 3) The proper case load size for direct service staff;
- 4) The total service capacity for your organization; and
- 5) The total number of processes, staff time required, client time required, and cost of your organization's current intake process.

For Ordering Information:

www.mtmservices.org / Call 301.984.6200

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Knowing the Numbers You Need to Survive

1. What Costing Elements Need to Be Reviewed?
2. Establishing Service Capacity.
3. Establishing Case Load Sizes.
4. Incentive Pay Models.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Knowing the Numbers You Need to Survive

1. What Cost Elements Need to Be Reviewed?
 - Cost Per Service (Event, Day, Hour, Etc.)
 - The Impact of Overhead
 - Access Costing (First Call through the Client being Open for Services)
 - Your Costs Versus Statewide Averages

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014



Knowing the Numbers You Need to Survive

- 100% Versus Direct Service Costing



Hours Per Day	8
Work Days Per Year	260

Direct Service %	57.70%
Avg. Revenue PH	\$85.00

Costing Model	Salary	Fringe Benefit	Salary & FB	Overhead %	Salary + FB + OH	Hours	Cost Per Hour	Revenue PH	Margin
100% Costing	\$40,000.00	30%	\$52,000.00	45%	\$75,400.00	2080	\$36.25	\$85.00	\$48.75
Direct Service	\$40,000.00	30%	\$52,000.00	45%	\$75,400.00	1200	\$62.82	\$85.00	\$22.18

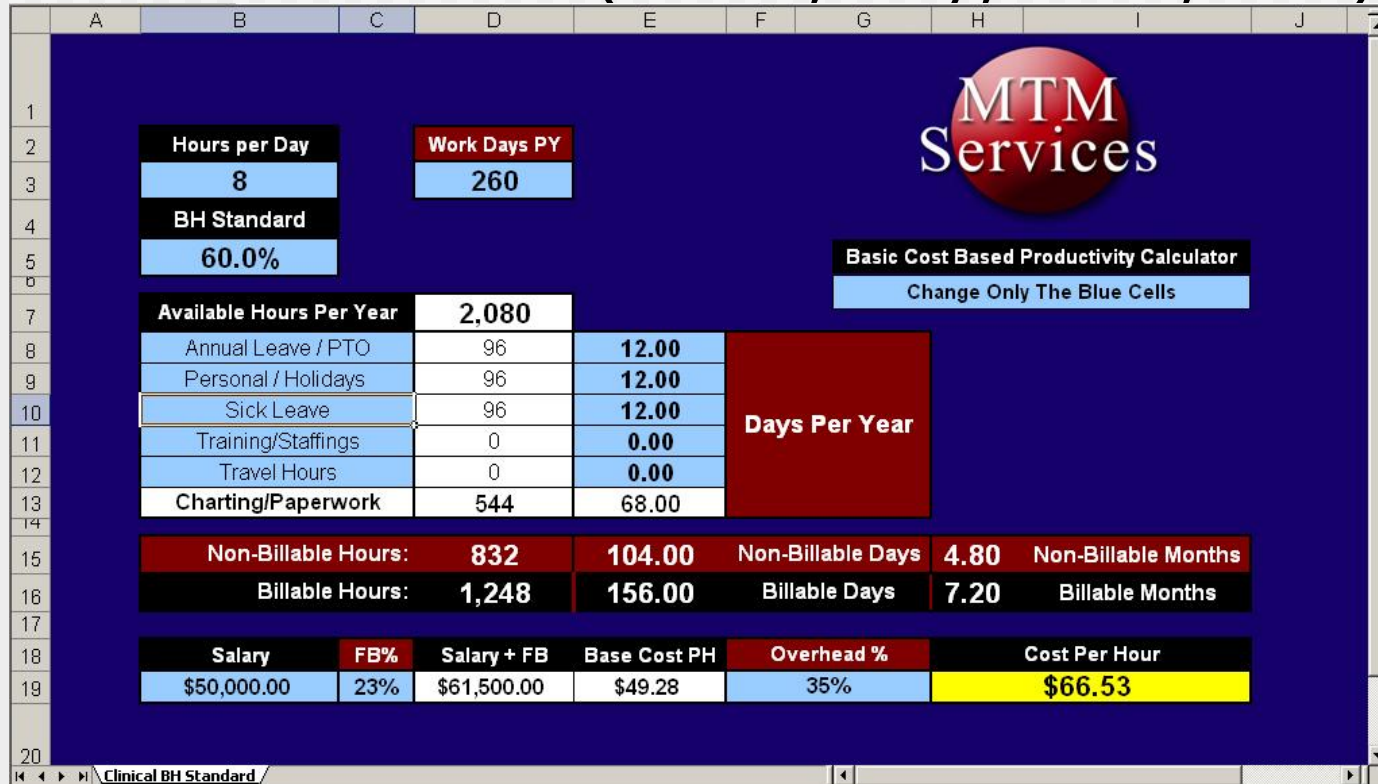
Revenue Model	Hours	Revenue PH	Gross Revenue	Salary + FB + OH	Net Revenue	Check
100% Costing	2080	\$85.00	\$176,800.00	\$75,400.00	\$101,400.00	FALSE
Direct Service	1200	\$85.00	\$102,013.60	\$75,400.00	\$26,613.60	TRUE

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014



Knowing the Numbers You Need to Survive

- Cost Per Service (Event, Day, Hour, Etc.)



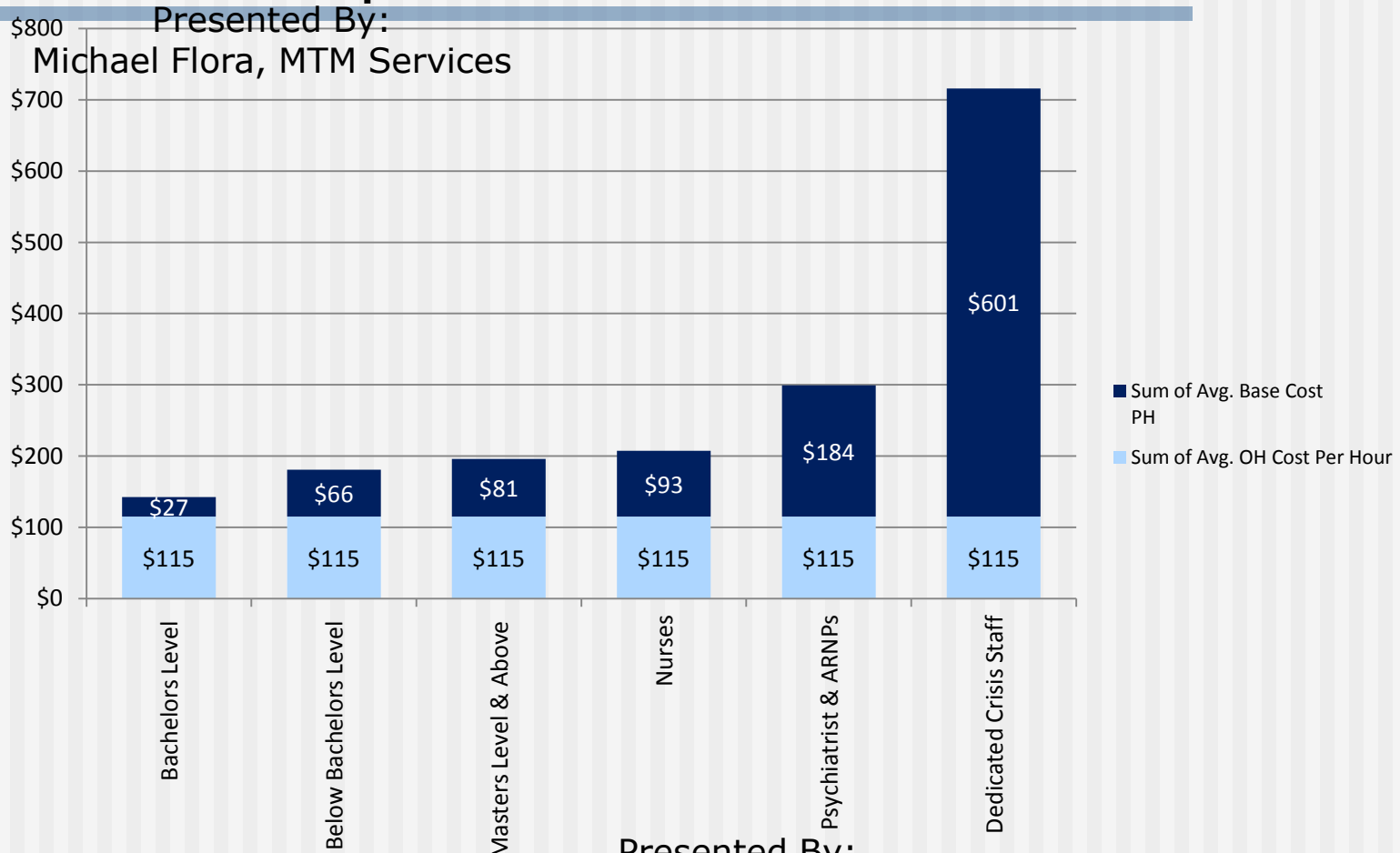
Hours per Day	Work Days PY	MTM Services			
8	260				
BH Standard					
60.0%					
Available Hours Per Year	2,080				
Annual Leave / PTO	96	12.00	Days Per Year		
Personal / Holidays	96	12.00			
Sick Leave	96	12.00			
Training/Staffings	0	0.00			
Travel Hours	0	0.00			
Charting/Paperwork	544	68.00			
Non-Billable Hours:	832	104.00	Non-Billable Days	4.80	Non-Billable Months
Billable Hours:	1,248	156.00	Billable Days	7.20	Billable Months
Salary	FB%	Salary + FB	Base Cost PH	Overhead %	Cost Per Hour
\$50,000.00	23%	\$61,500.00	\$49.28	35%	\$66.53

Screen Print from *Using Data to Drive your Service Delivery Strategies* written by Scott Lloyd

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Knowing the Numbers You Need to Survive

- The Impact of Overhead

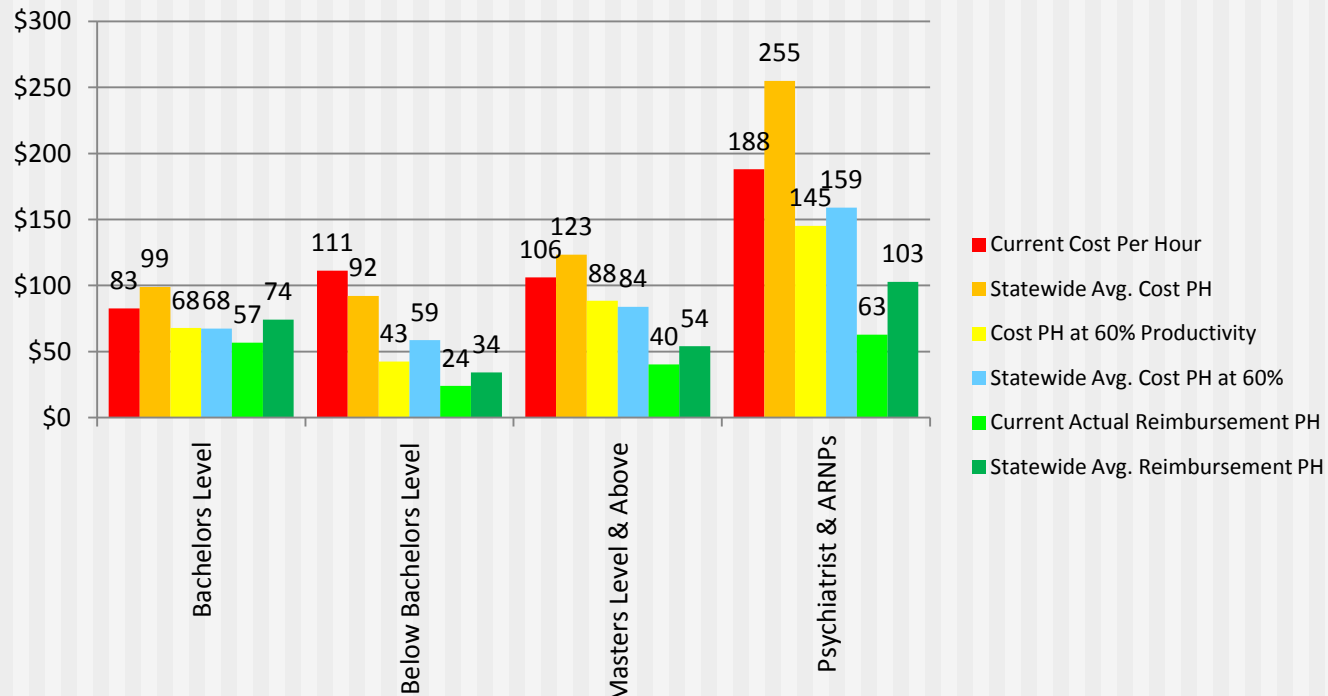


Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Knowing the Numbers You Need to Survive

- Your Costs Versus Statewide Averages



Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Knowing the Numbers You Need to Survive

www.mtmservices.org


Work Days Per Year		260		Available Hours							
Available Hours per day:		8		2080							
Desired Billable Hour Standard:		55.0%									
Billable Hours Currently Delivered Per FTE/Per Month :				70	Corresponding BH%		40%	Change Only the Blue Cells			
Average Number of Billable Hours Received Per Client Per Year:				24							
Unit/ Program/ Location	BH Capacity Per FTE / Per Month	BH Capacity Per FTE / Per Year	FTEs per Unit/ Program/ Location	Billable Hour Service Capacity per year	Billable Hours Currently Delivered Per Year	Potential Clients on the Waiting List	Billable Hours captured per year by alleviating the waiting list	Total Current Billable Hour Service needs per year	Remaining Billable Hour Service Capacity	Equivalent FTEs	
Program 1	95.33	1144	13.0	14872	10920	0	0	10920	3952	3.45	
Program 2	95.33	1144	5.0	5720	4200	0	0	4200	1520	1.33	
Program 3	95.33	1144	14.0	16016	11760	0	0	11760	4256	3.72	
Program 4	95.33	1144	4.0	4519	3318	0	0	3318	1201	1.05	
Program 5	95.33	1144	3.5	4004	2940	0	0	2940	1064	0.93	
Program 6	95.33	1144	1.0	1144	840	0	0	840	304	0.27	
Program 7	95.33	1144	6.0	6864	5040	0	0	5040	1824	1.59	
Program 8	95.33	1144	10.0	11440	8400	0	0	8400	3040	2.66	
Program 9	95.33	1144	13.0	14872	10920	0	0	10920	3952	3.45	



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Knowing the Numbers You Need to Survive

www.mtmservices.org



Case Load Calculator - Detail
Change Only The Blue Cells

Hours per Day			Staff Type			
8	No-Show %		Therapist			
BH Standard	60.0%	25%				
Available Hours Per Year	2,080					
Annual Leave/PTO	96	12.00	Days Per Year			
Personal/Holidays	88	11.00				
Sick Leave	96	12.00				
Training/Staffings	0	0.00				
Travel	0	0.00				
Charting/Paperwork	552	69.00				
Non-Billable Hours:	832	104.00	Non-Billable Days	4.80	Non-Billable Months	
Billable Hours:	1,248	156.00	Billable Days	7.20	Billable Months	
% of BH Standard/FTE %	Billable Hours	# of Sessions Per Year Without the No-Show %	# of Sessions Per Year With the No-Show %	Caseload Without the No-Show %	Caseload With the No-Show %	Difference in Caseload Size
100%	1248	1277.82	1597.27	290	363	73
Salary	Fringe Benefit %	Salary + Fringe	Overhead %	Salary + FB + OH	Cost Per Kept Session	Cost Per Billable Hour
\$55,000.00	25%	\$68,750.00	22%	\$83,875.00	\$65.64	\$67.21
Client/Service Type	Session Length (Min.)	# of Sessions Per Year	% of Caseload	Average Session Length	Average Sessions Per Client	
Indiv Therapy	48	4	80%	58.6	4.4	
Initial Diag	101	6	20%			

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Knowing the Numbers You Need to Survive

- Incentive Pay Models:
 - Pay Per Hour Over Standard
 - Pay Tied to Productivity
 - Part Time vs. Full Time

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Maximizing Your Access to Care Processes

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Maximizing Your Access to Care Processes

1. Determine Goals:

- A. Reduce the Time Through the System
- B. Reduced Documentation Time/Repetition
- C. Process Consolidation/Streamlining
- D. Paper Processes or an EMR?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Maximizing Your Access to Care Processes

2. Measure Your Current Processes

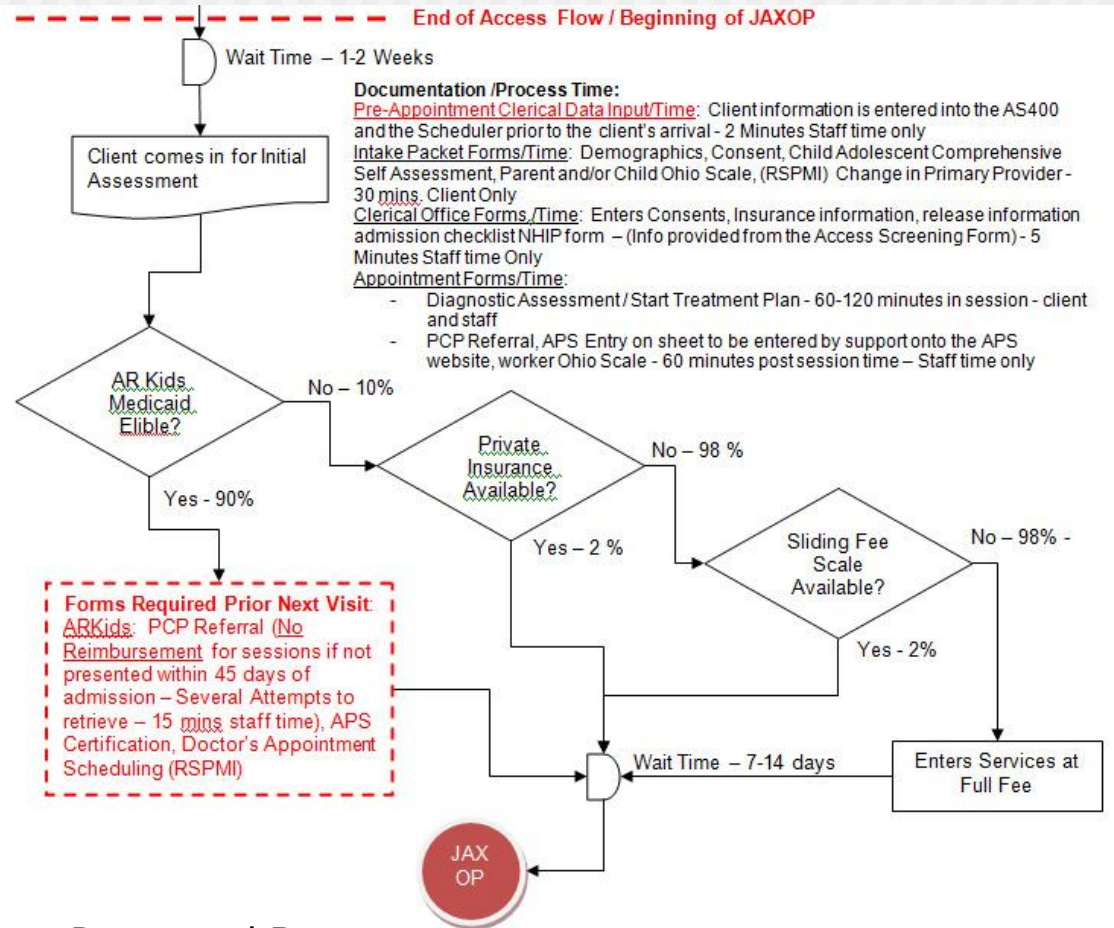
- A. Intake/Assessment Times & Cost
- B. Client Flow Through the System
- C. Wait Times from 1st Call to 1st Appointment
- D. Data Points Collected (*Data Mapping*)

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Maximizing Your Access to Care Processes

Creating a flow chart creates the opportunity for staff to really investigate what they are doing, and decide if it truly makes sense. Some examples of the typical responses given after completing this process are:

- Wow, I never realized that we did that
- That doesn't make sense
- Never realized that I did so much
- I'll bet we could automate a lot of this



Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Maximizing Your Access to Care Processes

www.mtmservices.org



	Total Number of Processes	Face-to-face Time Client with Clinician (Min/Hrs)	Client Only Time (Forms Completion)	Clinical Post Session Time (Min/Hrs)	Total Staff Time (Min/Hrs)	Total Client Time without Wait-time (Min/Hrs)	Cost for Process	Total Wait-time (Days/Hours)
Process Totals:	12	282	7	215	497	289	\$782.25	28
		4.70	0.12	3.58	8.28	4.82		0

1st Contact

Process	Staff Type	Cost Per Hour	Client Only Time (Forms Completion)	Face-to-face/Phone Time with Client (Min)	Post Session Time (Min)	Total Staff Time	Cost for Process
Report printed	Support Staff	\$45.00	0	3	3	6	\$4.50
Final report printed	CSS Team Lead	\$80.00	0	3	3	6	\$8.00
Client Given Paperwork	Support Staff	\$45.00	7	3	3	6	\$4.50
Paperwork Reviewed	QMHP	\$80.00	0	3	0	3	\$4.00
Intake w/ BHA/txmnt	QMHP	\$80.00	0	90	30	120	\$160.00
MCD Intake if not eligible	QMHP	\$80.00	0	60	30	90	\$120.00
						0	\$0.00
						0	\$0.00
						0	\$0.00
Total:			7	162	69	231	\$301.00

	Days	Hours	Total Minutes
Wait-time between Contact:	7		10080

1. Measurement tools give us decision points:

- A. 12 processes to be completed during 3 contacts with the client
- B. 8+ hours of staff time / Almost 5 hours of client time needed
- C. \$782.25 Cost (What is the reimbursement for this Intake/Assessment?)
- D. 28 total days of wait time between the 3 contacts with the client

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Maximizing Your Access to Care Processes

Access Costing (First Call through the Client being Open for Services)

Process Totals:	Total Number of Processes	Total Staff Time (Hrs)	Total Client Time without Wait-time (Hrs)	Cost for Process	Total Wait-time (Days)
Child - New Process	5	2.42	2.08	\$128.60	5
- New Process	0	0.00	0.00	\$0.00	0
Averages:	5.00	2.42	2.08	(\$128.60)	5.00



Avg. Reimbursement:	\$165.50
Margin:	\$36.90
Avg. Number of Intakes Per Month	100
Monthly Margin:	\$3,689.67
Annual Margin:	\$44,276.00

Old Process Averages:	5.50	5.48	2.31	(\$313.91)	27.50
New Process Averages:	5.00	2.42	2.08	(\$128.60)	5.00
Savings:	0.50	3.06	0.23	\$185.31	22.50

Avg. Number of Intakes Per Month	100
Monthly Savings:	\$18,530.98
Annual Savings:	\$222,371.70

Maximizing Your Access to Care Processes



Forms Time Study Tracking Sheet

Type:	Direct Service Time (min.)	Clinician Post Session Doc. Time (min.) = <i>Any time spent documenting a service without the client present</i>	Clinicians: Enter # of Clients Seen	Total Post Session Doc. Time (min.)
Assessment Phone - AP	15.00	5.00	1.00	5.00
Assessment Face-to-Face- AF	90.00	40.00	1.00	40.00
Assessment/Diagnostic Update - AU	30.00	10.00	1.00	10.00
Treatment Plan - TP	75.00	30.00	1.00	30.00
Treatment Plan Update - TPU	60.00	20.00	1.00	20.00
Individual Progress Notes - IPN	60.00	12.00	1.00	12.00
Group Progress Notes - GPN	60.00	50.00	5.00	10.00
Other Contacts - OT	60.00	15.00	1.00	15.00
Averages:	56	23	2	18

Please do not change any of the numbers above, as they are auto-summing formulas.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Maximizing Your Access to Care Processes

Data Mapping is the process of cataloging/documenting all of the data elements captured by your organization's Treatment related documentation, who is capturing each element, and how many times each element is captured.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Maximizing Your Access to Care Processes

3. Compare Your Current System to the System You Need

- A. Reimbursement Rate vs. Cost
- B. Wait times vs. Contract Mandates
- C. Remove Repetition – Collect Data Once
- D. Remove Unnecessary Questions

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

UM/UR

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

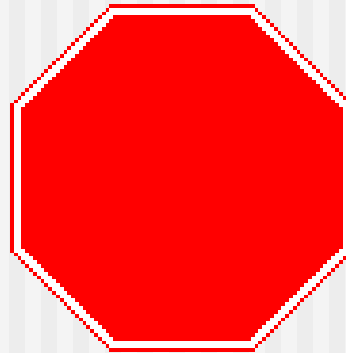
Why is this important?



- Increased Accountability
- UM UR
 - If we find that UM UR reviews provide unsubstantiated claims it will be deducted from your productivity
 - If we have provided a bonus on these units then this will be deducted from your next pay
 - Horizontal and vertical accountability
 - KPIs for clinical and non clinical team members
- We will follow our UM UR policy

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

- Just because we have passed a state audit is no guarantee that we are not open to problems.



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

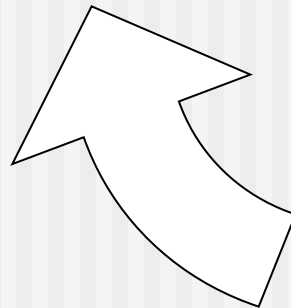


Documentation

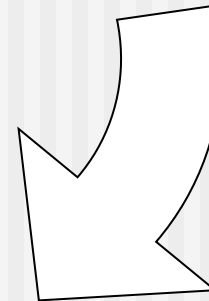
Submit
The
Claim for
Payment to the
Correct payer(s)



Get the Check
Withstand the audit
Keep the Money
So, you can do it again.



Find the client
Assess the client
Treat the Client
Document it all



Give the info to the next part of the process

Performance Standard Model

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



UM/UR

- Is the set of structures or methods that provide for authorization of care, using particular criteria. These are usually determined by the payor.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



UM/UR's Role in CORPORATE COMPLIANCE AND ACCOUNTABILITY

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

- ▶ Manage risk of unexpected losses or expenses caused by regulatory action
 - Prevent large payback sums, costly attorney's fees, negative public relations, employee resources committed to response
 - Civil/criminal liabilities
- ▶ Implement proactive Corporate Compliance initiatives to meet increased scrutiny from state and federal funders
- ▶ Meet our ethical obligations of quality care

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

- Compliance Program Review:
Identify, retrieve and prevent inappropriate Medicaid/Medicare billing ahead of audit
 - Conduct risk assessment, noting payback risk (including extrapolation: if 5% error rate, extrapolate 5% across all services billed, e.g. 30 claims becomes 200,000 claims or \$4K becomes \$6M)
 - Build a culture of transparency and integrity

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



CORPORATE COMPLIANCE

- Compliance risk assessment
 - Train employees
 - Review documents (UR: billing and coding, medical necessity documentation)
 - Identify risk areas (CI, CM, Family and Group Rx, Fidelity to EBP, etc.)
- Infrastructure review
 - Review program components (self-disclosure, corporate compliance log, removing billings that are unsubstantiated)

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

- Compliance is Everyone's Responsibility
 - Review the Corporate Compliance/False Claims Act Policy
 - Fraud is “knowingly” submitting false/fraudulent claims
 - Actual knowledge, act in deliberate ignorance, act in reckless regard
 - Report any concerns about billing, *required* when there is knowledge of improper billing

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



CORPORATE COMPLIANCE

- ▶ Document and Claim Services Accurately
 - Meet credentialing requirements
 - Signatures must be original, dated and accompanied by credentials (or meet e-signature standards)
 - Document actual time, date, duration
 - Reflect service provided as required
 - Include required documentation elements
 - Do not up code, i.e. bill for greater service
 - Include medical necessity, “golden thread”

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

- Follow protocol for corrections and amendments to documentation
- Do not:
 - Bundle services;
 - Backdate documentation;
 - Overlap service time/duration;
 - Bill the same service by multiple staff (CI exception)
- Remember timekeeping, mileage, managing client funds

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



CORPORATE COMPLIANCE

- Medical Necessity
 - LPHA determines:
 - Diagnosis of MI or SED (Healthy Kids Screen can initiate services as MHA is completed)
 - Impairment in functioning in 1 or more areas
 - Individual needs MH services to:
 - Alleviate emotional disturbance/stabilize
 - Reverse/change maladaptive patterns
 - Restore/rehabilitate to maximum life functioning
- Golden Thread
 - Assessment > Treatment Plan > Service Documentation > Updates

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

■ MHA

- Description of time spent with client or collateral gathering information
- Include client preference/compliance
- Review “ability to participate” (e.g. TBI, DD, Dementia, etc.)

■ ITP

- Description of time spent with client or collateral developing, reviewing or modifying ITP
- Review Stages of Change/Treatment/Recovery
- Incorporate client goals

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

■ Therapy/Counseling

- Include description of the activity (action taken on behalf of clients to facilitate receipt of service) and interventions provided (deliberate interaction between staff and clients or a client's collateral for the purpose of alleviating the client's symptoms of MI and improving the client's level of functioning)
- Include client's response
- Include progress toward goal(s) as a result of intervention

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



CORPORATE COMPLIANCE

- Case Management
 - Review medical necessity; case management mental health as required...
 - State action taken on behalf of client, e.g. assessed, advocated, linked, etc.
 - Do not bill for transportation only
 - Review parenting services as they relate to client's diagnosis
- Community Support
 - Document skill building activities
 - Develop curriculum training for skill building

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

- Client Centered (Joint Commission)
 - Culturally competent
 - Culture
 - Language (e.g. Spanish speaking interpreter, written materials in translation)
 - Health literacy
 - Disability
 - Learning needs
 - Documentation of services
 - Effective communication
 - EC, ethics, informed consent, law & regulatory compliance, assessment/education, values and beliefs
 - Complaints/grievances

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

CORPORATE COMPLIANCE

- ▶ Culture of Transparency - Self/Agency Monitoring and Reporting
 - Report when an error is made/found
 - Seek direction if corrections are needed
 - Discuss opportunities for training and performance improvement

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Productivity: Define it...~~Build It...~~RAISE IT!

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Poll Question....

- Does your Organization have established productivity standards?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Poll Question

- What percent of your staff met those expectations monthly?
 - A. 20-40%
 - B. 40-60%
 - C. 60-80%
 - D. 80-100%
 - E. Don't Know

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Definition

- Productivity is a measure relating a quantity or quality of output to the inputs required to produce it. Often means labor productivity, which is can be measured by quantity of output per time spent or numbers employed.

How do you define Productivity?

- How many hours are available
- How many hours do you need delivered to meet your contracts,
- How many hours do you need delivered to meet your financial needs
- What does the treatment plan tell you

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Management Team Awareness Requirements

- All of Billable Service Hours
- Funding Methodology Change Requirements (i.e., Case Rate, FFS, Etc.)
- New Referral Standards
- Documentation Submission Standards
- No Show Rates
- Peer Review
- Progress Toward Goals / Clinical Performance Indicators
- Service Capacity Indicators for all services

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Accountability-Based Leadership



ACCOUNTABILITY STANDARDS/ PROCEDURES/ PROTOCOLS without active Positive and Negative **CONSEQUENCES** are useless to the organization and negative work environmental factors for staff in that:

Source: David Lloyd, MTM Services

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Accountability-Based Leadership

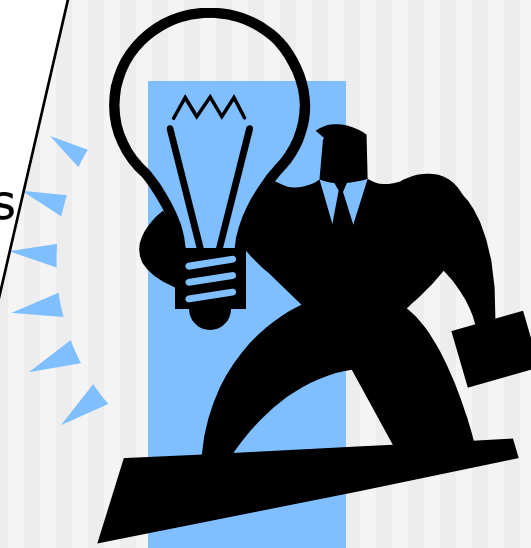
- Low or no accountability/consequences produce a **HIGH LEVEL OF DISTRUST** in the workplace; and
- High Level of Distrust produces an **INCREASED SENSE OF UNFAIRNESS** within the organization; and
- High Distrust produces **LOW MORALE** among the staff (management and direct care/line staffs); and

Source: David Lloyd, MTM Services

Giving Everyone What They Want

What Employees Want

Meaningful Work
Dependability
Clear Expectations
Satisfaction
Flexibility
Pride
Recognition
Wages



What Employers Want

Productivity
Dependability
Clear Expectations
Initiative
Compliance
Performance
Worker Satisfaction
Turnover Costs
Wages

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Schedule Rate Performance Standards

Incorporated into Annual Performance Evaluations

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Clinic Level Scheduling Template and Productivity Calculator



Performance Expectations Calculator Sample 6-2-09 [Compatibility Mode] - Microsoft Excel

Performance Expectations and Service Capacity Direct Service Hours Matrix

Staff Name	FTE Value	CFTE Value	Total # Paid Work Days/Year	Total Hrs Paid/ Year	Percent Direct Service Standard	# of Annual Leave Days/ Holidays	Net Days At Clinic Per Year	Non-Direct Service Hrs/Yr.	Non-Direct Days/Yr.	Non-Direct Months Per Year	Direct Service Hrs Standard Per Year	CFTE Equiv. Direct Service Hour Stand.	CFTE Equiv. Direct Service Hour Days	CFTE Direct Service Months/ Year	Average No Show Rate %	Schedule Rate Needed Per Day w/ No Shows	Schedule Rate Needed Per Day w/ No Shows	Total Direct Service Hours Per Year Capacity
Clinician Two	1	0.75	260	2,080	57.7%	33	227	1,180	147	7	1,200	900	113	5	30%	4.0	5.2	900
Clinician Three	1	1	260	2,080	57.7%	38	222	880	110	5	1,200	1,200	150	7	30%	5.4	7.0	1,200
Clinician Four	1	1	260	2,080	57.7%	38	222	880	110	5	1,200	1,200	150	7	30%	5.3	7.0	1,200
Clinician Five	0.875	1	228	1,820	57.7%	28.9	199	770	96	4	1,050	1,050	131	6	30%	5.3	6.9	1,050
Clinician Six	1	1	260	2,080	57.7%	33	227	880	110	5	1,200	1,200	150	7	30%	5.3	6.9	1,200
Clinician Seven	1	1	260	2,080	57.7%	33	227	880	110	5	1,200	1,200	150	7	30%	5.3	6.9	1,200
Clinician Eight	1	1	260	2,080	57.7%	33	227	880	110	5	1,200	1,200	150	7	20%	5.3	6.3	1,200
Clinician Nine	1	1	260	2,080	57.7%	33	227	880	110	5	1,200	1,200	150	7	20%	5.3	6.3	1,200
Clinician Ten	1	1	260	2,080	57.7%	33	227	880	110	5	1,200	1,200	150	7	20%	5.3	6.3	1,200
Clinician Eleven	1	1	260	2,080	57.7%	33	227	880	110	5	1,200	1,200	150	7	20%	5.3	6.3	1,200
Clinician Twelve	0.6	1	156	1,248	57.7%	22.8	133	528	66	3	720	720	90	4	20%	5.4	6.5	720
Sub Total FTE	11.48																	
Adult Prescribers																		
MD	0.5	0.75	130	1,040	62.5%	19	111	553	69	3	650	488	61	3	30%	4.4	5.7	488
APRN	1	1	260	2,080	62.5%	33	227	780	98	5	1,300	1,300	163	7	30%	5.7	7.4	1,300
APRN #2	1	1	260	2,080	62.5%	33	227	780	98	5	1,300	1,300	163	7	30%	5.7	7.4	1,300
APRN #3	0.25	1	65	520	62.5%	0	65	195	24	1	325	325	41	2	30%	5.0	6.5	325
Sub Total FTE	2.75																	
Child Clinical Staff																		
Clinician One	1	0.6	260	2,080	57.7%	38	222	1,360	170	8	1,200	720	90	4	30%	3.7	4.2	720
Clinician Two	0.25	1	65	520	62.5%	0	65	195	24	1	325	325	41	2	30%	5.0	6.5	325
Sub Total FTE	1.25																	
FTE Total	15.48																	
Sub Total																		12,992
Sub Total																		3,413
Sub Total																		1,045
Sub Total																		17,445

Designed By: **Note: Change Blue Cells Only**

Daily Schedule Rate Hours:	Individual	Group	Evts/Hr	
Adult Clinic Staff	197	80%	20%	1
Adult Prescribers	68	100%	0%	2.5
Child Clinic Staff	10.7	100%	0%	1
Total Client Load Per Day	276			

Service Capacity Summary | Revenue Projections | Revenue Vs Cost Projections

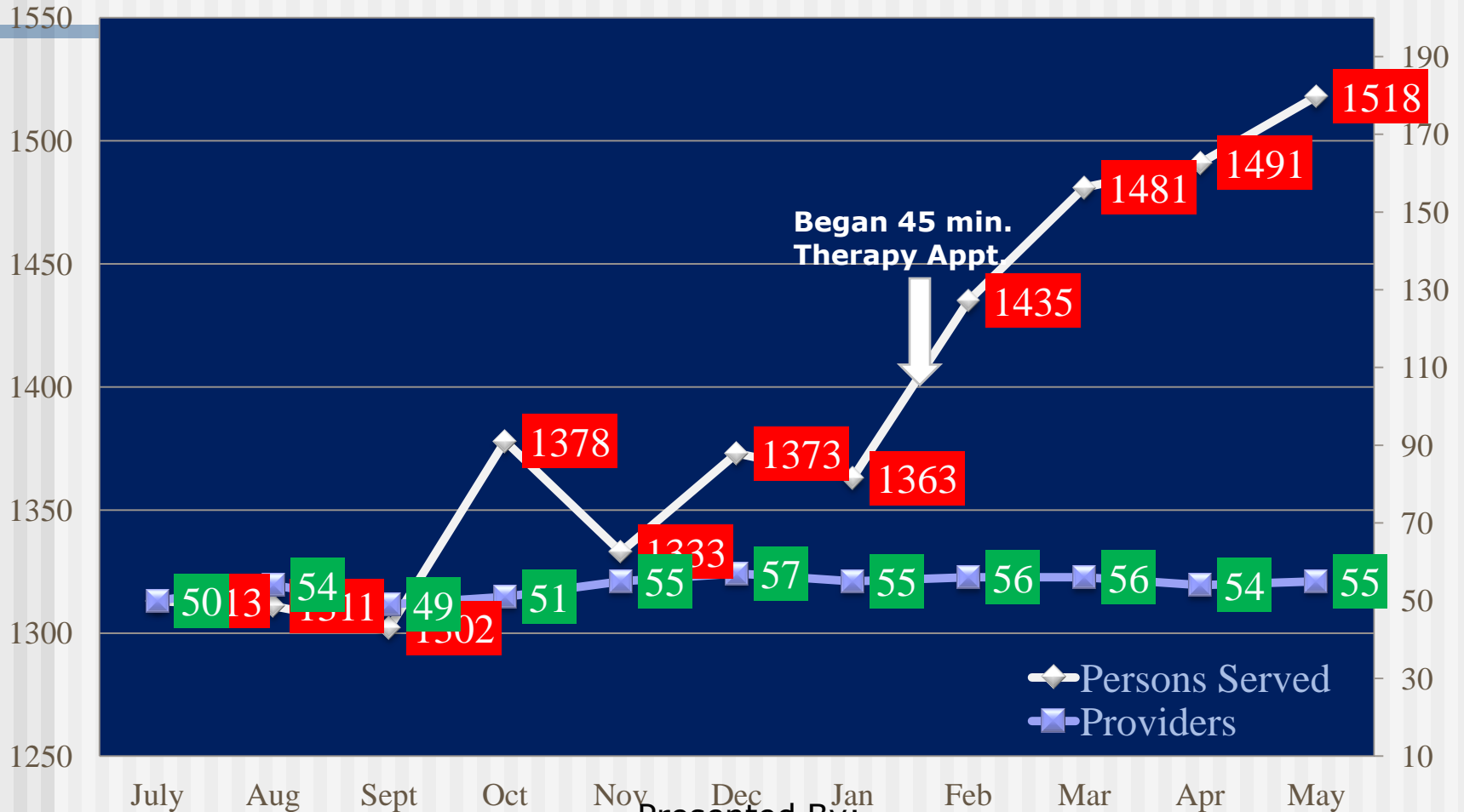
Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Mental Health Center, - Schedule Management Enhances Service Capacity for Therapy with Same Staff

Persons Served FY10



Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Expectations

- Billable hours at minimum of 65% of available time
 - (2080/ 40 hour week)
 - (65% and higher=raise)
 - 1352 hours a year
 - 26 hours a week
 - 5.2 billable hours per day
- Documentation turned in within 24 hours after service completed
- 100% UM/UR
- 90% Kept rate
- High levels of Customer service

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Creating a Vision for an Optimal Culture

Dramatic change is possible when executive leadership has a clear vision, the vision is clearly communicated throughout the organization, and systems are put into place to operationalize that vision.

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Elements of a Performance Culture

- Clearly communicated expectations
- Accountability
- Alignment
- Rewards
- Sanctions
- Trust

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

This will be achieved through

- Accessibility to Care
- Accountability of Care
- Attention to Quality
- Attention to Cost
- Attention to Outcomes
- Attention to Customer Satisfaction

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Workforce Issues that impact change in a recovery focused system of care

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



AMA Leadership Challenges (Respondents selected top 5 of 15 choices)

- **Get people to work together who have different agendas or goals 60%**
- **Balance competing demands and priorities 56%**
- Motivate and inspire in a world of constant change 48%
- Accomplish difficult assignments without the necessary resources 45%
- Balance the needs of the organization with those of the individuals 42%
- Adjust to a faster pace and more multidimensional job 37%
- Stay connected to people; avoiding becoming isolated and aloof 34%
- Build optimism among the fearful, skeptical and cynical 32%
- Establish credibility and build trust with a broader audience 27%
- Make critical decisions from incomplete, ambiguous information 26%
- Justify necessary unpopular actions and controversial decisions 25%
- Be a moral and ethical leader in uncertain and difficult situations 20%
- Learn to live with imperfect solutions and shortcuts 18%
- Build confidence in followers who lack it 15%
- Handle challenges to your authority or judgment 11%

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014

AMA Leadership Characteristics (Respondents selected top 3 of 15 choices)

- **Ethical behavior 56%**
- **Sound judgment 51%**
- **Adaptability/Flexibility 47%**
- Initiative 24%
- Courage 20%
- Determination/resolution 19%
- Dependability 19%
- Focus 17%
- Creativity 14%
- Intelligence 12%
- Controlled emotions 11%
- Risk-taker 10%
- Loyalty 7%
- Endurance 6%
- Desire 3%

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Leadership Skills (Respondents selected top 3 of 9 choices)

- **Communication 84%**
- Motivate/inspire 56%
- Team building 46%
- Visionary 42%
- Establish corporate culture/values 23%
- Planning 19%
- Change agent 16%
- Coordination 8%
- Cooperation 7%

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

AMA Business Challenges (Respondents selected top 5 of 9 choices)



- **Recruit, retain and train talented employees 49%**
- **Implement business strategies that result in profitable return 49%**
- **Reduce operating costs to increase productivity efficiently 41%**
- Maintain operating profits in a competitive environment 39%
- Maintain/enhance customer relations 36%
- Grow the business during a soft economy 31%
- Manage in uncertain times 27%
- Keep technologically current 17%
- Build/maintain brand identity 11%

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



Top Workforce Concerns surrounding change management

- Employee Retention
- Attracting Good Employees
- Staff Shortages
- Workforce entering retirement
- Competition

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

CEO's Top Workforce Concerns

- What are your Top Workforce and Systems Concerns related to change management?



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Top Leadership Challenges to Change Management

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Poll Question

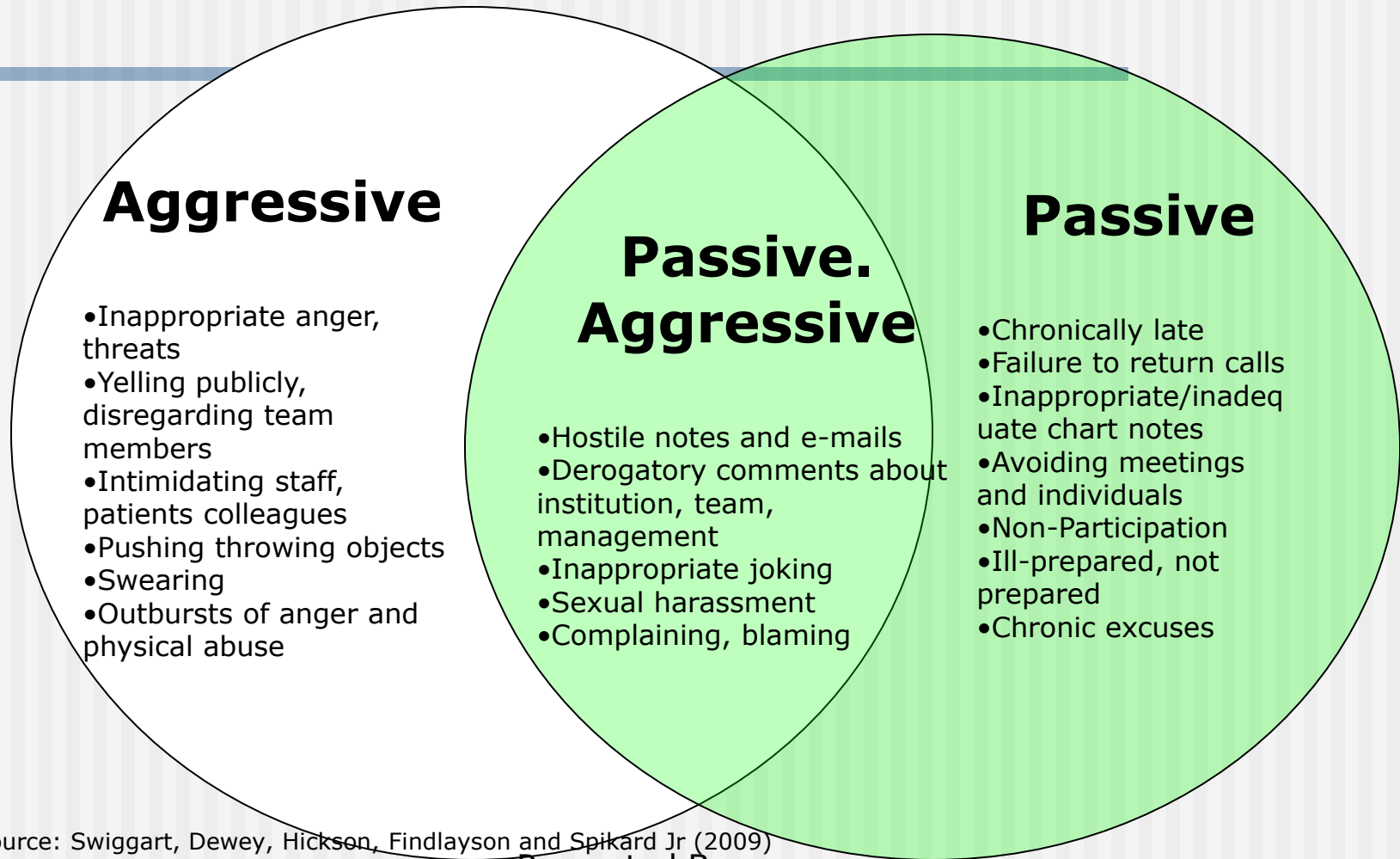
- What are your top three Change management Challenges?
- A. Staff resistance
- B. Time Management/Competing Priorities
- C. Culture
- D. Staff Buy In
- E. Other

Reasons for Resistance

- Belief that the change initiative is temporary based on organizational history
- Belief that fellow employees or managers are incompetent
- Loss of authority or control
- Loss of status within the organization
- Fearful that they lack the ability to learn new skills
- Change overload (too much too soon)
- Lack of trust in or dislike of managers
- Loss of job security
- Loss of family or personal time
- Feeling that the organization is not entitled to the extra effort

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Spectrum of Disruptive Behaviors



Source: Swiggart, Dewey, Hickson, Findlayson and Spikard Jr (2009)

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

The Transformational Change Formula

=

(Values + Beliefs + Actions) X (CQI)²

Resistance

Source: Kathryn Powers, Director of CMHS

Staff Engagement and Wellness

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Gallup State of the American Workplace Study

- 30% of the U.S. workforce is engaged in their work
- The ratio of engaged to actively disengaged employees is roughly
- 2-to-1
- Meaning that the majority of U.S. workers (70%) are not reaching their full potential

Source: State of the American workplace: Employee Engagement Insights for U.S. Business Leaders . Gallup ,Inc. 2013

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Gallups Most Important Findings

- Engagement makes a difference to the bottom line
- Managers and Leaders Play a Critical Role
- Different types of workers need different engagement strategies
- Engagement has a greater impact on performance than corporate policies and perks
- Employees are not prepared to engage customers

Source: State of the American workplace: Employee Engagement Insights for U.S. Business Leaders . Gallup ,Inc. 2013

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Engagement and Performance Outcomes

- Customer Ratings
- Profitability
- Productivity
- Turnover
- Safety Incidents
- Shrinkage (theft)
- Absenteeism
- Patient Safety
- Quality

Source: State of the American workplace: Employee Engagement Insights for U.S. Business Leaders . Gallup ,Inc. 2013

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Employee Engagement by Generation

- Millennial 77% Not Engaged
 - Make up 32% of the workforce
- Generation X: 70% Not Engaged
 - Make up 32% of the workforce
- Boomers: 69% Not Engaged
 - Make up 33% of the workforce
- Traditionalists: 58% not Engaged
 - Make up 4% of the workforce

- Source: State of the American workplace: Employee Engagement Insights for U.S. Business Leaders . Gallup ,Inc. 2013

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Engagement vs. Education

- Less than High School: 66% Not Engaged
- H.S Degree/diploma: 67% Not Engaged
- Vocational/Tech: 70% Not Engaged
- Some college: 70% Not Engaged
- College Degree: 72% Not Engaged
- Post Graduate: 70% Not Engaged

■ Source: State of the American workplace: Employee Engagement Insights for U.S. Business Leaders . Gallup ,Inc. 2013

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014

Leadership is Key

- The relationship between the employee and their manager/supervisor is key to employee engagement and wellness
 - Strengths based management
 - Enhance employees well being
 - Encouragement
 - Trust
 - Support

Source: State of the American workplace: Employee Engagement Insights for U.S. Business Leaders . Gallup ,Inc. 2013

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Coaching as Supervision

- Direct and Targeted Feedback
- Identifies performance issues long before it is a problem
- Aids in performance evaluations
- Continually reviews agency goals
- Provides accountability between Manager and Staff

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Supervision Logs



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Holding Staff Accountable

(this includes managers)

- Supervision Logs
- Productivity Data
- Late Documentation Report
- UM/UR
- Case Load Reports
- Deficient Data Reports

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Individual Supervision Logs

- Individual Supervision logs review both clinical and business goals of the agency
- Sets Plan of Corrections

Ben Gordon Center Supervision Log					
Staff Member:			Supervisor:		Program/Dept:
Topics Discussed: (Check all that apply)					
Clinical Supervision	Utilization Management	Treatment Plans/ Assessment	DSR/Progress Note Compliance	Clinical Outcomes	Consumer Satisfaction
Billable Hour Standards	No Show Rate	Payor Mix	Caseload	Behavior:	
Cooperation/ Participation	Annual Leave	Sick Leave	Holidays	Other:	
Accuracy of Work	Tardiness	Performance	Attitude	Other:	
1. Topic(s) Summary (Provide a brief summary of the issues/needs in the topic(s) indicated above):					
2. Accomplishments/Strengths/Progress Since Last Supervision Session:					
3. Solution Plan (Complete if change needs identified require employee action beyond this supervision session):					
a. Specific Change/Performance Requirements Needed:					
b. Performance Improvement Indicators Required:					
c. Date Action Plan To Be Completed:			d. Progress Review Date:		
▶ Clinical Supervision Comments/Instruction (complete this section only if clinical supervision is provided):					
▶ Competencies: No data reviewed Documentation reviewed/see QMHP review Clinical case Supervision					
♦ Employee/Contract Provider Comments:					
Employee/Contract Provider Signature		Date	Supervisor Signature		Date

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Group Supervision Logs

Ben Gordon Center Supervision Log					
Group Supervision Log			Date:	Time: <input type="checkbox"/> a.m. <input type="checkbox"/> p.m.	
Employees Attending: _____					
Supervisor:		Title:		Program/Unit:	
Topics Discussed: (Check all that apply)					
Clinical Supervision	Utilization Management	Documentation Submission	DSR/Progress Note Compliance	Clinical Outcomes	Consumer Satisfaction
Billable Hour Standards	No Show Rates	Payer Mix	Caseload	Cooperation with other Units/Programs	
Referral Capacity	Annual Leave	Sick Leave	Holiday Schedules	Other:	
Accuracy of Work	Tardiness	Performance	Attitude	Other:	
1. Topic(s) Summary (Provide a brief summary of the issues/needs in the topic(s) indicated above):					
2. Accomplishments/Strengths/Progress Since Last Supervision Session:					
3. Action Plan (Complete if change needs identified require corrective action beyond this supervision session):					
a. Specific Change Requirements:					
b. Performance Improvement Indicators Required:					
c. Date Action Plan To Be Completed:			d. Progress Review Date:		
▶ Group Clinical Supervision Comments/Instruction (complete this section only if clinical supervision is provided):					
Employee/Contract Provider Comments to be submitted in writing to Supervisor within 24 hours after supervision					
Employee/Contract Provider Signatures					
Date:		Date:			
Date:		Date:			
Date:		Date:			
Date:		Date:			
Date:		Date:			
Date:		Supervisor Signature:		Date	

- Group Supervision logs review both clinical and business goals of the agency
- Sets Plan of Corrections
- Used to communicate team goals and needs

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Poll Question

- Based on your current service production can you meet your budget?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Creating a sense of Urgency

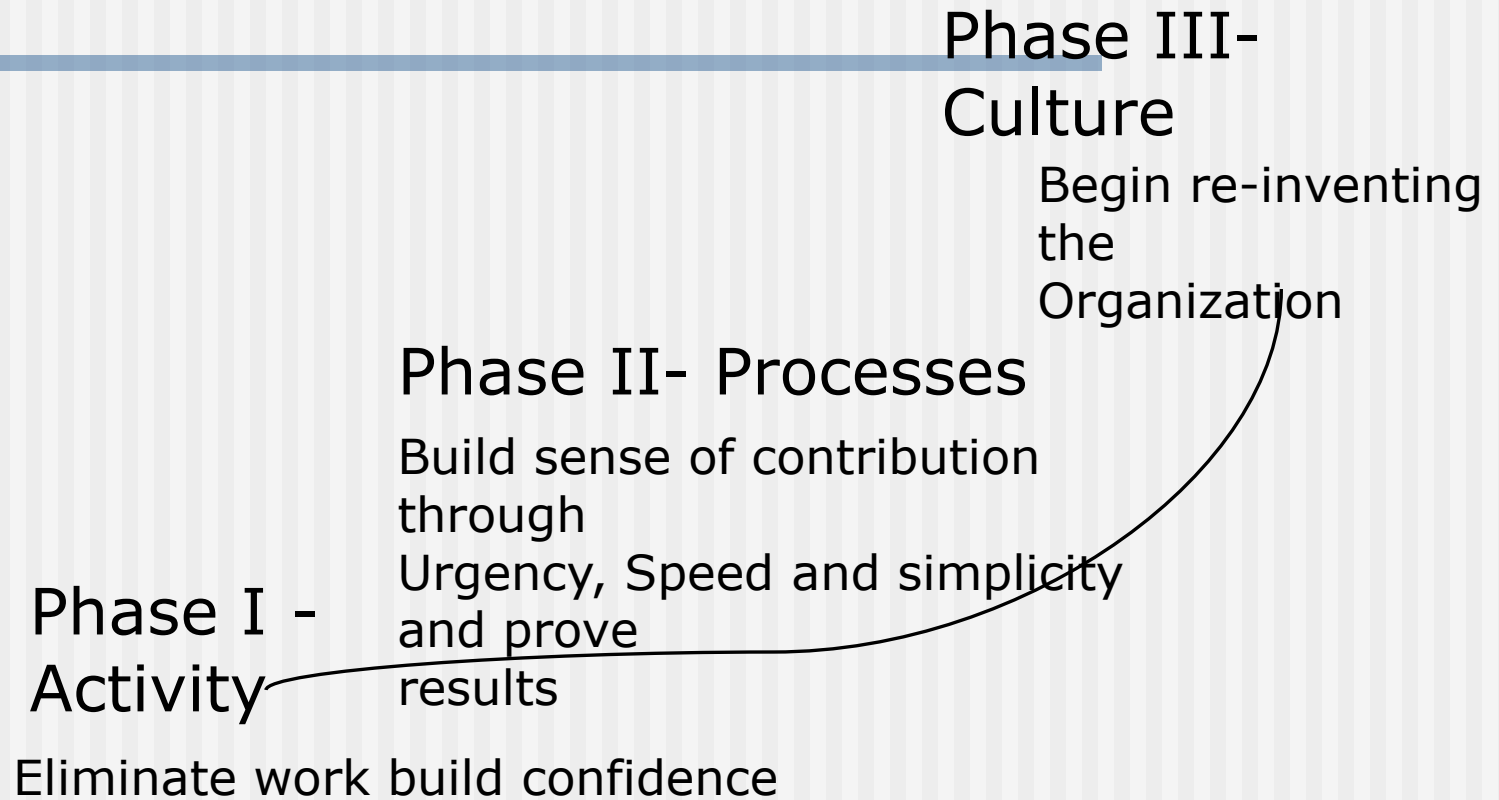
Aligning Vision and Goals with Staff Performance

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Finding a better way.....every day

C
h
a
n
g
e



Getting started
"Quick Wins"

Gaining momentum
Cross functional issues

Time

Becoming
part of the
culture

Self sustaining
spontaneity
Part of the
Process

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Expectations for Managers

Billable Standard for Managers and Supervisors	
Supervisors/ Managers of	Clinical Percentage of Service Capacity Standard
1 to 3	80%
4 to 6	70%
7 to 9	60%
10 or more	50%
Program Directors	60%
Executive Team	0-10%

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Minimum Productivity

Billable Standards					
Provider Types	Total Billable hours required per FTE	Total Billable Hours per day	Total Billable Time/ week x 47 billable weeks	Total Hrs Non Billable time per week	Annual Non Billable time per year
Therapists Clinicians	1352	5.2	26.55	14	658 hrs 3.8 months
Case Mgmt	1352	5.2	26.55	14	658 hrs 3.8 months
Physicians	1456	7.08	35.4	4.6	416 hours 2.40 months
Vocational	1352	7.08	35.4	4.6	416 hours 2.40 months
Nurses	1352	5.2	26.55	14	658 hrs 3.8 months
Prevention	2080	8	40	0	0

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Sample Staff Time Utilization

PTO	216	1.25 months
Holiday	56	.32 months
Billable Services	1352	7.58 months
Non-Billable time	456	2.85 months
	2080	12 months

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Use Data to create awareness

www.mtmservices.org

Hours per Day	Work Days PY
8	260
BH Standard	No Show %
57.7%	30%

Available Hours Per Year	2,080	
Annual Leave / PTO	256	32.00
Personal / Holidays / Sick	0	0.00
Charting/Paperwork	248	31.00
Training/Staffings	48	6.00
Scheduling	96	12.00
Other Non-Billable Activity	232	28.98



Basic Cost Based Productivity Calculator
Change Only The Blue Cells

Non-Billable Hours:	880	109.98	Non-Billable Days	5.08	Non-Billable Months
Billable Hours:	1,200	150.02	Billable Days	6.92	Billable Months

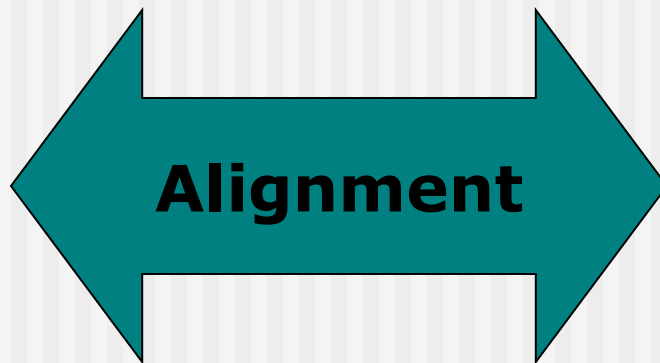
Salary	FB%	Salary + FB	Base Cost PH	Overhead %	Cost Per Hour	Avg. Revenue	Margin
\$32,000.00	32%	\$42,240.00	\$35.20	44%	\$50.68	\$55.00	\$4.32

Staff FTE %:	Yearly BH Production	Quarterly BH Production	Monthly BH Production	Daily BH Production		No Show Percentage Driven Scheduling Rate	
				All Days	Minus PTO	All Days	Minus PTO
100.0%	1,200	300.04	100.0	4.6	5.3	6.6	7.5
			Hours Weekly	23.1	26.3	33.0	37.6

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Creating Alignment with Agency values and expectations

**Service
Quality
Cost
Safety**



Staff Members

MTM SPQM™

Day in the Life Report

	A	B	C	D	E	F	G	H	I	J	
32	8/5/2008 Total							2:30	3:00		
33	8/6/2008	Wed		9:00 AM	COMMUNITY SUPPORT - IND	Reality House - Insurance	Kept	1:00	1:00		
34				10:00 AM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	1:00	1:00		
35				11:00 AM	COMMUNITY SUPPORT - IND	Reality House - Insurance	Kept	0:45	0:45		
36				11:45 AM	CM-MENTAL HEALTH	Reality House - Medicaid	Kept	0:15	0:15		
37				12:00 PM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	0:30	0:30		
38				12:30 PM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Insur	Kept	0:30	0:30		
39				1:00 PM	COMMUNITY SUPPORT - IND	Reality House - Medicaid	Kept	1:00	1:00		
40				2:00 PM	COMMUNITY SUPPORT - IND	Reality House - Medicaid	Kept	1:00	1:00		
41				3:00 PM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	1:00	1:00		
42				4:00 PM	COMMUNITY SUPPORT - IND	Reality House - Medicaid	Kept	0:45	0:45		
43				5:00 PM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	1:00	1:00		
44				6:00 PM	COMMUNITY SUPPORT - IND	Reality House - Medicare	Kept	0:30	0:30		
45				6:30 PM	PAPERWORK	Reality House Services	(blank)		0:30		
46	8/6/2008 Total							9:15	9:45		
47	8/7/2008	Thu		1:00 PM	CM-TRANSITION LINKAGE/A	Reality Hs - Medicare/Medicaid	Kept	1:00	1:00		
48	8/7/2008 Total							1:00	1:00		
49	8/8/2008	Fri		8:00 AM	STAFF SUPERVISION	Reality House Services	(blank)		1:00		
50				9:00 AM	COMMUNITY SUPPORT - IND	Reality House - Medicare	Kept	0:45	0:45		
51				9:45 AM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	0:15	0:15		
52				10:00 AM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	1:00	1:00		
53				11:00 AM	PAPERWORK	Reality House Services	(blank)		0:30		
54					FAILED APPOINTMENT	Reality House - Medicare	Client Cancel	0:00	0:00		
55				11:30 AM	COMMUNITY SUPPORT - IND	Reality House - Medicaid	Kept	0:45	0:45		
56				12:15 PM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	0:45	0:45		
57				1:30 PM	TRAVEL	Reality House Services	(blank)		0:30		
58				3:00 PM	COMMUNITY SUPPORT - IND	Reality House - Self Pay	Kept	0:30	0:30		
59				3:30 PM	TRAVEL	Reality House Services	(blank)		0:30		
60				4:00 PM	CM-CLIENT CENTERED CONS	Reality House - Medicaid	Kept	0:30	0:30		
61				4:30 PM	COMMUNITY SUPPORT - IND	Reality House - Medicare	Kept	0:30	0:30		
62				5:00 PM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	1:00	1:00		
63	8/8/2008 Total							6:00	8:30		
64	8/13/2008	Wed		9:00 AM	CM-TRANSITION LINKAGE/A	Reality House - Medicaid	Kept	0:30	0:30		
65					FAILED APPOINTMENT	Reality House - Insurance	Client Cancel	0:00	0:00		
66				9:30 AM	PAPERWORK	Reality House Services	(blank)		0:30		
67				10:00 AM	COMMUNITY SUPPORT - IND	Reality Hs - Medicare/Medicaid	Kept	1:00	1:00		
68				11:00 AM	COMMUNITY SUPPORT - IND	Reality House - Insurance	Kept	1:00	1:00		

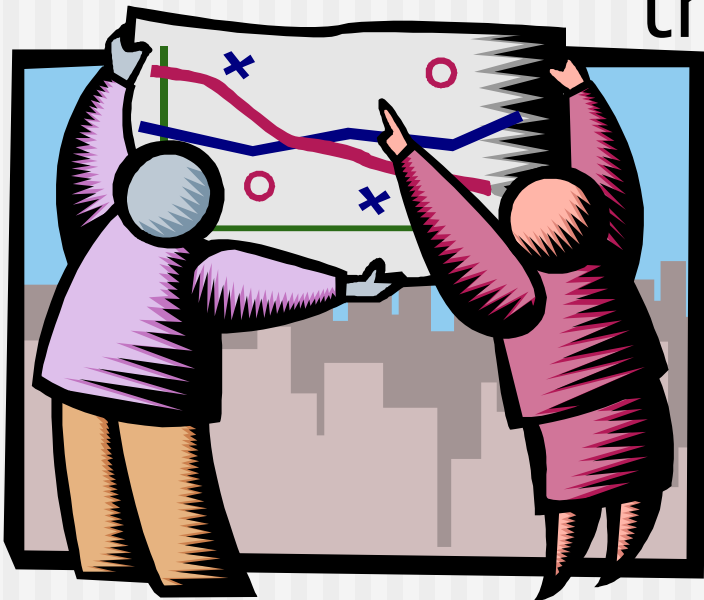
Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014

Developing An Incentive Plan

“Everybody watches what the Boss Watches”



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

How Incentives can work for you

- Ask yourself what am I always nagging people to get done?
- What do I want the team/program to focus on
- What is the difference between service providers who have equal levels of expertise and licensure where one always has their documentation done and the other is inconsistent?



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Building on a good thing to drive a performance culture

Incentives for
each billable hour
per month

Incentives for
each billable hour
per quarter

Performance
based increases



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Merit Increases

	Clinicians		Managers
5	.50% Manager discretion %50% 100% Customer Satisfaction .25% +70% Productivity .50% 66%-69% Productivity	5%	+1.0% Manager Discretion +.50% 100% Team Customer Satisfaction +.50% 100% Team above 65% Productivity
3	65% Minimum Productivity %100% UM/UR 100% Documentation Completion	3%	Meets 100% of Personal Productivity Expectation Meets 100% Team Performance Expectations 100% Personal UM/UR and Documentation Completion
0	-.50% Productivity 60%-64% %-.50% Productivity 50%-59% -1.0% Productivity less than 49% -.25% UM/UR Less than 100% -.25% SAL Completion Less than 100% -.50% Manager Discretion		-.50%-60-64% Team Productivity -.50% Team Productivity 50%-59% -1.0% Team Productivity less than 49% -.25% Team UM/UR Less than 100% -.25% Team SAL Completion Less than 100% -.50% Manager Discretion

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Merit Increases

	Prevention		Support Staff
5%	2% Manager Discretion	5%	2% Manager Discretion
3%	100% Grant Goals Achieved	3%	Meets 100% of Performance Expectations
0%	-2% less than 100% Grant Expectations Achieved -1% Manager Discretion		-.50% More than one Customer Service Complaint -.50% More than one Internal Customer Service Complaint -1.0% Manager Discretion

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Date:

Provider Name:

Position Title:

Type of Evaluation: Initial, Quarterly, Annual, Other:



Compliance Ratings:

1=Full Compliance

0=Non-Compliance

Individual Provider:	Compliance Rating	Comments
Credentialing Standards:		
Participation in supervision		
Services:		
*Billable hours		
Client initial no show rate		
Client ongoing no show rate		
Provider kept appointment rate		
Case Documentation Compliance:		
*Intake/Assessment Completed	<input type="checkbox"/> N/A	
*ITPs Completed	<input type="checkbox"/> N/A	
Documentation supports diagnosis, Goals in ITP and services		
*Progress notes completed		
Discharge Summary completed	<input type="checkbox"/> N/A	
Data Collection:		
*DLSs completed timely		
*DLSs completed accurately		

Evaluation incorporates performance

Key Indicators and Data are used to formulate provider increases in compensation



Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014



Productivity Estimator

Microsoft Excel - Productivity Estimator

File Edit View Insert Format Tools Data Window Help

Type a question for help

100% Arial 10 B I

Reply with Changes... End Review...

	A	B	C	D	E	F	G	H	I	J	K
1	Monthly Productivity Worksheet										
2	Month										
3	Staff										
4	Day	Billable Hours	Total Hours		No Show Count	Client K Count	Staff K Count				
5	1	4	8	50.00%	2	1	0	37.50%			
6	2	2	8	25.00%	4	2		75.00%			
7	3	2	8	25.00%	4	2		75.00%			
8	4			#DIV/0!				#DIV/0!			
9	5			#DIV/0!				#DIV/0!			
10	6			#DIV/0!				#DIV/0!			
11	7			#DIV/0!				#DIV/0!			
12	8			#DIV/0!				#DIV/0!			
13	9			#DIV/0!				#DIV/0!			
14	10			#DIV/0!				#DIV/0!			
15	11			#DIV/0!				#DIV/0!			
16	12			#DIV/0!				#DIV/0!			
17	13			#DIV/0!				#DIV/0!			
18	14			#DIV/0!				#DIV/0!			
19	15			#DIV/0!				#DIV/0!			
20	16			#DIV/0!				#DIV/0!			

Sheet1 / Sheet2 / Sheet3

Draw AutoShapes

Ready

start Microsoft PowerPoint ... Microsoft Excel - Prod... 10:18 PM

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Productivity Estimator

Microsoft Excel - Productivity Estimator

File Edit View Insert Format Tools Data Window Help

Type a question for help

100% Arial 10 B I

Reply with Changes... End Review...

E29 X ✓ & 2

	A	B	C	D	E	F	G	H	I	J	K
1	Monthly Productivity Worksheet										
2	Month										
3	Staff										
4	Day	Billable Hours	Total Hours		No Show Count	Client K Count	Staff K Count				
25	21	2	8	25.00%	2	1	0	37.50%			
26	22	2	8	25.00%	4	2		75.00%			
27	23			#DIV/0!				#DIV/0!			
28	24			#DIV/0!				#DIV/0!			
29	25	2	8	25.00%	2	1	0	37.50%			
30	26	2	8	25.00%	4	2		75.00%			
31	27	2	8	25.00%	4	2		75.00%			
32	28	2	8	25.00%	2	1	0	37.50%			
33	29	4	8	50.00%	4	2		75.00%			
34	30			#DIV/0!				#DIV/0!			
35	31			#DIV/0!				#DIV/0!			
36	Intake Paperwork Overage										
37	Monthly	56	176	31.82%	72	36	9	66.48%			
38											

Sheet1 / Sheet2 / Sheet3 /

Draw AutoShapes

Edit Sum=24

start Microsoft PowerPoint ... Microsoft Excel - Prod... 10:23 PM

Focus of Supervision Coaching

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Performance Improvement Session

- The responsibility for maintaining good performance is the employee's, not the manager's. The manager's job is to point out the discrepancy- the employee's job is to fix it!

- Paul Sims

Improve or Remove



Coaching to get
Peak Performance

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

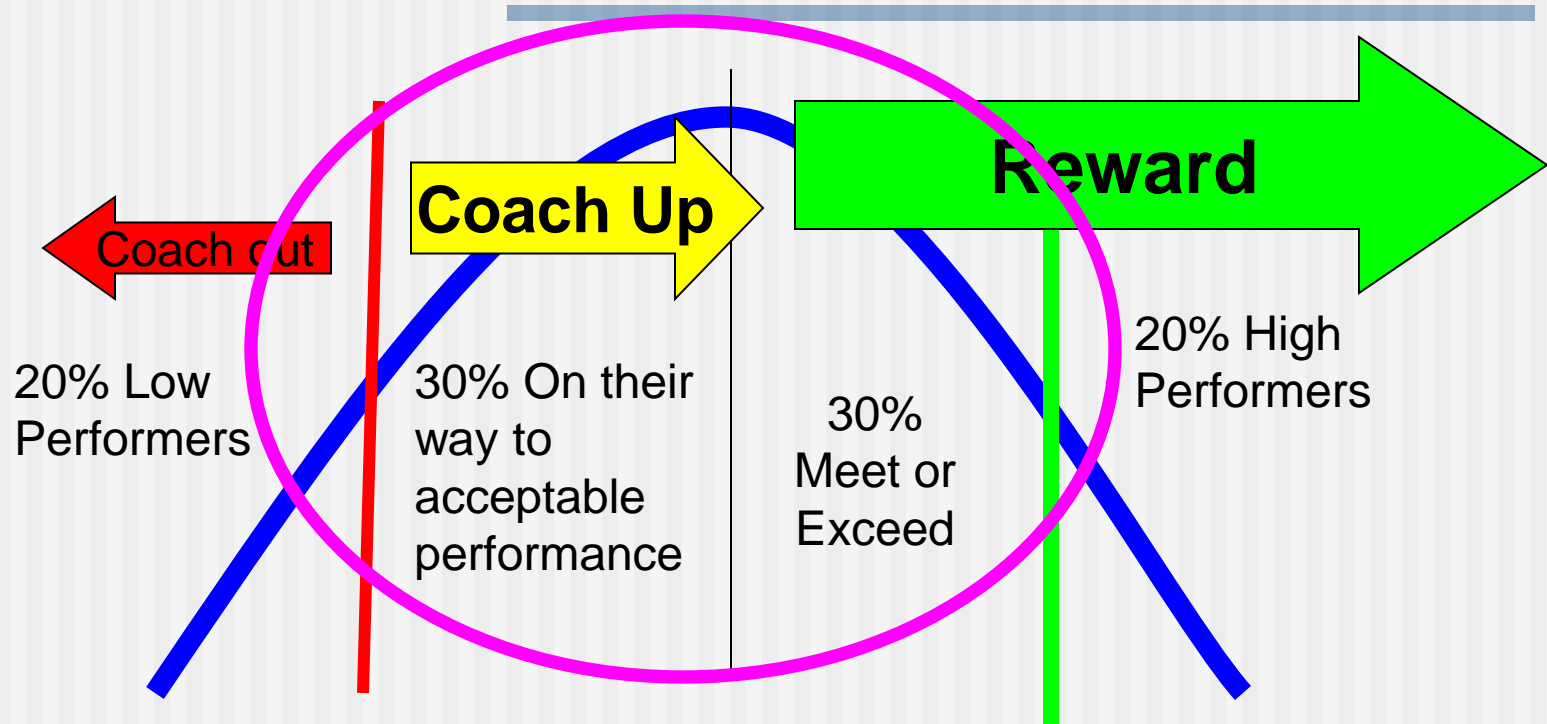


Improve or Remove

- Fortune Magazine says failure to effectively manage low performers is the ***#1 reason why leaders fail and lose their jobs.***
- 87% of employees say working with a low performer has decreased their productivity, hampered their development, and made them want to change jobs.

Improve or Remove

- Coach out 20% every year



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Most effective Deliverables

- Align staff and agency goals
- Reduce paperwork
- Review the culture
- Align compensation to performance
- Benefit Package
- Removed Barriers to care delivery
- Coaching model

Presented By:

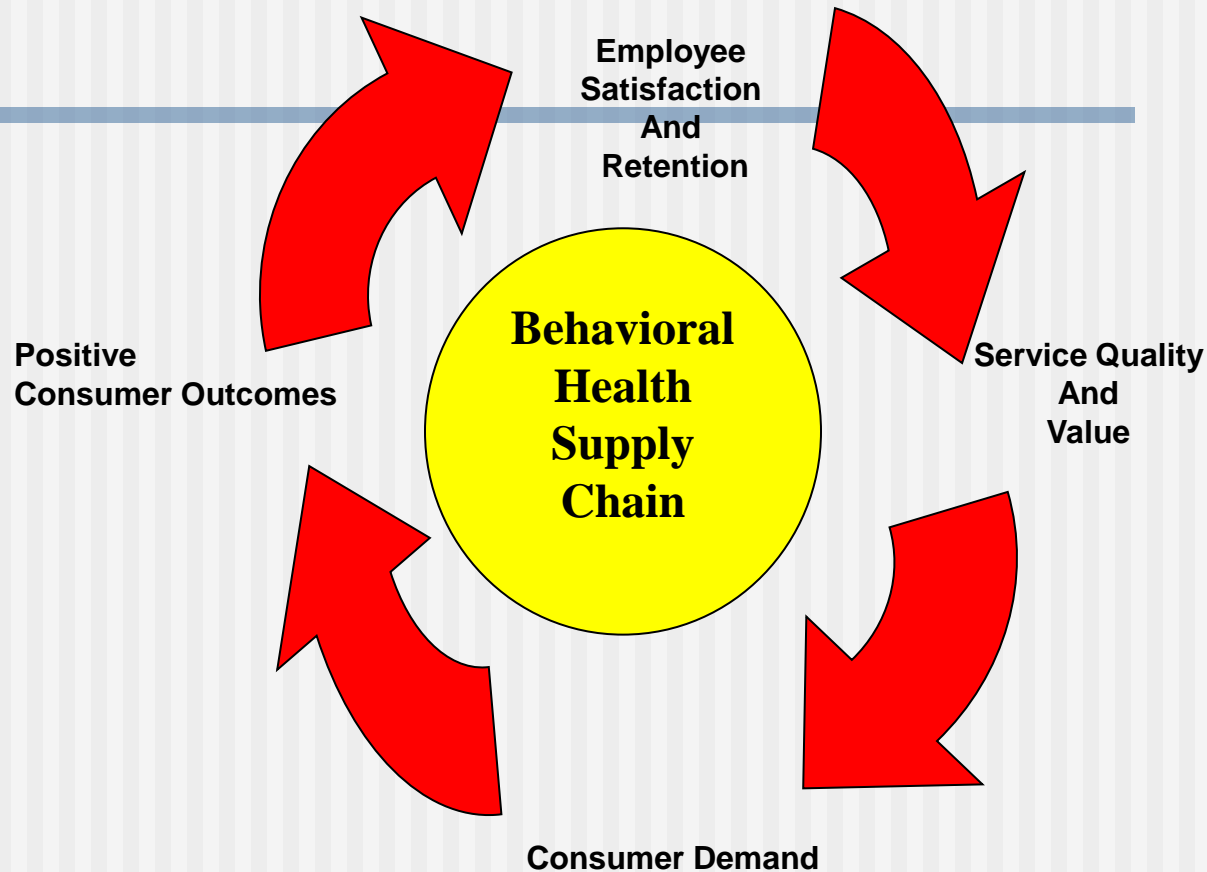
Michael Flora, MTM Services

(c) MTM Services 2014

All of this connects back to Vision

***When leadership aligns vision
and operations, performance
improves***

Behavioral Health Supply Chain



**Source: Michael Flora : How to Get and Keep the Best Employees:
A guide to workforce innovation**

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Poll Question...

- Do your Job Descriptions clearly state productivity expectations?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

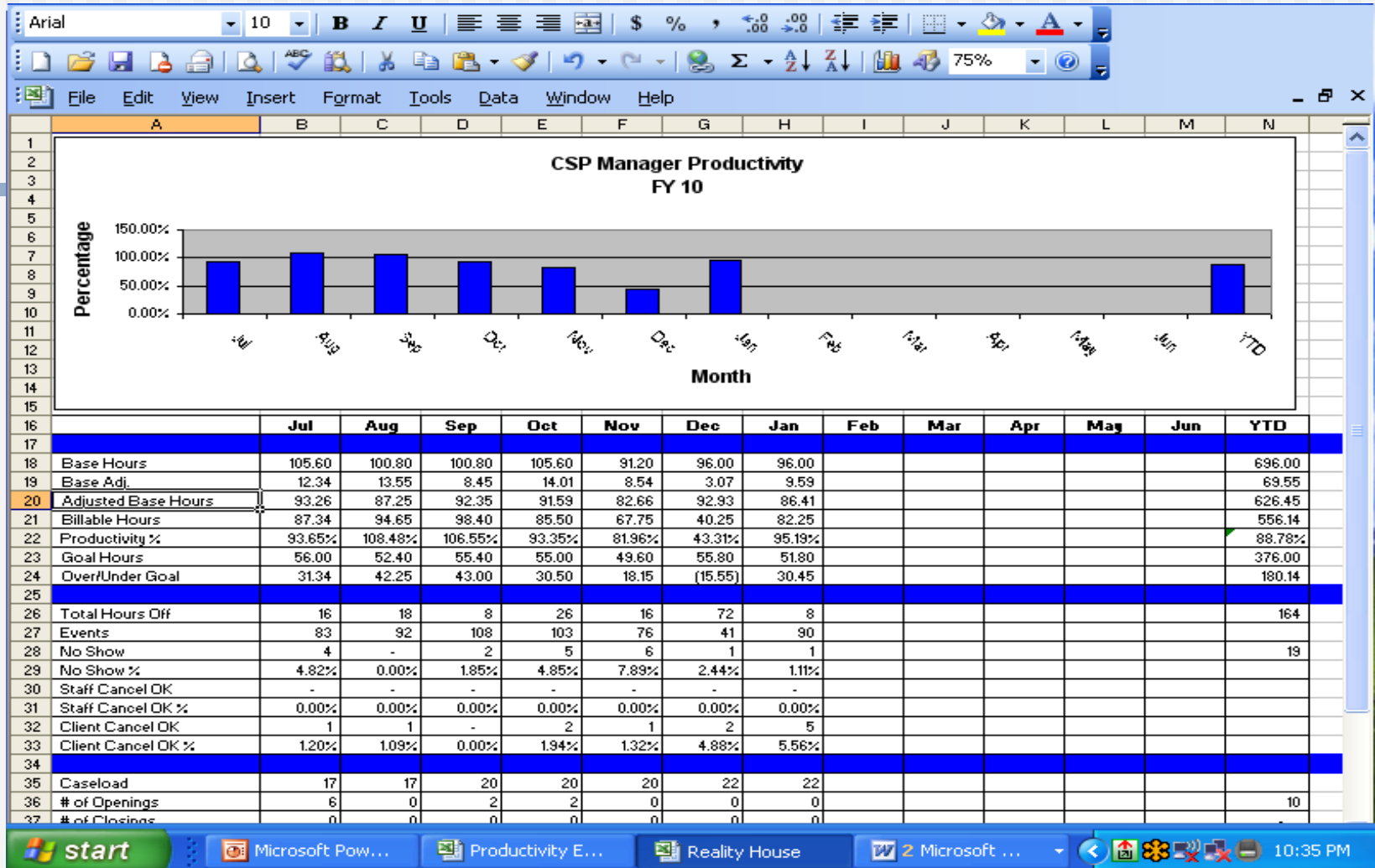
Job Description Case manager

B. DIRECT SERVICE :(Note: Services may be supplied in facilities or on an outreach basis.)

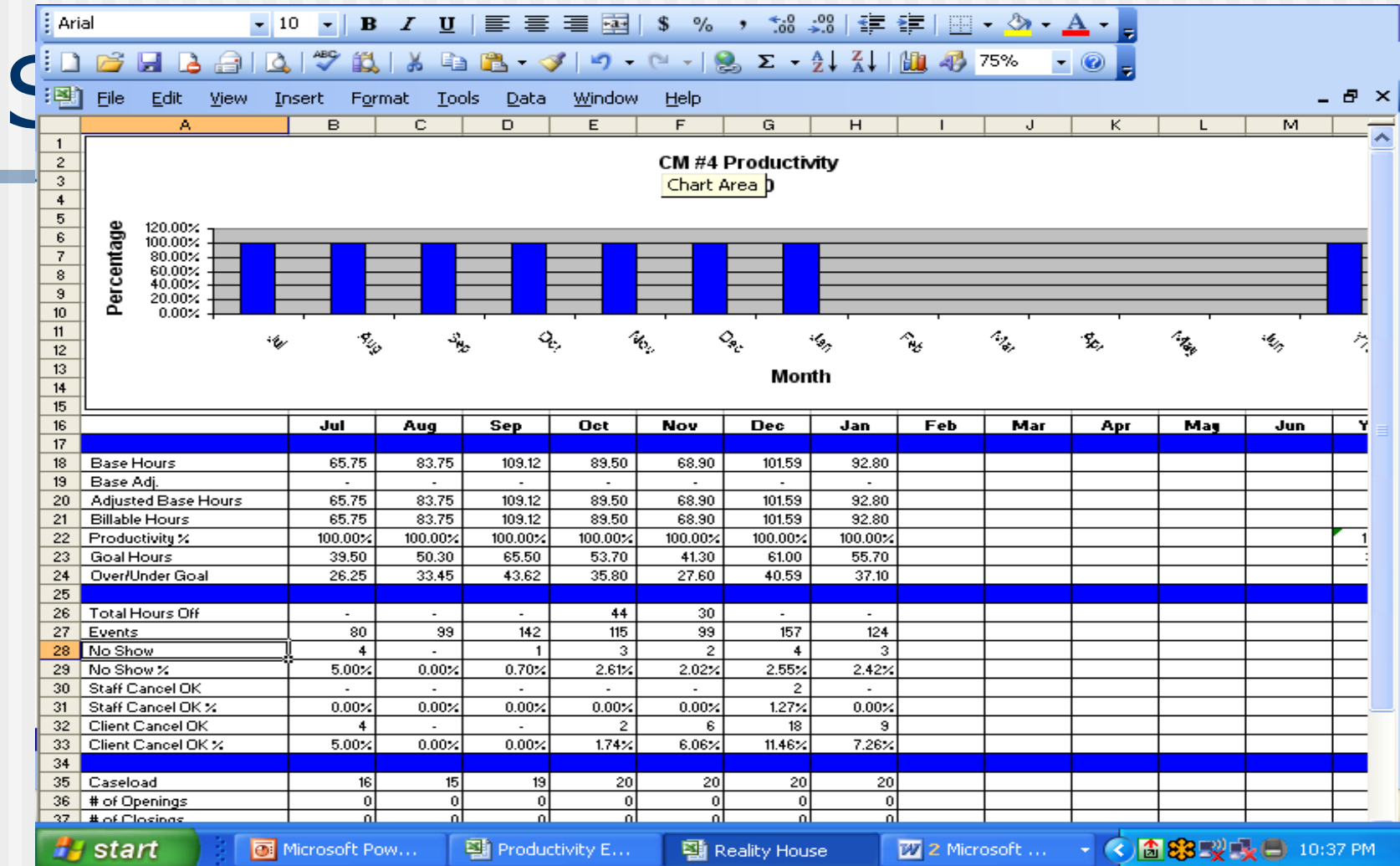
1. Screen and evaluate requests for services 100% of the time.
2. Assess and evaluate client needs, strengths, goals and resources 100% of the time.
3. Refer and link clients to other human services program 100% of the time.
4. Collect and record social history for assigned cases 100% of the time.
5. Maintain Agency performance expectations 100% of the time. Provide a minimum of 1248 billable hours a year, complete all required documentation within 24 hours after services are delivered, maintain 100% UM/UR., maintains at least a 90% kept rate of all clients
6. Develop Individual Service Plans with clients utilizing the assessment tools used by Rehabilitation Services Program 100% of the time.
7. Work with interdisciplinary team in reviewing cases and developing individual service plans 100% of the time.
8. Implement the ISP through rehabilitation services such as case management, advocacy, out reach, Skills training groups, social rehabilitation, drop-in center monitoring and counseling 100% of the time.
9. Intervene, stabilize and manage acute crisis situations and serve as part of the ECASP on-call rotation as assigned 100% of the time.
10. Provide linkage case management, participate in treatment planning and discharge planning with State Operated Facility when client is hospitalized 100% of the time.
11. Consult 100% with other Center staff regarding assessments and service plan development.

Full Screen
Close Full Screen

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014




Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Performance Measurement Culture Development

Source: David Lloyd, MTM Services

- A. Job Descriptions
- B. Job Postings
- C. Candidate Interviews
- D. Performance Evaluations
- E. Supervision Plan
- F. Performance Standards for Caseworkers and Support/Admin Staff
- G. Service Guidelines, Protocols and Standards
- H. Decision-Making Process
- I. Performance Measurement with Full Disclosure
- J. Accountability with Positive and Negative Consequences

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



Ben Gordon Center Direct Services
Competency Performance and Appraisal Plan
Psychotherapist/Case Manager

Location: _____

Name: _____	
Date: _____	Date Employed: _____
Title: _____	
Appraisal Period: From _____	To _____

Annual Performance Appraisal
Initial Probationary Performance Appraisal
Special Performance Appraisal (specify reason):
Other (specify reason):

Content Areas

Section A: Major Areas of Responsibility
 Section B: Skills and Ability
 Section C: Documentation of Achievement
 Section D: Documentation of Areas of Needed Development
 Section E: Overall Performance Rating
 Section F: Board/Evaluators Comments
 Section G: Goals/Objectives for Upcoming Appraisal Period
 Section H: Recommendations for Corrective Plan

Score	
Major Areas of Responsibility	
Skills and Abilities	

Objective

The purpose of performance appraisal is to objectively evaluate an employee's professional performance in accordance with the position description. The appraisal is also intended as a communication tool between the employee and the manager.

The evaluation tool is designed to identify key responsibilities on an annual basis, oversight of performance measures in accordance with the employee's job description, organizational strategic and business goals, performance expectations, and skills or knowledge of the employee required by the position. An individual's strengths and areas of development are identified. The overall performance rating should reflect the employee's contribution to the position description.

Employee _____ Manager _____ Date _____
 I have reviewed this evaluation, and it has been explained to me.

----- For HR Use Only -----

Date Received: _____ Next Comp Date: _____ Other Follow Up Dates: _____



Ben Gordon Center Direct Services
Competency Performance and Appraisal Plan
Psychotherapist/Case Manager

Full Screen 
 Close Full Screen

Presented By:

Michael Flora, MTM Services
 (c) MTM Services 2014



Competency Performance and Appraisal Plan
Psychotherapist/Case Manager



MAR 15: Maintain a 50% or higher kept track for all clinical appointment of documents.

(6)	GOES BEYOND MOST JOB REQUIREMENTS IN THIS AREA: Considered an expert.
(5)	GOES BEYOND SOME JOB REQUIREMENTS IN THIS AREA: Performs competently every time and is adaptable.
(4)	MEETS JOB REQUIREMENTS IN THIS AREA: Performs competently and can adapt to unusual circumstances.
(3)	DOES NOT MEET SOME JOB REQUIREMENTS IN THIS AREA: Performs competently in most instances.
(2)	DOES NOT MEET MOST JOB REQUIREMENTS IN THIS AREA: Inconsistent application.
(1)	DOES NOT MEET ANY JOB REQUIREMENTS IN THIS AREA: Chooses not to apply knowledge.

MAR 16: Maintain 100% UMUR compliance.

(6)	GOES BEYOND MOST JOB REQUIREMENTS IN THIS AREA: Considered an expert.
(5)	GOES BEYOND SOME JOB REQUIREMENTS IN THIS AREA: Performs competently every time and is adaptable.
(4)	MEETS JOB REQUIREMENTS IN THIS AREA: Performs competently and can adapt to unusual circumstances.
(3)	DOES NOT MEET SOME JOB REQUIREMENTS IN THIS AREA: Performs competently in most instances.
(2)	DOES NOT MEET MOST JOB REQUIREMENTS IN THIS AREA: Inconsistent application.
(1)	DOES NOT MEET ANY JOB REQUIREMENTS IN THIS AREA: Chooses not to apply knowledge.

MAR 19: Develop case ability to do GAL's appropriately and maintain completed documentation within 24 hours after service is rendered.

(6)	GOES BEYOND MOST JOB REQUIREMENTS IN THIS AREA: Considered an expert.
(5)	GOES BEYOND SOME JOB REQUIREMENTS IN THIS AREA: Performs competently every time and is adaptable.
(4)	MEETS JOB REQUIREMENTS IN THIS AREA: Performs competently and can adapt to unusual circumstances.
(3)	DOES NOT MEET SOME JOB REQUIREMENTS IN THIS AREA: Performs competently in most instances.
(2)	DOES NOT MEET MOST JOB REQUIREMENTS IN THIS AREA: Inconsistent application.
(1)	DOES NOT MEET ANY JOB REQUIREMENTS IN THIS AREA: Chooses not to apply knowledge.

MAR 20: Service hours reflect appropriate level (50% billable activities).

(6)	GOES BEYOND MOST JOB REQUIREMENTS IN THIS AREA: Considered an expert.
(5)	GOES BEYOND SOME JOB REQUIREMENTS IN THIS AREA: Performs competently every time and is adaptable.
(4)	MEETS JOB REQUIREMENTS IN THIS AREA: Performs competently and can adapt to unusual circumstances.



Ben Gordon Center Direct Services
Competency Performance and Appraisal Plan
Psychotherapist/Case Manager

(6)	GOES BEYOND MOST JOB REQUIREMENTS IN THIS AREA: Considered an expert.
(5)	GOES BEYOND SOME JOB REQUIREMENTS IN THIS AREA: Performs competently every time and is adaptable.
(4)	MEETS JOB REQUIREMENTS IN THIS AREA: Performs competently and can adapt to unusual circumstances.

Full Screen 
Close Full Screen

Performance Based Contracting

Setting contractual elements
that pay staff the same way we
receive funding

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

OBJECTIVES

ABC Center will compensate qualified employees based on how many billable hours each employee bills, documents, and has approved as opposed to compensating employees at a set amount regardless of the hours available.

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014



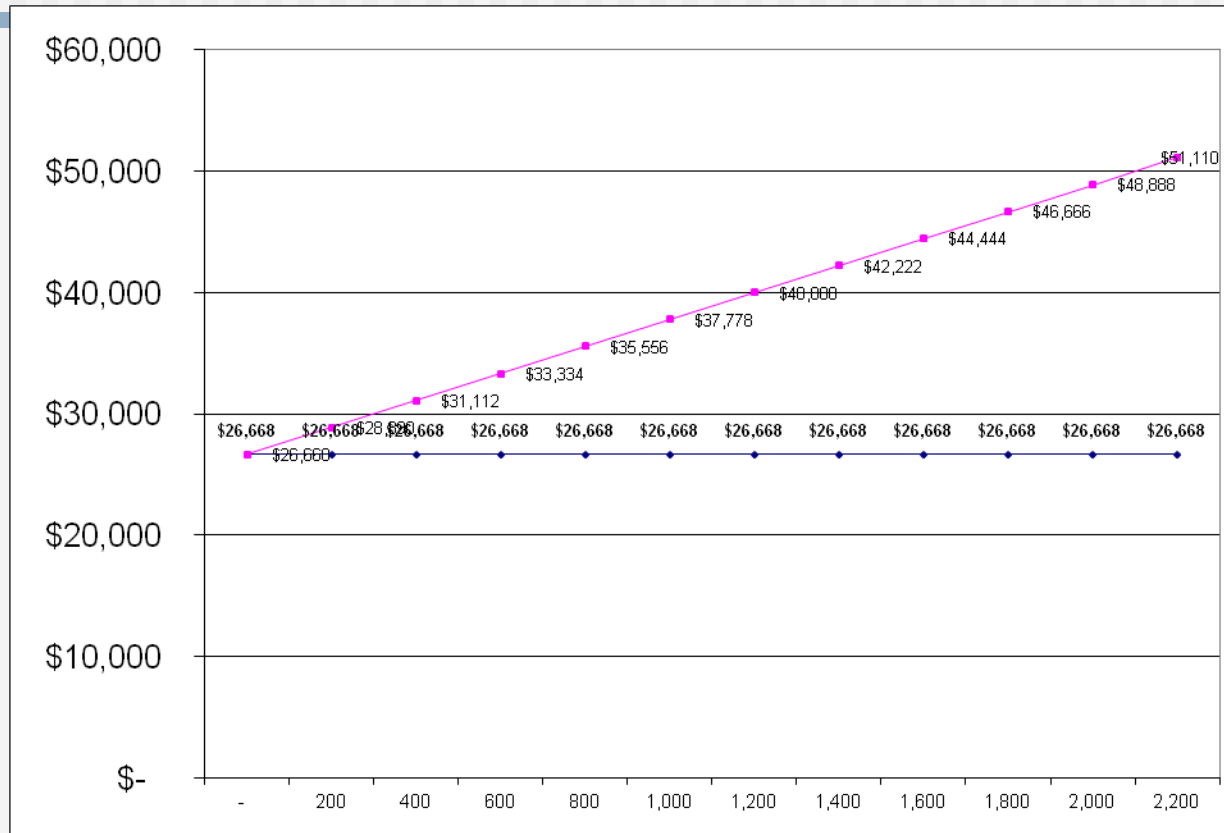
QUALIFIED EMPLOYEES

- The following employees at the agency may be qualified for this Plan: therapists, nurses, case managers, physicians, and senior psychiatrists.
- Managers of the above-named positions may also be qualified for this Plan.
- **If an employee is on the Pay for Performance Plan, he/she is not eligible for any incentive bonus based on performance that may be in place for employees of Agency.**

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Pay for Performance



Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Using Data to Drive Staffing

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

www.mtmservices.org

Work Days Per Year	260	Available Hours	2080
Available Hours per day:	8		
Desired Billable Hour Standard:	60.0%		
Billable Hours Currently Delivered Per FTE/Per Month :	70	Corresponding BH%:	40%
Average Number of Billable Hours Received Per Client Per Year:	24		

Change Only the Blue Cells

Unit/ Program/ Location	BH Capacity Per FTE / Per Month	BH Capacity Per FTE / Per Year	FTEs per Unit/ Program/ Location	Billable Hour Service Capacity per year	Billable Hours Currently Delivered Per Year	Potential Clients on the Waiting List	Billable Hours captured per year by alleviating the waiting list	Total Current Billable Hour Service needs per year	Remaining Billable Hour Service Capacity	Equivalent FTEs
Program 1	104.00	1248	13.0	16224	10920	0	0	10920	5304	4.25
Program 2	104.00	1248	5.0	6240	4200	0	0	4200	2040	1.63
Program 3	104.00	1248	14.0	17472	11760	0	0	11760	5712	4.58
Program 4	104.00	1248	4.0	4930	3318	0	0	3318	1612	1.29
Program 5	104.00	1248	3.5	4368	2940	0	0	2940	1428	1.14
Program 6	104.00	1248	1.0	1248	840	0	0	840	408	0.33
Program 7	104.00	1248	6.0	7488	5040	0	0	5040	2448	1.96
Program 8	104.00	1248	10.0	12480	8400	0	0	8400	4080	3.27
Program 9	104.00	1248	13.0	16224	10920	0	0	10920	5304	4.25
	104.00	1248		0	0	0	0	0	0	0.00
	104.00	1248		0	0	0	0	0	0	0.00
	104.00	1248		0	0	0	0	0	0	0.00

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

Excess Service Capacity

Microsoft Excel - BGC Unrealized Service Cap Summary Blank

Name of Agency _____
 Available Service Capacity Summary
 As of: _____
 Fiscal Year: July 1st - June 30th
 Months Ending _____

Program	B/H Monthly Standard	Actual Billable Hrs Delivered	Unrealized Srvc Capacity	YTD Billable Hr. Standard	YTD Actual Billable Hrs	Total Y-T-D Unrealized Cap	FTE Equiv	Annualized Unrealized CAP	Annualized FTE Equiv	Cost of Unrealized Cap	Annualized Cost of Unrealized Cap
1. Adult MH Outpatient											
2. Adult MH SA											
3. Adult MHRH											
Adult MH Sub Total											
4. Child MH											
5. Child MH SA											
6. Child MH Other											
Child MH Sub Total											
ECASP Sandwich											
8. Med/Services RNs											
9. Physicians - Contract											
Med Serv Sub Total											
Total Unrealized Capacity											

Presented By:

Michael Flora, MTM Services
 (c) MTM Services 2014

Microsoft Excel spreadsheet showing a Case Load Calculator - Detail. The spreadsheet is titled "Case Load Calculator - Detail" and includes a sub-header "Change Only The Blue Cells". The data is organized into several sections:

Hours and Staff Information:

Hours per Day	8
BH Standard	60.0%
No-Show %	5%
Staff Type	Therapist
Available Hours Per Year	2,080

Leave and Days Per Year:

Annual Leave/PTO	216	27.00
Personal/Holidays	56	7.00
Sick Leave	0	0.00
Training/Staffings	0	0.00
Travel	0	0.00
Charting/Paperwork	560	70.00
Days Per Year		

Non-Billable and Billable Hours:

Non-Billable Hours:	832	104.00	Non-Billable Days	4.80	Non-Billable Months	
Billable Hours:	1,248	156.00	Billable Days	7.20	Billable Months	

Session and Caseload Summary:

% of BH Standard/FTE %	Billable Hours	# of Sessions Per Year Without the No-Show %	# of Sessions Per Year With the No-Show %	Caseload Without the No-Show %	Caseload With the No-Show %	Difference in Caseload Size
100%	1248	1248.00	1310.40	1	1	0

Cost and Salary Information:

Salary	Fringe Benefit %	Salary + Fringe	Overhead %	Salary + FB + OH	Cost Per Kept Session	Cost Per Billable Hour
\$43,000.00	25%	\$53,750.00	15%	\$61,812.50	\$49.53	\$49.53

Client/Service Type Breakdown:

Client/Service Type	Session Length (Min.)	# of Sessions Per Year	% of Caseload	Average Session Length	Average Sessions Per Client
Indiv Therapy	60	1168	80%	60	950.4
Initial Diag	60	80	20%		

Presented By:
 Michael Flora, MTM Services
 (c) MTM Services 2014

GETTING YOUR BOARD ON BOARD

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

SAMPLE AGENCY NAME



Resolution Supporting

The Development and Delivery of Accountable Services

The primary mission of SAMPLE AGENCY NAME has been and continues to be to provide client-centered, quality, timely and cost effective services to residents of _____County. Current state and national accountability, managed care challenges and long term funding uncertainties require a proactive service delivery system enhancement to be fully prepared to participate in a compliance and performance based environment within the region and state and to ensure a thriving organization. These enhancements are essential to ensure that our clients will continue to receive the quality services they need. As a result, several healthcare practice/business-like initiatives are required:



Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014



The Role of the Board in Behavioral Healthcare Organizations

- In today's environment
 - Greater Regulatory scrutiny from local, state and federal regulators
 - Healthcare is one of the most regulated industries in our country
 - Greater transparency
 - RAC audits

Source: Kalleland Lewis Nilan & Johnson

Presented By:

Michael Flora, MTM Services
(c) MTM Services 2014

Role of the Board

- Responsible for conduct and management of a company and its affairs
 - Acts in the best interest of the company and in good faith at all times
 - Disclose conflicts of interest
 - Be engaged and aware
 - Have specific Compliance policy and procedures at the agency and governance level.

Source: kalleland lewis nilan & johnson

Presented By:

Michael Flora, MTM Services

(c) MTM Services 2014

Scope of Board Understanding and Oversight

- Employee responsibility and accountability
- Policy Development
- Code of Conduct
- Education, training and communication
- Reporting
- Integrity line
- Monitoring
- Auditing
- Ongoing evaluation and reporting

Source: kalleland lewis nilan & johnson
Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Board role in Identifying and Mitigating Risks

■ Recap of Trends

- Higher regulatory scrutiny
- Increased level of involvement of board in compliance
- SOX
- Increased role in mission and values, particularly in non profit environment

■ Additional Trends

- Community Benefit
- Health Care Quality
- Patient Safety

Source: kalleland lewis nilan & johnson

Presented By:
Michael Flora, MTM
Services (c)
MTM Services



2014
211

Performance Standard Model

Questions and Feedback

- Questions?
- Feedback?
- Next Steps?

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014

Thank you for your time

Contact Information

Michael Flora, MBA, M.A.Ed, LCPC
Senior Operations and Management Consultant
MTM Services

Michael.flora@mtmservices.org

Website: WWW.MTMServices.org

Presented By:
Michael Flora, MTM Services
(c) MTM Services 2014