Healthy Agencies Create Healthy Communities: 5 Tools to Prepare

ASAP Annual Conference

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Introduction

• Presenter introduction

• Preview of presentation

• Your questions answered
Healthy Communities

• Healthy participants
• Healthy agency
• Healthy staff
• Healthy community
What Do You Face Today?

- Fee For Service
- Funding & Coding Changed
- Rate Changes
- Changing Expectations
- State and Federal Fiscal Instability
- Changing Regulations
- New Players
- Agency Specific Changes
- Privacy & Consent
- Olmstead Act
- Uncertainty With Federal Direction

You
Feel Familiar?
Why Are We Seeing So Many Changes?

Depends upon your perspective....

- Control cost
- Control quality of service delivery
- Provide an evidence-based service delivery structure
- Create efficiencies
- Structure for value-based care
Fears Associated with Change

• We won’t be able to do business
• Rates are inadequate
• Consumers will go without
• Unfunded mandates
• Increased administrative burden
What Can We Expect?

• Continued focus on integrated care
• Partnerships and mergers
• Population and community health focus
• Focused initiatives i.e. suicide prevention, opioid crisis
• Managed care
• Value-based care
Dealing with Changes

Quality leadership

Quality workforce

Data/information
## Key Elements

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Workforce</th>
<th>Data</th>
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</thead>
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<td>• Leadership buy-in and culture change management</td>
<td>• Skill set</td>
<td>• Meeting your obligations</td>
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<td>• Human resource development</td>
<td>• Culture</td>
<td>• Improved decision-making</td>
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<td>• Quality assurance protocols internal to the agency</td>
<td>• Data acceptance and utilization</td>
<td>• Improved efficiency</td>
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<td>• Mission-driven strategy</td>
<td>• Adaptability</td>
<td>• Collaboration and interoperability</td>
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<td>• Marketing oneself</td>
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Leadership Strategy

• Leadership buy-in and culture change management
  • What does your team know, and who is not “in the know”?
  • How is information managed? What is the tone/expectation of anticipated changes?

• Human resources development for unifying expectations, implementing practice and training

• Quality assurance protocols internal to the agency that complement state outcome goals and offer a strong feedback loop to quality improvement

• Mission-driven strategy for how to integrate new services into provision and billing
Workforce

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

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

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

• **Adaptability** – Changes will happen if staff are adaptable to change
5 Ways to Use Data

1. Meet your obligations
   - You are accountable to many people - exceed those obligations

2. Implement a dynamic management system with informed decision-making by
   all agency personnel
   - Gut decisions do not work
   - Continuously improve using your organizational memory
   - Data, information, knowledge, wisdom

3. Efficiencies in service delivery
   - Manage delivery and documentation

4. Seek opportunities for collaboration and interoperability
   - Standalone agencies will struggle without collaboration

5. Market yourself
   - You’re a business and need to sell yourself
Meeting Your Obligations

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

• Internal obligations
  • Individuals in service
  • Board of directors
  • Staff and others

1. Meet Your Obligations
2. Informed Decision-Making and Dynamic Management
3. Efficiencies in Service Delivery
4. Collaboration & Interoperability
5. Market Yourself
# Meeting Your Obligations

## Organizing Data

<table>
<thead>
<tr>
<th>Name of Agency Staff</th>
<th>Agency Title</th>
<th>Entity Accountable To</th>
<th>Type of Measure</th>
<th>Specific Measurement</th>
<th>Frequency of Report</th>
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<td>Utilization</td>
<td>Annual Slide</td>
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<td>Attendance</td>
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Informed Decision-Making

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

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

1. Meet Your Obligations
2. Informed Decision-Making and Dynamic Management
3. Efficiencies in Service Delivery
4. Collaboration & Interoperability
5. Market Yourself
Managing with Data

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

Creating organizational knowledge:

• Data... Obtain
• Information... Link the data
• Knowledge... Organize the information
• Wisdom... Apply knowledge to issue
Dynamic Management

Interactive process of data feeding back into operations

- Be informed
- Be flexible
- Be able to rapidly adapt

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Accessibility to Decision-Making Data

- Key staff have access and knowledge of the system
- Regular use of the system
- Tracking outside of the system
- Reports from the system—client demographics/profile, client outcomes, LOS
- Ongoing review of data
- Staff training and re-training, new features
Efficiencies in Service Delivery

- Services
  - Reduce no-shows
  - Outcome oriented

- Documentation
  - Person centered
  - Collaborative
Collaboration and Interoperability

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

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Market Yourself

• Value to your funder
• Value as a partner
• Efficiency
• Effectiveness
• Person to person outreach

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Leveraging Your Data

How to use the data to advance your agency:

• Develop outcome-based information
  • Individual
  • Provider
  • System
• Value-based information
• Staff expertise
• Board influences
• Stories with data
Identifying the Data

Performance Improvement:

• Target a specific area for improvement
• Suggest potential indicators of progress
• Identify source of information
• State expected results
• Identify anticipated time to see improvement
• Review and modify practices or indicators
Remember to...

• Incorporate a culture of accountability  > Everyone’s responsibility
• Maintain a person-centered philosophy  > Clinically right
• Establish a concurrent approach  > Many benefits
• Avoid losing your culture  > Consumer portal
• Enhance your agency operations  > Information
• Ensure regulatory requirements are met  > Electronically
• Review existing capacity against idea  > Continuously
• Achieve a value-based mentality  > Foundation
• Smart implementation of change  > Acceptance and success
Thank you!
Contact Information

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