

Is Your Culture Performance-Driven?

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Spectrum Health and Human Services

- 18 million dollar Behavioral Health Not-For-Profit in up-state western New York
- Providing integrated outpatient mental health and substance use treatment services including:
 - Clinic
 - Assertive Community Treatment Teams
 - Targeted Case Management
 - Rehabilitative Services
 - Supported Housing
 - 24/7 crisis outreach
- Spectrum has been designated as a Certified Community Behavioral Health Clinic

Coordinated Care Services Inc.

Not-for-Profit organization in upstate NY that provides a broad array of management services and technical assistance specifically tailored to meet the needs of behavioral health providers, social and human services organizations and community based organizations.

Center for Collaboration in Community Health

Technical assistance group with a focus on assisting organizations transition their culture, processes, and infrastructure to address the changing behavioral health landscape. Areas of concentration are: performance management, revenue cycle management and fiscal core competencies, health information technology, quality assurance and quality improvement, value based payment readiness, practice development and strategic planning.

New York State – Disruptive innovation

- All Medicaid services (with a few temporary exceptions) are paid through Managed Care Organizations
- NYS is participating in the national Certified Community Behavioral Health Clinic initiative and has designated 16 Clinics throughout the state
- In 2014 NYS was awarded a Medicaid 1115 wavier that allows the state to reinvest over a five-year period \$8 billion of the \$17 billion that they anticipate savings through their Medicaid Redesign Team (MRT) reforms.
- *Safety net providers will be required to collaborate to implement innovative projects focusing on system transformation, clinical improvement and population health improvement.*
- *In 2015 as part of MRT published their VBP Roadmap which outlines the goal that 80-90% of all MCO payments to providers will be made under a value based payment methodology by 2020.*

New York State - continued

- Recently NY announced the NYS Behavioral Health (BH) Value Based Payment (VBP) Readiness Program. The program will fund BH providers to come together in Behavioral Health Care Collaborative (BHCC). \$60 million dollars will be available over 3 years for planning and implementation, to support the development of shared infrastructure. BHCCs will share clinical quality standards, data collection, analytics, and reporting, to improve care quality and enhance their value in VBP arrangements.
- *It is expected that all Behavioral Health and Community Based organizations will become members of at least one Behavioral Health Collaborative.*
- *It is anticipated that each BHCC that is formed as an IPA or ACO will negotiate VBP based contracts with the MCO that will involve both upside and downside risk.*



Elements of a Performance Driven Organization

Developed by CCSI Center for Collaboration in Community Health



Organizational Culture

Belief system from the Board of Directors to management to staff that supports the concept that data-driven problem identification is a path to improved organizational and individual performance.

- Do you conduct authentic agency self-assessments?
- Do you have a functioning continuous quality improvement program?
- Is data always a factor in your decision making process?
- Do you have a well developed set of reports or data visualizations with key performance indicators that are reviewed regularly?
- Is the first thing out of your mouth “where is the data to support your decision”?
- Does your Board expect you to provide data to support your decisions?

Planning

Having a dynamic planning process that engages stakeholders across your organization and your community that supports innovation and quantifies risks and rewards

- Do you use data to identify populations of interest and/or need?
- Do you have a strategic plan that is updated regularly?
- Have you evaluated your current capacity and created a plan for developing required skill sets?
- Do you closely follow industry changes looking for opportunities?

Monitoring Population Characteristics

Have the ability to understand the characteristics of the population you serve to assure that you are offering the most effective and efficient evidence based practices

- Do you know the diagnostic distribution of your population including chronic physical health conditions?
- Do you know who your high utilizers are?
- Do you regularly measure your consumer satisfaction?
- Do you have key clinical outcome measures and do you regularly monitor them?

Effective Measurement Practices

Having the infrastructure, data sources and skill sets to gather, transform, analyze, visualize and deploy data across your organization

- Is there someone in your organization with the skills necessary to effectively collect and analyze data?
- Do you use Business Intelligence tools such as Microsoft Power BI or Tableau?
- Can you extract data from your EHR in a format that supports analysis?
- Do you provide dynamic data to your staff in support of data discovery?

Continuous Quality Improvement

Having active and effective quality assurance and quality improvement systems that uses the PDSA cycle which is applied in all areas of your organization

- Have you identified your key performance measures and benchmark them against your expectations and others?
- Do you Plan-Do-Study-and Act and document your successes?
- Do you ever hear “because that is the way we have always done it”?

Practice management, development and innovation

Having a service delivery system that is person-centered, trauma-informed and evidence based

- Do you implement evidence based practices and seek out best practices?
- Do you monitor service utilization outliers to identify gaps in care?
- Are your staff free to suggest innovative approaches to treatment?
- Do you provide sufficient resources to train staff and monitor fidelity to models of care?

Contracting / Negotiations

Having a clearly articulated value proposition supported by data that will allow you to contract or negotiate from a position of relative strength

- Can you differentiate yourself from your competitors and support that position with data?
- Do you clearly understand the fiscal ramifications of your negotiating position?
- Have you secured the expertise to guide you through the negotiation and contracting process?

Revenue Cycle Management and Fiscal Business Practices

Having business practices and revenue cycle processes that maximize revenue, quantify costs and regularly monitors key financial indicators in support of fiscal viability

- Do you use best practice revenue cycle process that results in accurate, timely, and consistent revenue generation?
- Do you have an operating budget and monitor actuals to budget monthly?
- Do you know your costs at the organization, program, service type, and consumer level?
- Can you effectively create fiscal models to evaluate opportunities?

Corporate Compliance, Privacy and Security

Having systems, policy and procedures and staff in place to monitor and assure compliance with HIPPA Security and Privacy best practices

- Have you tested the security of your IT systems?
- Do you regularly train your staff on privacy and security?
- Do you have a method to identify breaches?
- Do you routinely re-evaluate privacy and security risks?

Human Resources

Having a workforce that clearly understands their performance expectations and possess the skill sets necessary to achieve their personal and organizational performance goals

- Do you have quantifiable key performance indicators for each of your job descriptions and do you evaluate performance against them?
- When making hiring decisions do you seek out candidates that meet your short term and long term need?
- Do you have systems for rewarding performance and outcomes?

Marketing

Having a communication and marketing plan that focusing on quality and performance that effectively reaches customers, payers and the broader community

- Do you have a marketing strategy that supports your organizations strategic goals?
- Do you use data to tell your organizations story?
- Does the community understand your organizations mission and purpose and are you highly regarded in the community?

Infrastructure

Information Technology

Do you have a secure, stable and comprehensive technology infrastructure that supports your core processes and are you fully leveraging the capacity of your computer applications?

Financial Practices

Do your financial practices and support systems allow you to properly capture costs, maximize revenue, monitor and analyze performance, evaluate opportunities and mitigate risk?

Infrastructure (continued)

Data Collection and Processing

Do you have the applications, skills, and tools to collect, transform, analyze and communicate data in a transparent, visual format across your entire organization?

Training and Education

Is your Board, Executive Leadership and staff informed, trained and engaged to meet the needs of a performance driven organization?