

# HEALTHY AGENCIES CREATE HEALTHY COMMUNITIES: 5 STRATEGIES TO PREPARE

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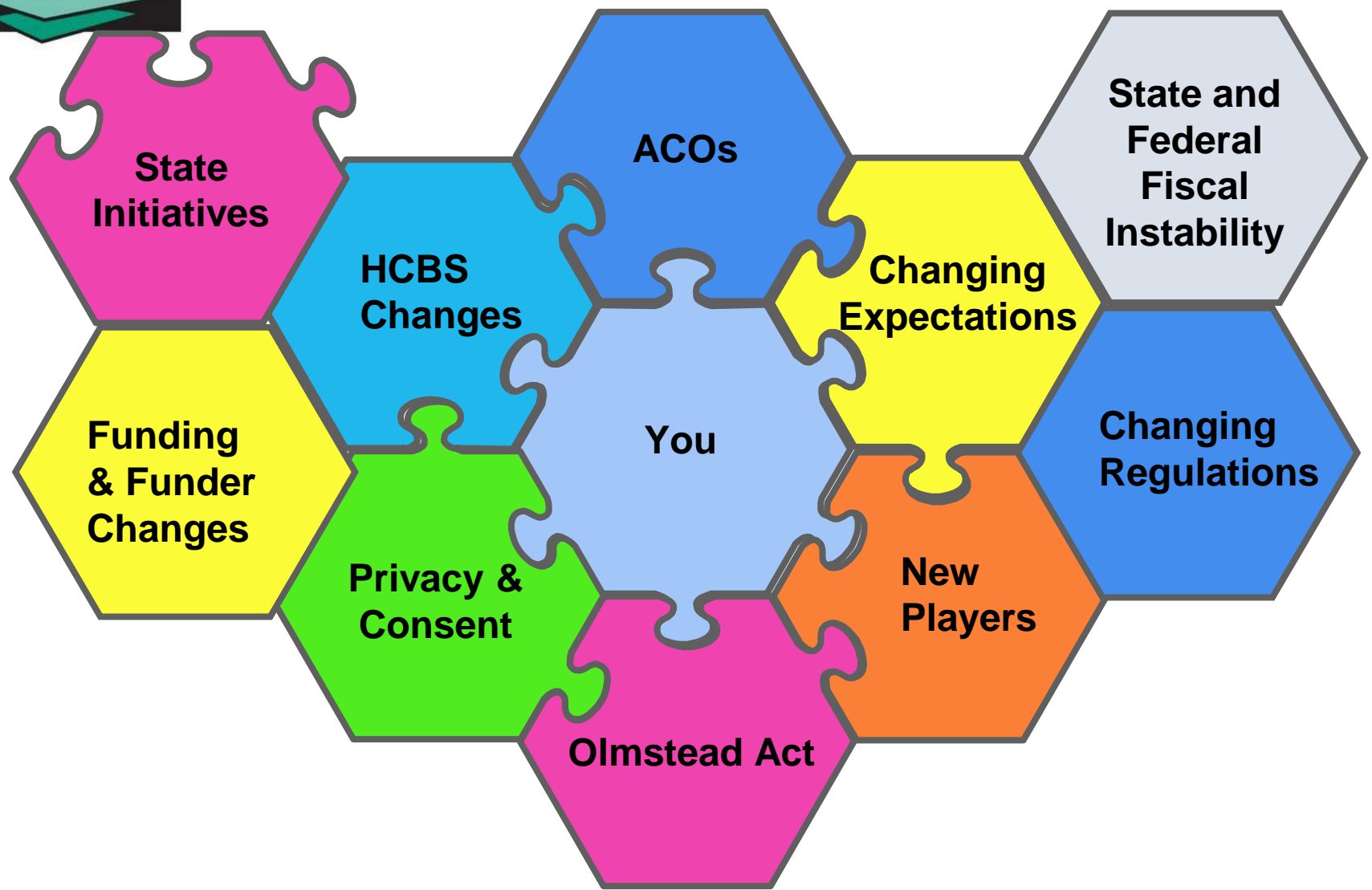
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- Healthy Participants
- Healthy Agency
- Healthy Staff
- Healthy Community



# WHAT YOU ARE UP AGAINST



**State  
Initiatives**

**HCBS  
Changes**

**ACOs**

**Changing  
Expectations**

**State and  
Federal  
Fiscal  
Instability**

**Funding  
& Funder  
Changes**

**You**

**Changing  
Regulations**

**Privacy &  
Consent**

**New  
Players**

**Olmstead Act**



# WHY OPERATE DIFFERENTLY?

- Diminishing Resources
- Integration of Care
- Ever-changing Regulations
- Increased Oversight Activity
- Shift from Volume to Value
- New Workforce Skills Needed
- From Budget to Business Model
- Performance based Contracting



# WHY SO MANY CHANGES?

## **Depends upon your perspective....**

1. Control costs
2. Control quality of service delivery
3. Provide an evidence-based service delivery structure
4. Create efficiencies
5. Structure for Value-Based Payments



- Triple Aim: improving outcomes, improving quality, reducing cost
- Medicaid/managed care expansion, BH parity
- Focus on better coordinated, accountable, and integrated physical and behavioral health care
- Major emphasis on home and community based services and less reliance on institutional care
- Promoting wellness, preventing relapses upstream
- Person-centered individualized care
- Social Determinants of Health



**Quality Leadership**

**Data/Information**

**Quality Workforce**



# KEY ELEMENTS

Leadership	Data	Workforce
Leadership buy-in and culture change management	Data...obtain	Skill Set – Staff need to be placed in situations that require their skills and where they can be successful.
Human Resources development	Information...link the data	Culture – Foster a culture of responsibility, mission and excellence.
Quality Assurance protocols internal to the agency	Knowledge... organize the information	Data Accepting – Use data to inform, manage, operate and deliver services.
Mission-driven strategy	Wisdom...apply the knowledge	Adaptability – Change will happen if staff are adaptable to change.





- **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



# Using Data



# WHEN USING DATA IN YOUR AGENCY:

- Know the Information You Need
- Understand Inputs and Outputs
- Establish Culture
- Continuously Evolve
- Use to Survive
- Use to Grow



# 5 STRATEGIES USING DATA

**#1 - Meet your obligations**

**#2 - Implement a dynamic management system with informed decision-making by all agency personnel**

**#3 - Efficiencies in Service Delivery**

**#4 - Seek opportunities for collaboration and interoperability**

**#5 - Market yourself**



# MEETING YOUR OBLIGATIONS

- **External obligations**

- Government
- Funders
- Accreditation bodies, etc.

- **Internal obligations**

- Individuals in service
- Board of directors
- Staff and others

**Meet Your Obligations**

Informed Decision-Making  
Dynamic Management  
Efficiencies in Service Delivery  
Collaboration & Interoperability  
Market Yourself



# ORGANIZING DATA

Name of Agency Staff	Agency Title	Entity Accountable To	Type of Measure	Specific Measurement	Frequency of Report	
John Smith	CEO	Clients	Outcomes	Employment	Quarterly	
				Hospitalization	Daily	
		ETC.				
			Incidents	Level 1 and 2	Daily	
				Other Levels	Weekly	
		ETC.				
		B.O.D.	Fiscal	Annual Report	Annually	
				Balance Sheet	Quarterly	
		ETC.				
		Government	Census	Registrations	Monthly	
			Utilization	Attendance	Annual Slide	



- **Data-based decision-making**

- Data
- Information
- Knowledge
- Wisdom

- **Everyone's job**

- Administrators
- Supervisors
- Clinicians
- Oversight and support

Meet Your Obligations  
**Informed Decision-Making**  
Dynamic Management  
Efficiencies in Service Delivery  
Collaboration & Interoperability  
Market Yourself



# ACCESSING 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



## Interactive process of data feeding back into operations

- Be Informed
- Be Flexible
- Be Able to Rapidly Adapt

Meet Your Obligations  
Informed Decision-Making  
**Dynamic Management**  
Efficiencies in Service Delivery  
Collaboration & Interoperability  
Market Yourself



**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



# EFFICIENCIES IN SERVICE DELIVERY

- **Services**

- Reduce No-shows
- Outcome Oriented

- **Documentation**

- Person Centered
- Collaborative





# COLLABORATION & INTEROPERABILITY

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

Meet Your Obligations  
Informed Decision-Making  
Dynamic Management  
Efficiencies in Service Delivery  
**Collaboration & Interoperability**  
Market Yourself



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

Meet Your Obligations  
Informed Decision-Making  
Dynamic Management  
Collaboration & Interoperability  
Efficiencies in Service Delivery  
**Market Yourself**



## **How to use the data to advance your agency**

- Outcome
- Structure/Mechanics
- Process



# THREE FLAVORS OF OUTCOMES

## Ind. and Fam. Outcomes

- Individual report of satisfaction with coordination
- Family reports of confusion or hassle
- Number of contacts needed to schedule a clinic visit)
- Reports of avoidable care

## Provider Outcomes

- Improved Coordination
- Clear Accountability
- Improved Treatment Achievement
- Improved Medication Management

## System Outcomes

- Improved use of Healthcare
- Improvements in Population Health
- Quality of Care Improvement
- Cost Savings
- Information Exchange
- Interdisciplinary Teams



# 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.



# 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**

**Invest** in a quality workforce, **Stability**



**THANK YOU!**





# CONTACT INFORMATION



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