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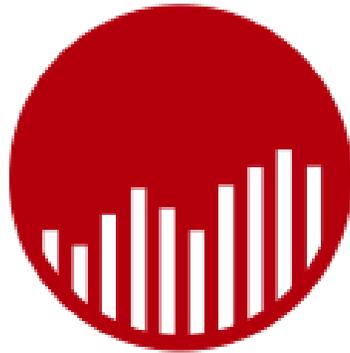


Coaching staff up for Optimal Performance Part 2- July 26, 2022

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MTM Services

- MTM Services is a team of consultants that was built from the ground up with the direct purpose of working with organizations delivering Mental Health, Intellectual/Developmental Disabilities, Substance Abuse, Residential, Community Based, Hospital, Integrated Care with PCPs, and/or Urgent Care services. MTM has worked to help over 1,000 organizations in 47 states, Washington, DC, and 2 foreign countries implement changes since our inception in 1995.

MTM Services 2022 Webinar Series

Webinar Content and Objectives

This interactive two-hour webinar will address the five core competencies in managing, coaching, and developing team members in the current healthcare workforce “*shortage.*”

The need to coach staff to optimal performance is a core competency of senior and middle management in the new talent wars.

Part 1:

- Define the state of the current workforce
- Learn proven strategies to coach, engage, incentivize, and retain great team members
- Learn the core competencies needed in middle and senior management to coach staff up in their current and future roles in order to meet the marketplace needs

Part 2

- Understand the true cost of turnover – especially at the manager and supervisor level – including organizational reputation, outcomes, and bottom line
- Review sample performance evaluations that help keep team members engaged and focused
- Learn from real life examples of how to implement innovative employee incentives and merit-based performance increases
 - Develop your coaching and retention strategy
 - Develop strategies to become an employer of choice and increase employee pride in their workplace

Management Core Competencies



Coaching Staff to Optimal Performance



- Providers must prioritize workforce development, engagement, and retention for success in order to provide high-quality and cost-effective care that is valuable for their consumers and that aligns with their current and potentially changing payment models.
- Although many networks still operate under fee-for-service reimbursement models, organizations and their providers need to be prepared for a potential future shift toward value-based payment models. Value-based models can take a variety of different forms, but at a high level these typically look less at the quantity of services provided and more at the quality and outcomes of those services provided.

Coaching Staff to Optimal Performance

- Staff shortages and high rates of turnover impact not only the quality of care for consumers, but the financial viability of many organizations across the country. In a competitive system where payors contract with those who can demonstrate the best outcomes by moving from quantity to quality, behavioral health providers are challenged to allocate resources internally that bring the best value externally.
- This Core Competency on Workforce Engagement and Human Resource Management will present pathways to achieving high engagement and retention, and methods to recruit and empower staff to bring meaningful outcomes, regardless of an organization's budget.



Coaching Staff to Optimal Performance



- Statistics show that employees are doing 30% more work and have not yet begun to see the rewards from their efforts¹.
- Money is not the silver bullet¹
- Today's employees are more inclined to stay engaged when they have a sense of purpose when they feel that their efforts are appreciated¹.

• ¹Source: Susan Adams, SHRM September 2011

What are the top contributors to Employee Satisfaction

- Respectful treatment of all employees at all levels was rated as very important by 67% of employees²
- Satisfaction contributors supports the theory that although employees do place importance on financial features of a job such as pay and benefits, they consider culture and connection to be of utmost importance².
- Feeling appreciated for their time and efforts creates a bond between employees, management and their organization².

²Source: Society for Human Resources (2016) Job Satisfaction and Engagement Report



Poll Question

Does your organization have a formal recognition program?

A. Yes

B. No

If Yes, what do you include?

A. Tuition reimbursement

B. recognition of Longevity

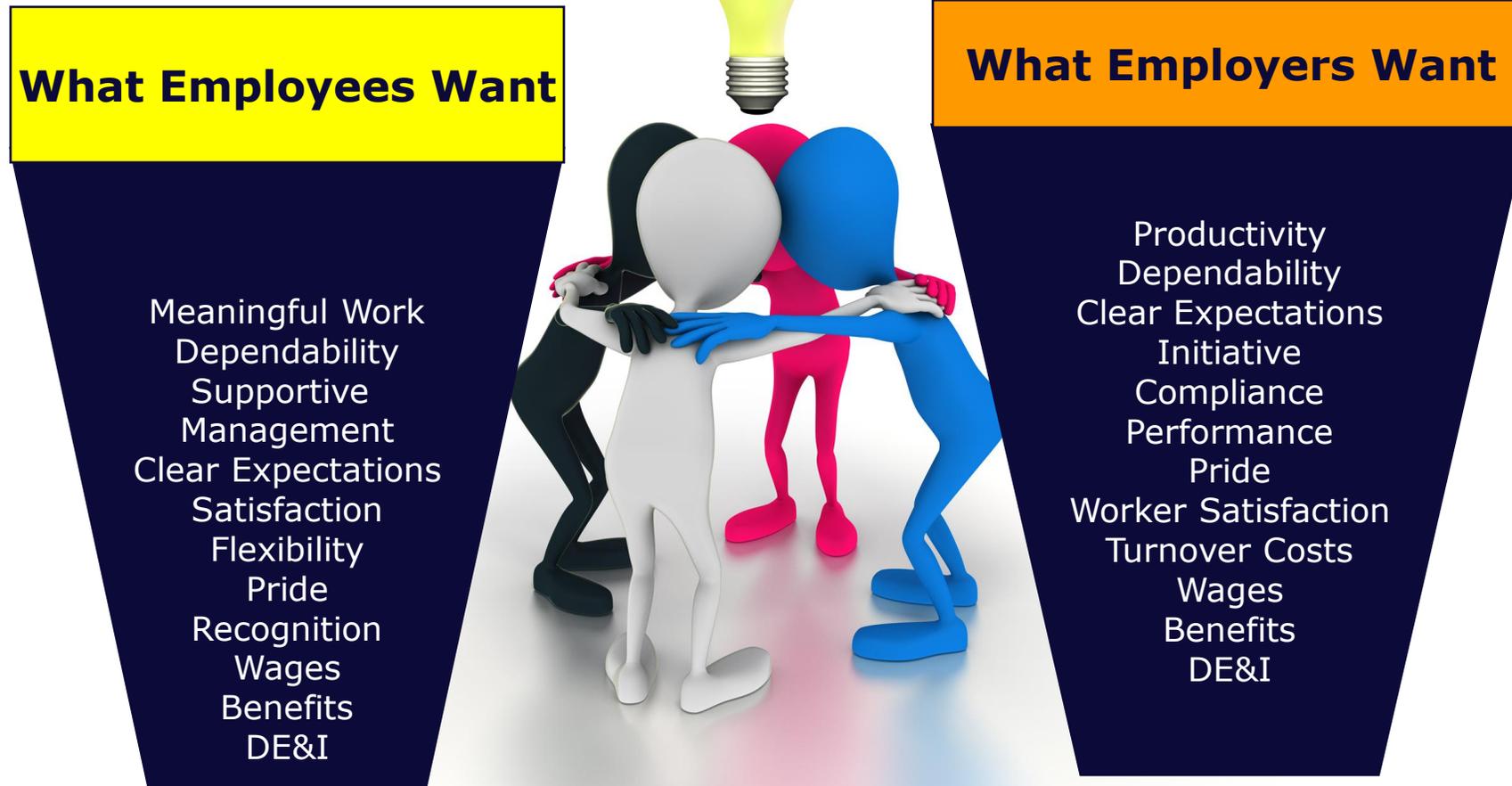
C. Merit/Performance Increases

D. Time Off

• E. All of the Above



Giving Everyone What They Want



What do Team Members Want?

- Trust in Leadership
- Flexibility
- Comprehensive Health Benefits
- Competitive compensation
- Meaningful Work
- Supportive Management
- Positive Work Environment
- Opportunities for Growth





What is your level of Employee Engagement?

The organization should measure employee engagement and satisfaction at least annually through the use of employee engagement and/or satisfaction surveys. This data can be used to develop action plans to address employee turnover and overall engagement.

- Conduct exit interviews (sample in appendices of this document) with all team members who are voluntarily leaving the organization. Use this data to develop and implement strategies to address the reasons why employees are leaving the organization.

What is your Current level of Staffing Capacity



- The organization should monitor current staffing capacity and objectively measure both clinical and non-clinical performance to expected levels of organizational performance to determine the need to add to or decrease the workforce to meet organizational financial and clinical outcomes goals.
- By reviewing staffing capacity or unrealized service capacity the organization can determine if they have too many staff or too few staff to meet individual performance expectations and consumer needs.

Determining Staffing Capacity

- The organization should monitor current staffing capacity and objectively measure both clinical and non-clinical performance to expected levels of organizational performance to determine the need to add to or decrease the workforce to meet organizational financial and clinical outcomes goals. By reviewing staffing capacity or unrealized service capacity the organization can determine if they have too many staff or too few staff to meet individual performance expectations and consumer needs.
- The organization should calculate the selection rate for all open positions as a key performance measure for human resources:
 - Calculate the number of applicants vs. the number of candidates selected.
 - Of those selected for an interview, calculate the percent that follow through with the interview.
 - Calculate the number of candidates that met the criteria and were offered the position(s).
- The organization should calculate the cost of turnover and develop a retention and recruitment strategy based on current turnover and retention data.

What about Unrealized Capacity?

- In our work with teams, I recommend that we assess the organizations unrealized service capacity.
- In this example we have three community support teams. The organizational expectation of direct service or productivity is 113 hours a month.
- Each team is performing at a different level. Team 1 has five full-time staff. On average, the staff on this team are providing 85 direct service hours a month. Our calculator demonstrates that this team is overstaffed based on current performance by 1.24 full-time equivalents. The cost of this unrealized capacity or under performance is \$163,094.04 in lost revenue.
- Team 2 has seven full-time staff. The average performance of this team is 115 hours a month. This team is able to receive the bonus outline above based on exceeding goal. The organization will make additional revenue from this team of \$16,309.44. Team 3 has six full-time staff. On average they are providing 34 direct service hours a month. Based on performance this team is overstaffed by 4.19 full-time equivalents. The lost revenue for this team is \$552,191.04.



Change Only the Blue Calls

Work Days Per Year		260	Available Hours								
Available Hours per day:		8	2080								
Desired Billable Hour Standard:		65.2%									
Billable Hours Currently Delivered Per FTE/Per Month :					78	Corresponding BH%		45%			
Unit/ Program/ Location	Current Billable Hours Expectation per month	BH % Per FTE / Per Month	BH Capacity Per FTE / Per Year	FTEs per Unit/ Program/ Location	Billable Hour Service Capacity per year	Avg. Billable Hours Currently Delivered per month	Total Current Billable Hour Service needs per year	Unrealized Service Capacity In Hours	Unrealized Service Capacity In Equivalent FTEs	Average Revenue Generated per Face to Face Billable Hour	Revenue Gained/Lost Per Staff Member
Loss Totals:								7200	5.31		(\$698,976.00)
Community Support Team 1	113	65.2%	1356	5.0	6780	85	5100	1680	1.24	\$97.08	(\$163,094.40)
Community Support Team 2	113	65.2%	1356	7.0	9492	115	9660	(168)	(0.12)	\$97.08	\$16,309.44
Community Support Team 3	113	65.2%	1356	6.0	8136	34	2448	5688	4.19	\$97.08	(\$552,191.04)

-
- The total impact for the organization is that they are over budget by \$8,976,000 due to the current level of performance. This under performance is due to the fact that the organization is not meeting the current level of performance.
 - In this example the organization would either find a new reason for under performance (i.e., lack of funding, lack of staff, or cancels), review the number of staff members, or review the performance metrics are met.



What is your Selection Rate?

- The organization should calculate the selection rate for all open positions as a key performance measure for human resources:
 - Calculate the number of applicants vs. the number of candidates selected.
 - Of those selected for an interview, calculate the percent that follow through with the interview.
 - Calculate the number of candidates that met the criteria and were offered the position(s).



Incentive Models

- Many Organizations have developed and implemented performance incentives for staff that are meeting and exceeding their goals the organization.
- Organizations should consider an incentive plan or merit-based compensation. If the organization puts into place a financial incentive plan, the organization must also put into place a series of quality assurance and **Corporate Compliance Plans** to ensure that the agency does not engage in fraudulent or illegal activities.
- Incentive Plans must be aligned with federal compliance and labor laws.



Performance /Merit Increases

Merit Increases

- Using Performance data, team members increases are based on meeting and exceeding expectations.
- The Model Assumes all team members will achieve a 3% increase. This can be adjusted as needed based organization and market rate adjustments.
- Team members merit compensation can increase or decrease based on performance
- NOTE: Managers/Supervisors increases are based on their teams performance

	Clinician		Managers/Supervisors
5%	.50% Manager discretion .50% 100% 85% of clients successfully complete TX .25% +70% Productivity .5% + 66% -70% Productivity	5%	+1.0% Manager Discretion +.50% 100% Team SAL Completing +.50% 100% Team above 60% Productivity
3%	65% Minimum Productivity 100% UM/UR 100% SAL Completion	3%	Meets 100% of Personal Productivity Expectation 100% Personal UM/UR and SAL Completion
0%	-.50% Productivity 55%-64% -.50% Productivity 50%-54% -1.0% Productivity less than 49% -.25% UM/UR Less than 100% -.25% Doc Completion Less than 100% -.50% Manager Discretion	0%	-.50%-64% Team Productivity -.50% Team Productivity 50%-54% -1.0% Team Productivity less than 49% -.25% Team UM/UR Less than 100% -.25% Team Doc Completion Less than 100% -.50% Manager Discretion

Performance /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	0%	-.50% More than one Customer Service Complaint -.50% More than one Internal Customer Service Complaint -1.0% Manager Discretion

- Using Performance data, team members increases are based on meeting and exceeding expectations and KPIs.
- The Model Assumes all team members will achieve a 3% increase. This can be adjusted as needed based organization and market rate adjustments.
- Team members merit compensation can increase or decrease based on performance
- NOTE: Mangers/Supervisors increases are based on their teams performance

Incentive Models

Incentive Based Compensation Calculator												
Direct Service Hours	318	700	800	900	1,000	1,248	1,352	1,452	1,560	1,768	1,872	2,080
Incentive Compensation								\$ 20.00	\$ 20.00	\$ 25.00	\$ 30.00	\$ 30.00
Incentive Based Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 4,160	\$ 9,360	\$ 12,480	\$ 18,720
Base Compensation	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Total Compensation	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 62,000	\$ 64,160	\$ 69,360	\$ 72,480	\$ 78,720
Direct Service Percentage	17%	38%	44%	49%	55%	60%	65%	70%	75%	85%	90%	100%

- Monthly or Quarterly incentives are based on meeting specific performance expectations and are compensated based on exceeding these expectations
- For Support team members, they are eligible based on meeting KPIS and are placed in the bonus pool.
- Using Performance data, team members increases are based on meeting and exceeding expectations and KPIS.
- NOTE: To be eligible **All** areas of compliance must be met.
- Mangers/Supervisors increases are based on their team's performance

Poll Question

- What is your agencies Current Turnover rate?
 - Lower than 15%
 - Between 15-20%
 - Between 20-25%
 - Between 25-30%
 - Higher than 30%



Cost of Turnover

- Inability to effectively recruit and retain staff will extend and exacerbate turnover problems in the future. This cycle will worsen as turnover costs and lost revenues grow; the organization will be even further from investing in the very strategy that will solve turnover problems.
- Example: If the organization has 45 clinical staff and a 27% turnover, then the cost to orient and onboard a new staff member is \$12,636.00. Additionally, if it takes the organization eight weeks to fill a position, then the organization will lose \$24,960.00 over that eight-week period in lost direct service hours. Annualized, that would be a loss of \$303,267.00. When you add in the orientation costs that would be \$315,900. (See Figure 3.1.)

Calculating the Cost of Turnover



Change Only the Blue Cells

Turnover Costing Calculator

Total # of staff	Turnover %	Staff Lost Per Year	Avg. Training Hours Per Staff	Total Training Hours	Avg. Salary Cost Per Hour	Training Cost Per Year
45	27%	12.15	40	486	\$26.00	\$12,636.00

Avg. # of Weeks to Fill an Open Position	Average Weekly Productivity (Hours)	Average Net Revenue Billed Per Hour	Revenue Lost Per Staff Replacement	Total Revenue Lost During Replacement	Total Training Cost and Lost Revenue
8	26	\$120.00	\$24,960.00	\$303,264.00	\$315,900.00

Creating Alignment with Agency values and expectations

Service
Quality
Cost
Safety



Staff Members

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, share positive comments I you have heard in the community on a regular basis or write a handwritten note to them about their work and how much their client felt that they helped them.
- Write thank you notes to your team members, thanking them for doing good work.

Performance Measurement

- The ability of the organization to effectively manage clinical and non-clinical performance as well as business metrics is one of the key cornerstones to a successful behavioral health organization. Organizations should develop and implement key performance measures and business intelligence tools to measure organizational and team member performance. These should include but not be limited to the following metrics
- Quality metrics
- Quantity and capacity metrics
- Competency metrics
- Cost metrics
- Efficiency metrics
- Utilization metrics
- Organizational performance metrics
- Productivity metrics
- Documentation compliance metrics
- Caseload metrics

Performance Measurement

- The organization should develop the ability to collect data on all programs and services. This information and data collection will need to include not only the designated performance metrics required by contracts but also metrics for fiscal viability and risk management. The organization should collect data on the following, at a minimum:
 - Productivity
 - Utilization Management
 - Persons Serviced
 - Consumers not seen in 30/60/90 days
 - Documentation completeness
 - Treatment plan expiration and updates
 - Corporate Compliance/Chart Audits
 - Consumer Satisfaction
 - Clinical Outcomes

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

Performance Measurement Culture Development

- 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

Action Planning Role in Coaching/Mentoring Sessions...

- Identify, Remove and/or Minimize any barriers that will prevent compliance with performance standards
- Clarify roles of staff to focus individual staff work on areas that will support standards
- Assess training needs to ensure technical and core competency expertise
- Provide frequent and honest communication opportunities with staff

“Problem” Focused Supervision Versus “Solution Opportunity” Focused Supervision

- Is the discussion in the supervision session focused more on “Why we can’t change!” than on “How we can change!”?
- What percent of the supervision session is spent focused on attainment versus how unfair the situation is?
- Is the focus of the discussion in the supervision session inside the organization’s/supervisor’s control zone or outside the organization’s/supervisor’s control zone?

“Problem” Focused Supervision Versus “Solution Opportunity” Focused Supervision

- Supervision time is a one-on-one opportunity to shift the discussion of any topic/problem/challenge to a discussion/action planning of the opportunities that are presented to us...
- We can do this.... Let’s spend a few minutes and think about how best to accomplish it....

Need for Formal Supervision/Mentoring Plan

- Supervision Plan provides the focus of what types of supervision need to be provided, frequency and tools to provide Solution/Action Planning to address specific performance changes
- Supervision Plan provides a fair/ equitable work environment for staff by providing appropriate levels of coaching/ mentoring of staff

Types of Supervision/Mentoring:

- There are four types of supervision provided by supervisors to CMHS staff members under their reporting chain of command as follows:
 - Administrative Supervision;
 - General Clinical Supervision;
 - Case Specific Clinical Supervision; and,
 - Direct Observation Clinical Supervision.

Base Line Assessment

Evaluation incorporates performance

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

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		

Staff Evaluations Quarterly Instead of Annually

Job Description Form and Quarterly/Annual Evaluation									
Performance Period: FYE 2005									
Department: Behavioral Health									
Job title: Masters Level/Licensed/Clinical Liaison									
Employee name:									
Location:									
Position qualifications: A Master's degree from an accredited school of social work, or related field. Current and maintained state licensure. Ability to receive and maintain DPS fingerprint clearance.									
Job purpose: Provide clinical oversight, direct services and case management to clients. Perform administrative tasks in accordance with agency procedures.									
Reports to:					Title:				
Grade/Step: Grade Step			Type of position: <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Contractor <input type="checkbox"/> Intern			Work schedule compliance: Hours: <input type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt			
General Description:		Rating Scale: 1 = Full Compliance 0 = Non Compliance			Q1	Q2	Q3	Q4	Annual
Use solution/strengths based clinical practices orientation to receive, assess and evaluate clients and their family's needs. If appropriate, decide on referral sources for the client, and assist the client in the referral process.									
Explore client's understanding of their problem; assist in clarifying the current impact of the problem, and outline effective solutions to support positive change. Assist clients in mobilizing energies for solving problems and facilitate the client's ability to develop support networks and community resources. This may involve outreach service requiring travel.									
Provide clinical collaboration to coordinate services with other involved agencies, such as Child Protective Services, Probation and Parole Departments, Division of Developmental Disabilities, Arizona Long Term Care, schools and other providers.									
Work within a system using the Recovery Model as outlined by the Arizona 12 principles that include: Accessible services, Best practices, Collaboration with families, Collaboration with others, Connection to natural supports, Functional outcomes, Independence, Most appropriate setting, Respect for the child and/or family's unique cultural heritage, Services tailored to the family, Stability, and Timeliness.									
Work with the treatment team in implementing agency policies and procedures, acquaint the agency with community trends, identify gaps in services and work with special projects and committees to better meet the client's needs.									
Job-related tasks and effective time management					Q1	Q2	Q3	Q4	Annual
The specific tasks and duties as outlined in the current job description will be completed within the established times frames. 100% of tasks completed within established time frames = Full Compliance (FC); 90% or below of tasks not completed within established time frames = Non-Compliance (NC).									
Ethical standards of profession					Q1	Q2	Q3	Q4	Annual
Employees will be required to act in a manner that is in accordance with current ethical standards and promotes a positive public image for the organization and the profession. In addition, actions will be in accordance with applicable state and federal laws and in accordance with the established professional standards. No citations or complaints = Full Compliance. 1 or more citations or complaints = Non-Compliance.									

Effective communication	Rating Scale: FC = Full Compliance NC = Non Compliance		Q1	Q2	Q3	Q4	Annual
Employees will respond to both internal and external customers by returning phone calls, responding to requests and working collaboratively with other agencies. Communicate in a manner that is clear, concise and facilitates the organizational goals. Communication will be accomplished in a timely manner and will ensure that all parties have a firm understanding of the message(s) being communicated. 0-1 complaints = Full Compliance. 2 or more complaints = Non-Compliance.							
Customer (client, internal, external) satisfaction	Q1	Q2	Q3	Q4	Annual		
The employee recognizes customer satisfaction as a priority and has made ongoing efforts to assist both internal and external clients in a courteous and professional manner. 92% Client/Customer Satisfaction Rating, 0 Client & Customer complaints made = Full Compliance. 1 or more Client/customer complaints and 91% or less of Client & Customer satisfaction rating for the site = Non-Compliance.							
Cooperation and collaboration	Q1	Q2	Q3	Q4	Annual		
The employee actively seeks out supervision, is an active part of the team and obtains the supervisor's signature on appropriate documentation. Employee has met the standard requirements for supervision and has not cancelled more than 5% of appointments with supervisor. The employee is respectful with internal and external professional colleagues and is not engaged in frequent conflicts with others. 95% or more compliance = Full Compliance. Less than 95% compliance with standard = Non-Compliance.							
Use of sick time	Q1	Q2	Q3	Q4	Annual		
Employees will be responsible for the appropriate use of sick time as outlined by the organization's standards. Employees will not use more than 40 hours of non-FMLA approved sick time per fiscal year. Less than 40 hours of sick time used in a fiscal year = Full Compliance. More than 40 hours of sick time used in a fiscal year = Non-Compliance.							
Submittal of time sheet	Q1	Q2	Q3	Q4	Annual		
Employees will submit a weekly time sheet indicating any time missed from work. Employees will submit to their supervisor a timesheet by the Monday following the end of the week worked. All employees who have not submitted their timesheets on time will have a written action plan = Full compliance. Any employees who have not submitted their timesheets on time without a written action plan = Non-compliance.							
Credentialing, privileging, training and licensing	Q1	Q2	Q3	Q4	Annual		
The employee is responsible for meeting the requirements and is providing services that are within the limits of practice as defined by the licensing board. The employee will maintain credentialing/privileging status as outlined by the appropriate payer sources. Time attended at conferences, seminars, trainings, or courses will be related to the current job functions and meet current licensing standards.							
Credentialing/Privileging and Licensing is maintained. Supervision and Training logs are completed and submitted quarterly = Full Compliance. Credentialing/Privileging and Licensing is not maintained. Supervision and Training logs are not completed and submitted quarterly = Non-Compliance.							
Productivity standards	Q1	Q2	Q3	Q4	Annual		
The employee will meet 100% the organization's established productivity targets which is 104 billable hours per month and not attributed to FMLA. New hires will be at 50% of the target for the first month, 80% of the target for the second month, and 100% of the target by the third month.							
Employees will meet and maintain 100% of the of the established productivity targets per quarter and not fall below 50% of the of the established productivity targets per month. Employee has met 100% of billable hours for the year-to-date and per quarter = Full Compliance. Employee is less than 100% of billable hours standard per quarter or year-to-date and less than 50% of billable hours per month = Non-Compliance							

Day-To-Day Manager Activities

1. Continuous Awareness of service delivery environment
2. Empowering Staff to Solve Needs Before they Become a Crisis
3. Train/Educate Staff
4. Coordination of Activities
5. Timely Decision-Making

Supervisor Responsibility

The supervisor's responsibility is to be a coach and provide proactive leadership for team members, which is representative of the following leadership qualities:

- The commitment to foster a quality of work life that embodies the core values, exemplifies organizational health, celebrates inclusion, and is attractive to Canopy employees.
- The ability to stay aware of organization and team members needs/concerns.
- The ability to face challenging times with professional decorum.
- The willingness to possess, and the appreciation of, the knowledge of work-related subject matters assigned to team in his/her supervision.
- The openness to becoming energized by work accomplishments and willingness to foster the same energy in team members.

- Questions?
- Feedback?
- Next Steps?
- Thank you!
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