



Making Every Leadership Moment Matter

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“The need for leaders to continuously step across the “threshold of risk” to make bold and creative decisions that transform service delivery processes and methods...” *Leadership Skills to Support High Functioning Teams-David R. Lloyd, Founder, MTM Services*





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Follow the Leaders – Summer Webinar Series by MTM Services

Website: mtmservices.org

Three Remaining Leadership Events

- David R. Swann – **Making Every Leadership Moment Matter**
 - Monday August 8, 2022, 1:00 pm till 2:30 pm.
- Annie Jensen – **Using Data to Drive Culture and Client Outcomes**
 - August 23, 2022, 1:00 pm till 2:00 pm. **Cancelled**
- Scott Lloyd – **Indecision Has a Cost...On Workforce and The Cost of Care**
 - September 6, 2022, 1:00 pm till 2:00 pm.

David R. Swann, MA, LCAS, CCS, LPC, NCC; Senior Healthcare Integration Consultant

Background

- Co-author of *Operationalizing Healthcare Reform*
- Provided consultation and training to hundreds of Community Behavioral Healthcare Centers and Managed Care Organizations
- Retired Executive of a Community Behavioral Health Organization and Managing Entity
- Executive coach to Health Care Executives
- Forty years experience in Behavioral Health, Intellectual and Developmental Disabilities and Substance Use Services

Contact

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Historical Leadership Challenges

- Recruitment and HR issues - staff performance, retention, behaviors, aptitude and attitude
- Staff training requirements supporting skill sets needed
- Compliance matters -Timely and accurate documentation submission-risk avoidance
- Internal customer service challenges between programs/departments
- Need to renew the federal state or county agreements
- Need to send timely claims and reports to Medicaid, Medicare and state funders

Leadership Learning in the Trenches

Consider these for self-reflection

- How did a leader/mentor lead you for success?
- Remembering these times, what were some of the behaviors they used?
- Did you get a custom fit?
- How long did it last?

Historical Leadership Challenges Produced **System Noise**

Internal System Noise

- Required leadership to focus energy on the internal staff and service delivery process challenges over and over again...
- This historical focus on internal system need was more workable when the external healthcare environment was not changing at a such a rapid pace.
- However, **NOW**...

Value-Based Healthcare Leadership Challenges

Leadership Focus Areas

- Whole person and coordinated care to support total wellness needs of population
- Shift to Population Management Models
- Shifting from “Volume of Services” to Value-based Shared Risk/Saving Funding Models
- Enhanced Access to Care Performance Requirements to Same Day Clinical Assessment and within 3-Days access to a prescriber from Clinical Assessment
- Observable and Measurable Client centered outcomes to support if clients are improving
- Cost finding per CPT Code to support process of treatment/episode of care reimbursement
- Making the business case for your agency to support service delivery contracts with MCOs/ACOs-readiness
- Efficient, quality and compliant documentation

The “**Values**” that Behavioral Health Organizations Now Need

Be Accessible - provide fast access to all needed services

Be Efficient - provide high quality services at lowest possible cost

Be Connected - have the ability to share core clinical information electronically

Be Accountable - produce measurement information about the clinical outcomes achieved

Be Resilient - have ability or willingness to use alternative payment arrangements

Be Sustainable – completing the value equation – valued care is sustainable

American Management Association Survey

Executives identify top six leadership challenges

- 1. Get people to work together who have different agendas or goals (60%)**
- 2. Balance competing demands and priorities (56%)**
- 3. Motivate and inspire in a world of constant change (48%)**
- 4. Accomplish difficult assignments without the necessary resources (45%)**
- 5. Balance the needs of the organization with those of the individuals (42%)**
- 6. Adjust to a faster pace and more multidimensional job (37%)**

SOURCE: www.AMAnet.org

Healthcare System Pressures

Investments and Changing Models of Care

In-home addiction treatment models—and mobile addiction treatment clinics.

Organizations offering in-home addiction treatment include ***Aware Recovery Care***, which is now in seven states and recently received an undisclosed amount of private equity investment for expansion.

“We provide a full continuum of home-based care including in-home withdrawal management, medication-assisted treatment (MAT) and management, individual therapy, family therapy, and coordinated medical and behavioral healthcare.”

Healthcare System Pressures



Investments and Changing (Digital) Models of Care

Workit Health recently announced a \$118 million round of private equity investment, to be used to expand into new markets providing digital drug addiction treatment. “*Choose your goal...Connect with a therapist...Rewire your brain*”.

Quit Genius, which provides a digital clinic for treating multiple addictions, announced that it had raised \$64 million in funding to provide digital drug addiction treatment.

PursueCare, which provides telehealth addiction treatment, announced it had reached \$11 million in investor funding.

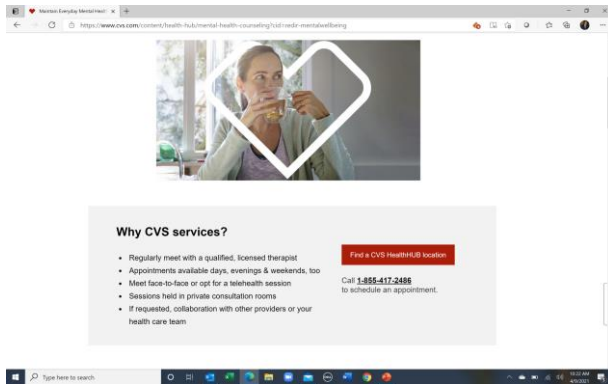
Health Plans Interest in Addiction Care and Treatment-Early VBP Opportunities

Investments and Changing Models of Care

- Highmark's selection of Ria Health to provide telehealth treatment for alcohol use disorder
- **Anthem announced a new contract with Boulder Care for Value-Based Contract For Ohio Telehealth Addiction Services**
- PacificSource is contracting with Ideal Option Addiction Treatment for a bundled payment model in Oregon for Office-Based Opioid Treatment
- **AmeriHealth Caritas District of Columbia contracted with the Howard University Faculty Practice Plan to test a new value-based payment model called PerformPlus New Beginnings Episode Model for Substance Use Disorders**

Retail Health

CVS



Providing Tele-Mental Health Therapy and Psychiatry Services

Walmart



Opening Walmart Health to include Mental Health Counseling

Dollar General



Dollar General plans to provide a "comprehensive network" of affordable health services. Residents have a hard time getting medical care in some of the towns where it has stores. Blake Farmer/WPLN News

Hired first Chief Medical Officer and will begin providing telehealth and tele-mental Health Services

Amazon



Acquires One Medical in addition to their other venture to gain a greater presence in Healthcare

Change Occurs Swiftly-Leading Change Requires Efficiency

- Historical Change Management –Extended Time Consumption which often means we do not get it done.
- Successful leaders effect change more rapidly



What is Leadership?

Larger Amounts of Work and Accomplishments are Achieved with Agreed To Goals

- “Great leadership at the top doesn’t amount to much without great leadership at the unit level.”- Jim Collins
- “Leadership is an interactive conversation that pulls people toward becoming comfortable with the language of personal responsibility and commitment” – John Agno
- *“Leadership is the willingness to assume the risk of matching the authority to lead with the responsibility to lead” – David Lloyd*

Challenges for Behavioral Health in Healthcare Reform Era

1. Willingness to continually step across the Threshold of Risk to make bold and creative decisions
2. The Need to make “tough” decisions in an era of change and stick with them in the face of challenge
3. What tools are needed to support minimizing the leadership decision-making “risks”?
4. Moving from program driven treatment to clinically driven and outcomes driven treatment. “It is about the recipients of care”.

Harvard Management Update September 2008

Leading Change

Author Judith A. Ross writes about Leadership
from the University of Nebraska Leadership
Institute

Bruce Avolio, Gallup Leadership Institute Director

Fred Luthans, Senior Scientist, Author of
Organizational Behavior

Stages of the Acceptance of the Need to Change and Leadership “Blinking”

Progression Needed to Support Actual System Change or the “1-2-3 Dance”

1. Denial
2. Negotiation (This approach by leader's “pushes” staff to change)
3. Anger – Blaming – Outside then Inside
4. Drop Out – “It’s Awful!”
5. Acceptance of the Need to Change
6. Excited about the taking advantage of the opportunities (This approach by leaders “pulls” staff through the process of acceptance)

Effecting Change In People

Audience Questions for This Leadership Learning Event

1. How do I respond to staff when they tell me they are burnt out in their career?
2. How to best engage directors/managers in helping to create reachable and stretch goals for their departments.
3. What are your recommendations for overcoming change resistance that comes from other agency leaders (peers or superiors?)

The Four States of Psychological Capital

Become Aware of Your Own Capital and Building that of Followers

1. Efficacy – The Leader and Follower’s level of confidence that they will succeed at a particular challenge.
2. Optimism: The expectation of positive outcomes.
3. Hope: The tendency to look for alternative pathways to reach a desired goal.
4. Resilience: The ability to bounce back from failure and keep forging ahead.

Awareness of YOUR Behavior

An Honest Assessment.....

- How do you motivate and lead others to make a significant change?
- We may be mental health professionals – let's practice what we know that works.
- Becoming aware of our own behavior allows us to change the behavior – Cognitive Behavioral concepts.
- Evaluate your positive and negative responses to leadership challenges and opportunities/incidents and evaluate your responses to determine if they make the grade. Ask someone else.
- Making our changes in all (Efficacy, Optimism, Hope and Resilience).

Effective Leaders Can Make Change Happen Quickly Using the Four States of Psychological Capital

Point Out Successes

- Highlight successes and be specific.
- Set short-term timeframes for observed outcomes and results.
- Spotlight quick wins and experience success.
- Be detailed about the contributions made to make the success meaningful and replicable.
- How do I respond to staff when they tell me they are burnt out in their career?

Build On Their Strengths

Focus on areas of performance where people have already demonstrated competence.

Communication is Key

- 22% of employees strongly agree the leadership of their organization has a clear direction for the organization.
- 15% of employees strongly agree the leadership of their organization makes them enthusiastic about the future.
- 13% of employees strongly agree the leadership of their organization communicates effectively with the rest of the organization.



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

Communication and Behavior

Communication, integrity, inclusion, and sensitivity to the needs of the employees round out the qualities and characteristics of an inspirational leader. No one is inspired by a leader who people think does not care about them.

Design Challenging But Reachable Goals

- Use positive targets that are observable rather than negative targets such as avoiding improper CPT coding.
- Use observable objectives setting targets that are achievable in a shorter period of time considered as milestones on the way to the goal.
- How to best engage directors/managers in helping to create reachable and stretch goals for their departments. Use the stepwise approach for short-term successes.

Leadership Qualities

Follows the Psychological Capital Theme

- 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.

Identify Alternative Pathways and Resources

Provide Resources and Encourage Exploration

- Anticipate obstacles and setbacks and support their alternate pathway selection around these challenges.
- It inspires hope when leaders acknowledge that there are options and permission is to achieve the END is open.
- Skill building could be helpful.
- Developing knowledge of all the resources that are available is a way to teach the skill for resource development.
- When the door closes...look for the “open window”.

Address Obstacles Factually to Build Psychological Capital

When Success is Not Achieved

- Leaders must interact when setbacks occur and not silent
- Avoid entrenched guilt, pity, re-directed blame and reminders of failures while simultaneously remaining accountable
- Relentlessly state the facts, what could not be controlled.
- Acknowledge what needs to improve and remind all of what was correctly done.
- Your halftime message building on strengths



Seize the Moment and Impact Better Care

Take Every Planned and Unplanned Opportunity

- To build psychological capital among all staff
- Leaders to Directors, Directors to Managers, Managers to Direct Care Staff, and to The Recipients of Care

Inspire with Actions

Making Every Leadership Moment Count

- An inspirational leader gives people what they want within their capabilities.
- The inspirational leader also understands praise, recognition, rewards, saying thank you, and noticing an individual's contribution to a successful endeavor is motivating.
- Speaking directly to a contributing employee about the value their work provides for the organization is a key source of inspiration for the recipient.

The actions you take every day at work are powerful.

USE THEM!



Questions, Feedback and Contact Information:

- Questions?
- Feedback?
- Contact Information:

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