Prepare for the Future While Managing the Pandemic

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Agenda

- COVID Trajectory and Context
- What to do right now
  - Organizational health assessment
- Bringing short- and long-term strategies into harmony
  - Operational Strategies
  - Organizational “hardening”
  - Administrative and financial leadership
- Strategic partnerships
- Program model
Phase 1: Immediate Response

Emergence (Jan-Feb)
- First cases identified
- State & county-level responses

Emergency Response
- Providers Scramble
- Shift Client Service Offerings
- Move to Telehealth
- Support Clients
- Support Staff (PPE, resilience)

Anticipate
- Learn
- Prepare

Phase 2: Recalibration

Offices Reopen
- Staff health screening
- Support resilience & traumatized staff
- Retention strategies
- Recruitment for newly open positions

Assess and Prepare
- Identify lessons learned
- Define new processes
- Identify catch up activities
- Project increased BH need
- Seek grant funding
- Prepare for next waves
- Business planning

Restrictions Lift
- Grants
- CMS halts Advance Payment
- Congress Supports BH providers
- State Budget Cuts announced
- Regulatory Changes continue

Establish New Normal
- Define new processes
- Consolidations & mergers
- Strategic Planning for mid-term
- Revise budgets & operations
- Respond to continued waves of infection

2nd Wave
- 6-9 months
- Contact Tracing
- Antibody testing
- Regulatory Changes continue

3rd Wave
- 18-24 months
- Vaccination campaign support
- Education & Training

Phase 3: Systems Change & Continued Response

National Emergency
- 3/1 State of Emergency declared
- Telehealth Support
- 3/27 CARES Act passed
- Limited direct provider support

Anticipate
- Learn
- Prepare

Emergency Response
- Providers Scramble
- Shift Client Service Offerings
- Move to Telehealth
- Support Clients
- Support Staff (PPE, resilience)

Time

Provider Revenue (economic stability)

Workforce Retention
WHAT WE’RE HEARING: PROVIDER NEEDS

- Interim Leadership
- Mid-Term Strategy Plans
- Business Planning

- Alternative Financing Models
- Grants
- Building sustainable networks

- Crisis Response Assessment & Redesign
- Reopening Policies

- Workforce Planning
- Training
- Practice Coaching

- Workforce Resilience
- Debriefing

- Effective Models for Remote Services
- Remote Supervision

- Build Partnerships & Networks

- Leadership Stretched
- Workforce Gaps
- Financial Sustainability
- Grief & Trauma
- Preparing for Next Wave
- Telehealth Best Practices
- Client & Staff Economic Needs
KNOW YOUR AUDIENCE(S)

BY ALIGNING PRIORITIES, YOU CAN AVOID MAKING COSTLY STRATEGY REVISIONS

- Engage staff, understand needs in shifting workplace
- Engage clients, listen to specific needs of specific populations
- Consider barriers to care, including cultural and linguistic
- Learn from other industries
- Payers i.e. MCOs, foundations, donors
- Government partners and the challenges they are facing

• Take small, iterative steps vs. large, sweeping changes you may need to reverse
• Stay alert to grant opportunities, new billing availability and alternative payment models
• Connect everything back to your clients and your mission
WHAT TO DO RIGHT NOW?

- Overcommunicate with key stakeholders
  - Especially your clients
- Understand the COVID-19 Impact on your organization
  - Not going back to the way things were
- Develop a long-term strategy that reflects the new normal
  - Respond to short-term needs in ways that advance your long-term strategy
- Pursue additional money thoughtfully
- Comprehensive assessment of organizational health
CONDUCT A COMPREHENSIVE ORGANIZATIONAL HEALTH ASSESSMENT

+ Financial
  + Days cash on hand
  + Profitability
  + Financial ratios
    + Debt to income
    + Current ratio
    + Quick ratio
    + Operating reserve
  + Days and amount in AR
  + Days and amount in AP

+ Non-financial
  + Turnover/vacancy rates
  + Management bench strength
  + QI program capacity
  + Market share
  + Client base
  + growth/shrinkage
Considering only short-term or long-term strategies can lead you astray. Line up goals and pursue those which have both short and long-term implications.
OPERATIONAL

**Space management**
- How do you distance?
- Shared/virtual offices

**People management**
- Who needs to be onsite?
- Managing a remote workforce

**Technology**
- CARES Act grants
- Integrated tele-BH system

Health Management Associates
OPERATIONAL: SHORT TERM

- Design future workplace model incorporating telehealth
- Review current and future space needs
- Reduce operating expenses associated with space
- What additional or new supports do staff need?
- Tools and technology enable efficiency and effectiveness
Back Office Restructuring

- Explore ASO or MSO arrangements
- Leverage IPAs, ACOs
- Keep certain workforce members at home
- Evaluate further outsourcing opportunities
- Use current pandemic response to create an iterative approach to remote staffing
- Joint ventures, affiliations or mergers
ORGANIZATIONAL HARDENING

Revenue maximization
- Tele-BH
- SDoBH funding

Access
- Safe traffic patterns
- Increased access

Cash management
- Cash reserves
- Alternative payment methodologies
ORGANIZATIONAL HARDENING: SHORT TERM

• Cash Management
  • Build cash reserves
  • Reduce current operating expenses
• Review and update current insurance policies for future operational disruptions
• Automate tasks (check-in kiosks, phone apps)
• Top of licensure analysis to support redeployment of staff
ORGANIZATIONAL HARDENING: LONG TERM

Revenue/Reimbursement Strategies

- Alternative and VBP arrangements as alternative to volume-driven care (this regulatory relief will not last forever)
- Complimentary grant opportunities to address social drivers of BH
- Build plan to ensure multiple points of client access
- Use emergency reimbursement accommodations to build advocacy for continuation
- New co-pay collection approaches enabled by technology
Skills development
Tele-BH training
Hybrid models of care

Strategic planning
Slow down and plan
Strategy for a new future state

Funding
Short-term grants
Revenue maximization
TECHNICAL, ADAPTIVE AND FUNCTIONAL LEADERSHIP: SHORT TERM

+ Go back to the basics but avoid trying to recreate the past
+ OVER-COMMUNICATE
+ Attend to culture
+ Invest in middle management
+ Revisit/review strategic plan WITH significant staff and stakeholder input
+ Engage on the topic of diversity and disparity
+ Innovate engaging rapid iteration
+ Attend to diverse forms of risk
+ Review roles, structures and infrastructure
• Adopt practices from other business sectors
• Consider why, when, and how to bring staff together for continued engagement
• Virtual reality meetings, trainings and other events
• Sharing content with staff through diverse media
• Podcasts, videograms, interactive web portals
**STRATEGIC PARTNERSHIPS**

1. **Associations and coalitions**
   - Assess value-add
   - Promote coordination and integration

2. **Administration spending**
   - Reduce costs
   - Explore shared services models

3. **Strategic relationships**
   - IPAs
   - Mergers and acquisitions
Review existing partnerships for ROI and relevance

Identify gaps in care – your community’s and your organization’s

Leverage associations and networks for advocacy support

Consider community fabric of care (CBOs) worn thin by the crisis
STRATEGIC PARTNERSHIPS: LONG TERM

Leveraging collaborations

- Who is missing?
- Same services to new partners or new services to the same partners
- Build a stronger community-based model of care
- Partnerships with payers
- Create size/scope/scale/leverage
- What does your current agency size afford you that you risk losing if you grow?
PROGRAM MODEL

Staff safety
- PPE and physical plant changes
- Implications of extended WFH

Client access
- Technology for Tele-BH
- Responding to clients’ preferences

Data
- Capturing during crisis
- Investments in data capture/analysis
PROGRAM MODEL: SHORT TERM "REOPENING" STRATEGIES

+ Acknowledge that you never fully closed
+ Time to government milestones
+ Change waiting rooms and other physical plan modifications
+ Decrease the number of clients and staff in the building at any one time
+ Stagger workflows
+ Consider what you have to do to make staff and clients feel safe (i.e. access to PPE, cleaning procedures) – and procure/plan/develop P&Ps now
+ Anticipate future waves and their implications
PROGRAM MODEL: LONG TERM

Future Models, Projections Using Data

- Major increases in Medicaid enrollees
- Target high need, high risk individuals – need more rigorous risk stratification approaches
- New methods of outreach and engagement required (social media and other technology; partnerships with payers and delivery systems)
- Connect to widescale contact tracing efforts
- Position yourself to support State and Local efforts in public BH response
  - Anticipate FEMA CCP
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