Keeping Pace In The Race To Change: Workforce Development In The New Health & Human Service Landscape

Presented By:
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Introduction

Leslie Mariner, MA
Business Development Executive
Relias Learning

- 25+ years experience in Health and Human services; 8 years e-learning
- Extensive executive management and operations experience with community mental health and social service agencies

About Relias Learning

- Provides online training to over 4000 organizations
- Over 1.5 Million courses taken on its platform each month
George Braunstein, M.A., FACHE, Senior Associate, brings more than 35 years of experience in leading both private and public sector health and human services organizations – in both institutional and ambulatory settings.

- Served on the SAMHSA National Leadership Council and the National Association of Community Behavioral Health.
- Fellow with the American College of Healthcare Executives.

Areas of Expertise

- Strategic planning and organizational development
- Clinical process performance management and performance improvement
- Integrated care system design, development, and management

Education

- Master of Science in Community Mental Health Nursing from the University of Wisconsin-Milwaukee
- Bachelor’s in Nursing from the University of Wisconsin
- Bachelor’s degree in History Education from Rockford College.
- Completed psychotherapy training from the Family Studies Center at Northwestern University.

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I. Overview Of The Current Health Care & Behavioral Health Care Environment

II. Workforce Cultural Transformation & Skill Development- Overall Strategies

III. Workforce Cultural Transformation & Skill Development- Key Tactics

IV. Summary & Conclusions

V. Questions?
Objectives

1. Identify the vital role that workforce plays within an organizational change
2. Using workforce development strategies to ensure effective organizational responsiveness to the changing environment
3. Ensure that workforce development tactics are part of all organizational change planning
4. Identify the five key actions to assess and implement an effective workforce development strategy
I. Overview Of Current Health Care & Behavioral Health Care Environment
Disruptive Trends in Behavioral Health Care

1. Health Care Reform & Parity

2. New Science & Technology

3. Transition From Pay-For-Volume to Pay-For-Value

4. Integrated Care

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Parity legislation provides financial equity in benefits for almost all Americans with health insurance.

The Affordable Care Act has reshaped service delivery system in fundamental ways with 80 provisions into effect between 2010 and 2014.

- **Insurance coverage reform** – minimum medical loss ratios (MLR) for insurers; pre-existing condition exclusions and lifetime limits prohibited.
- **Pay-for-performance** – Medicare value-based purchasing initiatives and penalties for high rates of hospital readmissions.
- **Expanded consumer access** – expanded Medicaid coverage, health insurance exchange, and essential health benefits.
- **Integrated care coordination models** – Medicaid health homes and accountable care organizations in Medicare.

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Market Effects Of The Parity Act

- Increase in market demand
- Acceptance of neurotech inventions
- Increase in carve-out financing
- More competition
- Increased “volume” in outpatient treatment

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Market Effects Of Health Care Reform

- ‘Integration’ of financing and service delivery
- Proportion of funding coming from health plans
- Audits and ‘program integrity’ activities
- Available funding
- ‘Safety net’ funding and provider organizations
- State and count health-related departments

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Trend #2: New Science & Technology

New bioscience
- Genomics and ‘personalized medicine’
- Epigenetics
- Diagnostic tools
- Treatment tools

Cheap and ubiquitous technology
- Consumer connectivity
- Web tools
- Data exchange
- “Big Data”
Drivers Of Service System Evolution

**Change in Service**
- Neurotech, biomedical tools, cognitive retraining tools, and emerging evidence-based practices

**Change in Service Location**
- Facilitation of remote service delivery and emergence of ‘smart home’ technologies

**Change in Control of Service**
- Increasing consumer self-service and consumer evaluation of services with increasing power of and information availability through bioconnectivity

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Emergence Of Tech-Enabled “Offshoring” Changes Labor Market

- Once care is virtual, the location of the patient and the professional is increasingly irrelevant
- From intrastate to interstate to international
- Produces ‘unexpected’ out-of-area competition
- Will reduce local labor costs
- Speed-to-response issues for provider organizations

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Trend #3: The Transition From Pay-For-Volume To Pay-For-Value

Payment reform encourages the use of new treatment technologies and tech-enabled platforms for service delivery.

- Fee-For-Service
- Case Rates & Bundled Payments
- Capitation & Population Payments
- Pay-For-Performance (P4P)

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Payer Focus On Reducing Healthcare Costs Of 5% Of Consumers

5% of U.S. population account for half (49%) of healthcare spending

- $11,487 per person

50% of population account for only 5% of spending

- $664 per person
Key Strategic Questions For Post-Recession Market Planning

Where does your organization “fit” in the emerging consumer delivery system?

Will consumers select the services you offer now?

If not, what new services do you need to develop?

If consumers would select the services you now offer, will they choose you?

If not, what do you need to do to be more attractive to your consumers?

Need strategic planning process that incorporates marketing planning as an integral element.

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Trend #4: Integrated Care Coordination

5% of U.S. population accounts for half (49%) of health care spending - concentrated in chronic comorbid health conditions

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Emerging Service Delivery System Model – The Framework For Integrated Care Coordination

- Expanded managed care models – increasing use for SMI, I/DD, and LTC services
- Accountable care organizations (ACOs)
- Medical homes and health homes
- Disease management programs

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The Shifting Role Of Provider Organizations & Clinical Professionals

**Traditional System Roles**

- Delivery of consumer treatment

**Expanding System Roles**

- Assuming care coordination and population management role – often with ‘gain sharing’ relationship
- Addition of many population management functions traditionally provided by health plans
- Acquisition by health plans

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In order to prepare for these disruptive changes you need to:

– Adapt your financial system to health reform
– Adapt your technology for new expanded expectations
– Adapt your services for new models

However, have you addressed the one key element that is foundational to making all the above planning work? Your Workforce!
II. Workforce Cultural Transformation & Skill Development- Overall Strategies
“We know what to do (with finance, technology, and services), we just can’t get our team to do it.”

Monica Oss, Chief Executive Officer of OPEN MINDS summarizing a common statement made by many Behavioral Health CEOs regarding implementing key strategies for the future within their organizations.
Putting The Pieces Together

In order to prepare your workforce for the disruptive environment and to make the necessary changes, an organization’s leadership needs to address the following challenges:

- Effective leadership
- A clear understanding of the key elements of workforce development which will solidify the foundation for change
- Effective transformational process
Successful Organizational Leaders

In order to implement the transformational change process and to engage all the stakeholders, including employees, an organization needs a leader with skills to successfully implement the transformation and ensure ongoing performance.

- Peter Flade, James Harter and Jim Asplund identified those skills in a recent Harvard Business Review
Keys To Successful Organizational Leadership

A leader:

• Stays involved and curious
• Models and teaches
• Ensures employees have the tools and information they need to perform their roles
• Never uses a business downturn as an excuse
• Trusts, holds accountable, and relentlessly supports managers and team
• Remains straightforward and decisive in performance management
• Manages to outcomes, not metrics alone
Key Elements Of Workforce Development

In order to understand the current business and service processes as well as understand what issues needs to be addressed, a leader needs to explore and understand:

1. The workforce culture — what are the underlying values that drive how the workforce performs their roles and interacts

2. The workforce’s skills — what do they do well and where is new development needed

3. How does organizational leadership recruit, hire, onboard, and work to retain their workforce

4. How does the organization develop and promote people into supervisory and management positions
1. The Workforce Culture

How does the organizational mission, vision, and values reflect the new directions of the business plan?

What are the performance expectations of your workforce and how do they reflect your new business model?

How have you prepared your workforce for their new roles and possibly new staff with very different skills?
Key Strategies- Workforce Culture

- Develop a process that involves all staff in learning about the new business models and their changing roles.
- Develop a process for staff involvement in developing new mission, vision, and values reflecting the new business environment.
- Identify a process to develop new performance expectations that reflect the new business environment.
A Case Example

- A medium-sized public sector behavioral health organization moving from a traditional safety-net system to a managed care business model
- Workforce involvement strategy developed to ensure changes in business environment are paralleled by workforce changes
- Workforce involved in workgroups at all levels to address performance expectation, new role definitions, and organizational values
2. Workforce Skills

Have you defined the key new services and new skills needed by your workforce with these new services?

Have you made sure the staff have access to adequate training and support to learn these new skills?

Is your staff prepared for the new technology that will be required?

How have you prepared your staff and management for the increased regulatory oversight and accountability requirements?

How does your organization identify and respond to unprepared staff?
### Key Strategies- Workforce Skills

1. Ensure that your organization’s management has mapped out the key changes to services and priority skills needed.

2. Identify expert resources needed for that training within the organizational budget.

3. Involve your staff in all aspects of new technology purchasing and implementation to ensure organizational wide ownership of the use of the new technology.

4. Empower your staff to develop appropriate workgroups to prepare and monitor new regulatory standards and accountabilities.

5. Identify specific strategies to address the learning needs of staff who are slow to engage in learning experiences and are unprepared for the changes.
A Case Example

- A large behavioral health organization preparing to purchase new electronic health record software that will be compliant with new health reform standards
- Assessing and updating staff computer skills throughout the organization
- Involving staff in the purchase decision and implementation—especially training
- Developing a staff group that will be trained to be first level problem solvers and site-based teachers
3. New Workforce

Have you prepared for staff turnover due to organizational changes?

Have you determined the new strategies needed to recruit staff who will assume new roles?

What is your organization’s onboarding plan for new employees that ensures effective integration into the culture and effective performance?

Is your organization prepared for the new strategies and incentives used for retention of valued employees?
Key Strategies - New Workforce

Develop a system that monitors rate and reason for staff turnover to assist with an assessment of organizational response to the change.

Review existing job descriptions and recruitment strategies to ensure you are attracting the right candidates.

Ensure your onboarding process reflects newer strategies to ensure new employees are effectively supported.

Ensure that organization management receives effective training on key motivating factors that cause people to stay with an organization.
A Case Example

• A large behavioral health organization implementing new services and requiring new skills from service employees
• Addressing turnover of a % of existing staff and new recruitment strategies to address new skills needed
• Ensuring the onboarding process reflects the new organizational values and culture
• Ensuring that key new incentives include those newer generations value such as some level of challenge, equal levels of responsibility and control, and effective use of feedback
4. Workforce Leadership Development/Promotion

Do your expectations of administrators, managers and supervisors reflect the new organizational values and culture?

Does your leadership and management training reflect the new expectations as well?

What is your recruitment and promotional strategies for available management positions?

How does your succession planning reflect the new organizational culture?
Strategies- Workforce Leadership Development/Promotion

- Review all role descriptions and performance expectations for administrative, management, and supervisory positions changing them to reflect new organizational values.
- Assess and plan for new leadership and management skills needed within the organization.
- Apply the expectations noted above for all recruitment for open management positions- determine your organizational strategy regarding promoting from within.
- Review succession planning so that it reflects the above standards and ensure that the expectations are applied.

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A Case Example

- A medium-sized behavioral health organization has successfully moved through an effective transformation process.
- The CEO is planning to retire within the next year.
- The previous succession plan was based on the “next-in-line” to succeed but the new plan requires different skills.
- The CEO must work with the organization’s board, leadership, and staff to ensure an effective succession and transition of leadership.
Ensure an effective implementation of organizational cultural and value changes that reflect new roles and performance expectations.

Prepare staff at all levels for new services, new skills, and new tools such as new technology while addressing staff that will struggle with the changes.

Ensure that employee recruitment, hiring, onboarding, and retention strategies reflect the new organizational expectations.

Prepare the organization for new leadership and management standards including necessary revisions of succession planning.
III. Workforce Cultural Transformation & Skill Development - Key Tactics
Quick Recap

The scope of change impacting service organizations is extensive and rapid

Effective employees are the key to organizational success or failure

Employees who do not feel effective and successful will ultimately leave your organization
How many of your employees do you believe wake up each day and say to themselves – “Today I think I will just do a really bad job…”

Why do really smart organizations avoid easily accessible cost savings?
Resistance to change is normal

People cling to habits & the status quo

What you don’t practice goes away

Change process must be two-fold – transformative for existing staff and foundational for new staff
First: Don’t Lose What You Have

Personnel, wage, and salary expenses, on average, make up approximately 54% of a human service organization's operating budget.

Average turnover in human service organizations in 2012 was 17%*; Bureau of Labor Statistics places health care at 28%.

Many organizations anecdotally report as high as 35% or more in residential and 24 hour programs.

DIRECT COSTS TO REHIRE – according to Center for American Progress:

16% of annual salary for high-turnover, low-paying jobs (earning under $30,000 a year). For example, the cost to replace a $10/hour employee would be $3,328;

20% of annual salary for mid-range positions (earning $30,000 to $50,000 a year). For example, the cost to replace a $40k manager would be $8,000.

DO THE MATH: If you are an average 200 employee organization, annual employee turnover could be costing you, at the lower end, in the range of $100,000 or more.
From a recent Relias Learning training survey of more than 2,000 organizations:

80% believe staff development and training programs afford their organization some COMPETITIVE BUSINESS ADVANTAGE

15% of that group believe staff training and development give them a substantial competitive business advantage

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Customer Quotes from Survey

- “We have strong leaders, but lack a training program/staff”

- “[the] Relationship between expansion and quality services has not been coordinated, understood or emphasized within the agency.”

- “We don’t have any extended training or crisis prevention training to deal with dissatisfied patients or their families.

- “We have undervalued it until now. We've assumed staff will catch on to our way of doing things as they go.” (my emphasis)

- “[We] don't have adequate resources to systematically train and develop staff”

- “As a nonprofit this is an area we often have to cut cost, unfortunately.

- “While staff development and training is an ongoing priority, the reality for staff is the difficulty in balancing productivity standards for direct service with time out of the field for ongoing training, which is a deterrent...”
Basic investments in technology will give you a win-win

- Not using technology to deliver and manage your training exponentially increases your training costs
  - Online training ROI is well documented at 40% or better for most organizations
  - Travel related expenses for live training can make up 65% of your training budget

- Use mobile technologies
  - Get that “just in time” advantage
  - Tablets are cheaper than computers and fit your workforce needs

- Get rid of obsolete thinking
  - Research shows us learners benefit equally in terms of learning course material regardless of whether they took a live workshop, tele-class, or via online/e-learning
1. Identify new skill requirements (previous section)
2. Measure baseline knowledge
3. Standardize new training to new skills
4. Maximize your training resources
5. Hire for the future
6. Recognize Success

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1. Identify New Skills

Identify skills that are in alignment with strategic plan and goals –

Assess current workforce

Automate Everything!

Prior section

Performance Assessments

Employee and Management Surveys

QI Indicators and Outcome Measures
2. Measure Baseline Knowledge

• Use pre-tests with summary Item analysis
  – Identify where your group/individual already has good content knowledge
  – Save time and Cost - Train to the deficits

• Use Skills Observation Checklists
  – Measure results over time
  – Plan future training based on deficits

• Standardize training so you can measure outcomes
  – By it’s nature – live training has variability
  – Adams (1992) found the average variance of e-learning modules to be 40% less than traditional classroom instruction.

• Don’t spend training $$ when you don’t need to
Use the right kind of training at the right time

- Use online courses for “routine” knowledge transfer & introductory material
  - Online courses assure standard content presentation
  - 24/7 availability
- Use expensive, live training for critical skills transfer
- Standardize basic training for each position
  - Automate curricula assignment and training enrollment by job type
- Allow “test-out” on routine training when possible
  - Most organizations spend the majority of their budget on basic compliance training – over and over
4. Maximize Training Resources

• More training occurs than you think
  – Capture all training events (staff meetings, supervision calls, etc.)
  – Incorporate routine checks on knowledge and understanding

• Centralize knowledge management
  – Eliminate duplication of effort in development of training resources
  – Assure accurate and up to date training content

• Centralize tracking, documentation, and reporting
  – Centralized database with click through ease for capturing training in staff meetings, ad-hoc, and just-in-time training events
  – Eliminate redundancy

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5. Hire For The Future

- **Take the time to do it right**
  - Standardize hiring processes
  - Train people who are involved in hiring

- **Utilize industry tools to improve hiring outcomes**
  - Pre-employment testing – knowledge & skills
  - Pre-employment testing – job & organizational fit

- **Formalize on-boarding programs**
  - Deliver routine information online to reduce cost and measure outcomes
  - Standardize Content & Processes
  - Define Expectations & timelines

- **Acknowledge your millennial learners – they are……**
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<th>Millennials prefer:</th>
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<tr>
<td>Experiential/hands-on learning; working in teams and social networking</td>
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<tr>
<td>They are naturally collaborative and tend to be creative</td>
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<tr>
<td>Most do not think of technology as technology – it is just a part of life</td>
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<td>They are accustomed to online and cell phone messaging with abbreviated lingua</td>
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<td>and quick exchanges</td>
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<td>They have been described as intuitive visual communicators with good visual-spatial</td>
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<tr>
<td>skills who can shift attention rapidly to pay attention, or not, and to respond</td>
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<tr>
<td>quickly</td>
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<tr>
<td>They are connected (often 24/7) and fast (they expect immediacy and live in the</td>
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<td>moment), and</td>
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<tr>
<td>They are achievement-oriented; Millennials value authenticity and stories</td>
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6. Recognize Success

- Is your training supporting your organizational performance outcomes?
- Are you meeting standards on your quality indicators?
- Are you meeting contract performance requirements?
- How is customer satisfaction?
- What is your employee turnover rate?
- Are you effectively managing risk?

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IV. Summary & Conclusions
The keys to effective workforce development as part of organizational transformation are:

- Clearly understand the changes in the business and service environment and their impact on your organization and workforce
- Fully assess your workforce using both surveys and interview tools
- Implement a transformation using well-defined leadership skills
- The implementation process must be clearly defined, well understood, and highlight workforce development
The Keys To Successful Transformation

There are five keys to successful transformation change of a workforce:

1. Prepare all levels of your workforce for new roles and new performance expectations
2. Prepare all levels of your workforce for new services with new skills and using new tools
3. Develop recruitment, hiring, onboarding, and retention procedures that reflect the new organizational culture
4. Prepare the organization to expect new leadership standards, new management standards and a succession plan that reflects those new standards
5. Always move from strategy into the actual practice

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IV. Questions?
• Contact us at Lmariner@reliaslearning.com
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Contact to Request
1) ROI Analysis Consult
2) Blended Training: 7 Rules
3) Demonstration of Tools Referenced in presentation

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The management expertise to succeed.