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Leadership, innovation, collaboration
for state Aging and Disability agencies

Organizational Readiness for MLTSS

June 14, 2022

Agenda

- Introductions
- Building Blocks of Value
- Workforce Stability
- Building Blocks of Readiness
  - Readiness assessment
- Q&A

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Introductions

- **Marisa Scala-Foley**, Director, Aging and Disability Business Institute, USAging

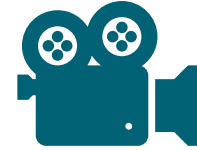- **April Young,** Senior Director of Business Acumen, ADvancing States

Quick Housekeeping

Everyone is muted

Use the "raise hand" button to speak

Chat it up!

We are recording

Closed captioning

HCBS Business Acumen Center

The HCBS Business Acumen Center provides training, technical assistance and consulting to CBOs that want to cement their role in an evolving delivery system and the payers who want to maximize their reach by utilizing the organizations with the strongest social footprint in the field.

http://www.advancingstates.org/initiatives/hcbs-business-acumen-center

The Business Institute

The mission of the Aging and Disability Business Institute (Business Institute) is to successfully build and strengthen partnerships between community-based organizations (CBOs) and the health care system so older adults and people with disabilities will have access to services and supports that will enable them to live with dignity and independence in their homes and communities as long as possible.

aginganddisabilitybusinessinstitute.org
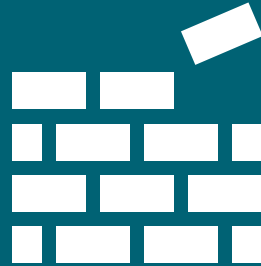
Building Blocks of Readiness

- Stable staff

- Strong leadership

- Accurate, consistent, efficient operations

- Quality outcomes

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Readiness Assessment Tool

- Leadership Readiness

- Strategy & Planning Readiness

- Market Awareness & Orientation Readiness

- Management & Operations Readiness

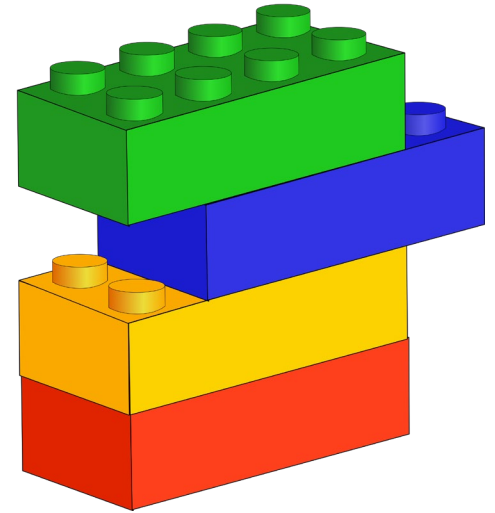- Partnership Development Readiness

- Financial Acumen Readiness

The Building Blocks of Value

Building Blocks: Organizational Culture

One of our most important lessons from our work related to building business capacity…

Culture matters

In a lot of ways, this shift can feel like…

"What I'd like for you to do is change everything about yourself and get back to me."

What kind of culture are we talking about?

- An expanded view of who your customer is: payer AND clients.

- Flexibility

- More focus on data-driven decision making.

- Increased focus on outcomes, quality, performance and results.

- Creating a new vision and acclimating your team.

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This involves commitment at all levels…

Staff, Managerial, Executive, Board, Partners

Culture eats strategy for breakfast.
- Peter Drucker
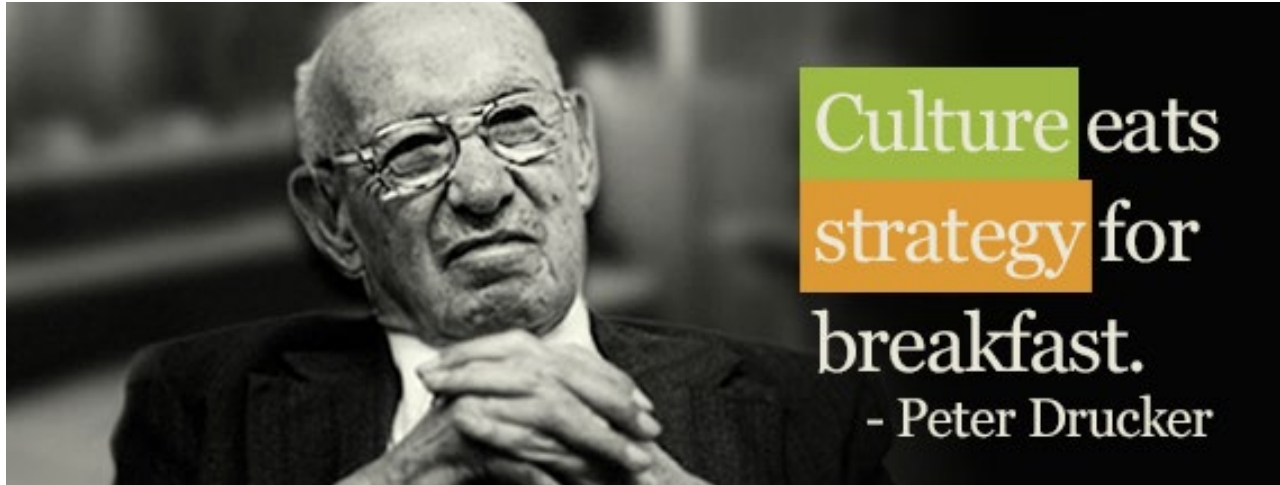
Workforce Stability

Workforce Metrics

- Turnover

- Retention

- Average Tenure

- Employees with less than 6 months tenure

Table 1: Common Human Resource Measures

Metric	Definition	Calculation
Turnover	The rate at which employees leave their jobs and are replaced over a period of time. This is the most common way in which organizations evaluate their HR stability. Turnover is usually expressed as a percentage.	$$\frac{\text{(\# of departures in the measurement period)}}{\text{(\# of employees at the end of the measurement period)}} \times 100$$
Retention	The number of employees who continue to be employed by your organization over a period of time. While turnover measures the amount of "churn" in your workforce, retention measures those that stay.	$$\frac{\text{(\# of employees at beginning- \# of FTE departures)}}{\text{(\# of employees at the beginning of the measurement period)}} \times 100$$
Average Tenure	How long your employees stay with your organization overall. It is the average length of service, usually measured in months, of all of your employees.	$$\frac{\text{(sum of \# of months service for all employees)}}{\text{(\# of employees)}}$$
Employees with less than 6 months' tenure	The percentage of separated employees who had six months' tenure or less.	$$\frac{\text{(total \# of employees who left before working six months)}}{\text{(total \# of employees who left in the calendar year)}} \times 100$$

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Cost of Turnover

Average costs between $4200 and $5200 to recruit, hire, orient and train a new direct care worker.

Example 2: Example of Cost of Turnover

Question	Metric	Calculation
Using Example 1, how much did DSP turnover cost Agency ABC in 2018?	**Cost of Turnover**	# of departures (29) x cost of turnover per employee ($4200) = $121,800

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Poll question

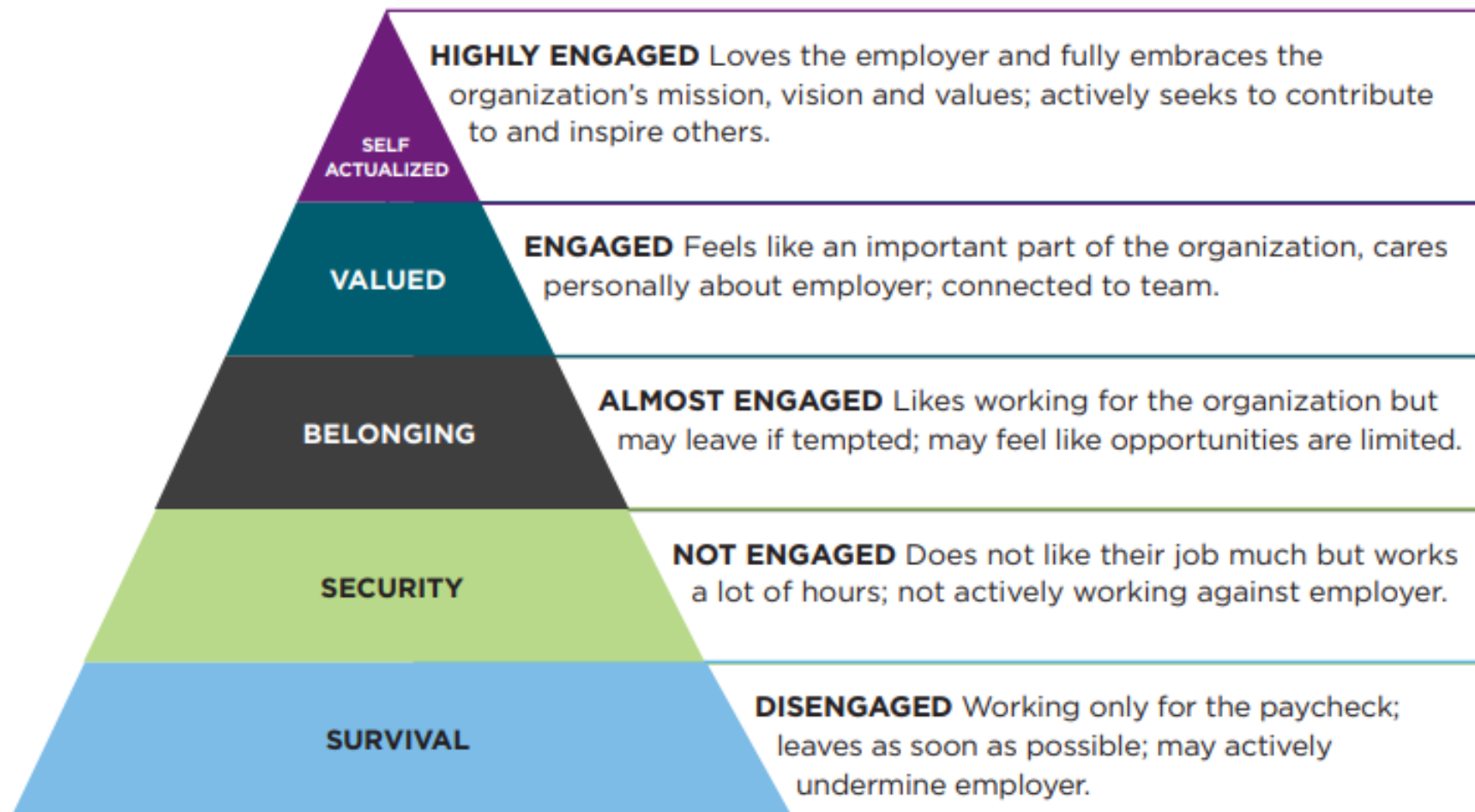- What HR measures are you currently tracking?
  - Turnover
  - Retention
  - Average tenure
  - Employees with less than 6 months' tenure?
  - Something else?

Improving Workforce Stability

- Wages
- Hiring practices
- Onboarding and training
- Effectiveness of supervision
- Feeling valued and appreciated
- Being able to contribute and have an impact
- Opportunities to grow in the job

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Figure 2: Hierarchy of Employee Engagement

SELF ACTUALIZED — **HIGHLY ENGAGED** Loves the employer and fully embraces the organization's mission, vision and values; actively seeks to contribute to and inspire others.

VALUED — **ENGAGED** Feels like an important part of the organization, cares personally about employer; connected to team.

BELONGING — **ALMOST ENGAGED** Likes working for the organization but may leave if tempted; may feel like opportunities are limited.

SECURITY — **NOT ENGAGED** Does not like their job much but works a lot of hours; not actively working against employer.

SURVIVAL — **DISENGAGED** Working only for the paycheck; leaves as soon as possible; may actively undermine employer.

What to do?

- Evaluate culture and plan for change
- Stabilize workforce
- Engage your team

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The Building Blocks of Readiness

Other building blocks of readiness

- Market Analysis
- Service Lines or packages (provided services)
- Your value proposition
- Relationships
- Volume
- Quality

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Building blocks: Market analysis

Understanding your market

- Existing and changing

- Who are your customers (payers AND clients)?

  – What do they want/need?

- What are your strengths (and weaknesses)?

- Who are your competitors?

- What regulatory and political factors might impact your ability to deliver services and attain contracts?

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Building blocks: Service lines/packages

- Which service(s) does your organization or network have the capacity to deliver?

- What is your history of delivering those services?

  — What is your organizational stature in the market?

Building blocks: Developing your value proposition

- What is the business case for buying your services?
  - Communicating your services and value clearly and consistently
    - Stories and data
    - Return on Investment (ROI)
  - ***How do the services you can offer meet your customer's needs or solve their problem(s)?***
  - How can your services help a payer meet the quality requirements to which they must adhere?

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Building blocks: Relationships/champions

Who are your champions -- especially those closely tied to your target customers?

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Building blocks: Volume

- How will you generate and sustain client volume?

  — Contract language

  — Referral processes

  — Plan/provider staff level buy-in

- How will you meet potential demand? (Staffing, partnerships)

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Building blocks: Quality

- How will you track quality of the services you provide?

    —Process and outcomes

- How will you use what you collect to manage performance?

- How will this factor into payer quality systems (i.e. star quality ratings, reporting systems, etc)?

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Readiness Assessment

- Fill this out as a team!

- Six competency modules

- Respond to questions using a scale

- https://www.aginganddisabilitybusinessinstitute.org/assessment-tools/readiness-assessment/

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Readiness Assessment Instructions

- When you go to the Readiness Assessment, you will be prompted to create a Log-in (username and password) -- this will allow you to go back in and access (resume) the assessment at any time.

- Once you are logged in, on the left side of the screen click "Start New Assessment", be sure to name your session: "Your agency name, IN 2022"

- We strongly encourage you to complete this assessment with your staff as a team.

- Please only submit ONE assessment per agency. You will receive your individual agency results when you complete and submit the assessment.

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Questions & Discussion

Next Up: Office Hours
3-4pm eastern
June 16, 2022

Last session for the summer series: Recap!
3-4pm eastern
June 28, 2022

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