An Ounce of Prevention...

Strategic Planning With Confidence In Uncertain Times

Heritage Behavioral Health Center
Decatur, IL
Presenters

Candace Clevenger, Chief Executive Officer
Tim Macken, Chief Operating Officer
Mary McClimon, Chief Administrative Officer
Heritage Behavioral Health Center

200 Employees

Approximately 6000 clients served annually

$10 Million

Service Mix
- Assessment: 5%
- Care Coordination: 9%
- Counseling: 4%
- Crisis Intervention: 5%
- Group: 29%
- Treatment Planning: 48%

Funder Mix
- Medicaid Only: 3%
- Medicare Only: 20%
- Medicaid and Medicare: 8%
- Other: 8%
- Medicaid Only: 69%
Heritage has moved away from a traditional multi-year strategic planning process.
Strategic Planning

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- Each year a formal annual plan is developed
Strategic Planning

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- Each year a formal annual plan is developed
- Strategic planning is an ongoing process that has become part of our day-to-day operations
Risks and Threats and Challenges - *Oh My*

- Affordable Care Act *vs* American Health Care Act
- No State budget
- Managed Care
- Transition from Fee for Service to Capitation
- Value Based “stuff” (management, care, reimbursement)
- Staff recruitment and retention
- Compliance
- National labor issues
Things to Consider

- Do you have an informed, supportive, and open-minded Board of Directors committed to your mission?
- Do you have a strong management team that is nimble enough to respond to the rapid changes in the industry with the ability to respond?
- Do you have the right staff to help the organization achieve its mission?
Things to Consider

- How does your agency measure quality of care?
- Do you have access to data in order to make appropriate decisions and take calculated risks?
- Do you have the cash/resources to weather the storm?
Things to Consider

- Is your organization prepared for potential growth opportunities?
- Are you providing the services that meet current and future needs?
- Do you have strategic alliances that will help you to meet future demands and current needs?
- What are the significant challenges your agency is currently facing?
Board of Directors

- Forward thinking
- Willingness to take risk
- Connectedness to community
- Business-minded
- Passionate about the population served
- Ability to fundraise
Strong Management Team

- Understand and share the organization’s mission
- Innovative
- Value and respect each other
- Open-minded and creative (ability to think outside the box)
Strong Management Team

- Problem solving skills
- See the big picture and can contribute to all areas of organization
- Awareness of market forces, trends, and changes impacting the industry
- Safe environment to freely express opinions
Invest in Employees

- Hire the right staff – *with the right stuff*
- National Health Service Corp loan forgiveness program site
- Offer competitive salaries/benefits
- Training
- Flexibility
Invest in Employees

- Work / Life balance
- Opportunities for advancement
- Provide tools (technology)
- Work environment
- Growing your own – succession planning
Wrap-Up

- Wrap-up is an end of the workday 30-minute meeting
- The end of the day typically finds staff cleaning up, shutting down work stations, and preparing to leave
- Wrap-up utilizes the electronic health record to efficiently perform utilization management tasks, ensuring quality of care and mitigate risk
- This process has improved accountability among staff, significantly minimized our risk, and has become a crucial element of our ongoing strategic planning process
Benefits of Wrap-Up

- Concerns Are Addressed On A Daily Basis
- Treatment Requests Are Processed Daily
- Peer Support
- Improved Staff Rapport
- Improved Outcomes
- Improved Customer Services
Benefits of Wrap-Up

- Improved Assessment/Treatment Plan Turn Around
- Improved Utilization of Residential Beds
- Increased Reimbursement
- Increased Staff Funder Knowledge
- Increased Accountability
- Reduced Risk
- Informs Strategic Planning (actionable data)
Return on Investment

- Invest in Staff Training
  - National Council
  - Open Minds
  - Mental Health First Aid
  - Feedback Informed Care
  - Conferences to obtain CEU’s
  - Tuition Reimbursement

- Interns

- Facilities

- Technology

- Outsourcing Options
  - Revenue Cycle Management
  - Payroll/HR
  - IT
Electronic Health Record

- Is your EHR meeting your needs?
- What kind of relationship do you have with your software company?
- Do you have IT staff with the expertise to optimize all aspects of your EHR?
- Is your EHR customizable or do you have to wait for your software company to make changes?
- Is your vendor keeping up with industry trends?
- Are you developing your EHR with a purpose?
Billable Hours

[Image of a line graph showing fluctuations in billable hours over time. The x-axis represents months, and the y-axis shows the number of billable hours.]
Department Hours
Residential Occupancy (Percentage)
Revenue Cycle Management
Revenue Cycle Management

Monthly Charges

<table>
<thead>
<tr>
<th>AUGUST</th>
<th>SEPTEMBER</th>
<th>OCTOBER</th>
<th>NOVEMBER</th>
<th>DECEMBER</th>
<th>JANUARY</th>
<th>FEBRUARY</th>
<th>MARCH</th>
<th>APRIL</th>
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Charges   Charges Echo
Revenue Cycle Management

- Smooth transfer of billing
Revenue Cycle Management

- Smooth transfer of billing
- Monthly charges remained consistent
Revenue Cycle Management

Average Monthly Collections

Collections
Collections Echo
Revenue Cycle Management

- Reduced days in A/R
Revenue Cycle Management

- Reduced days in A/R
- Improved agency cash flow
Revenue Cycle Management

- Reduced days in A/R
- Improved agency cash flow
- Monthly collection increased 48%
Revenue Cycle Management
Monthly A/R reduced by nearly 30%
Revenue Cycle Management

- Monthly A/R reduced by nearly 30%
- Help eliminate growing backlog of unpaid claims
Revenue Cycle Management

- Monthly A/R reduced by nearly 30%
- Help eliminate growing backlog of unpaid claims
- Worked aggressively with MCOs to recover nearly $1M in unpaid claims
Fiscal Heartbeat
Days of Cash at Month End
In Closing

- Do you have an informed, supportive, and open-minded Board of Directors committed to your mission?
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