

# LIVING WITH FEE FOR SERVICE

Presenter:

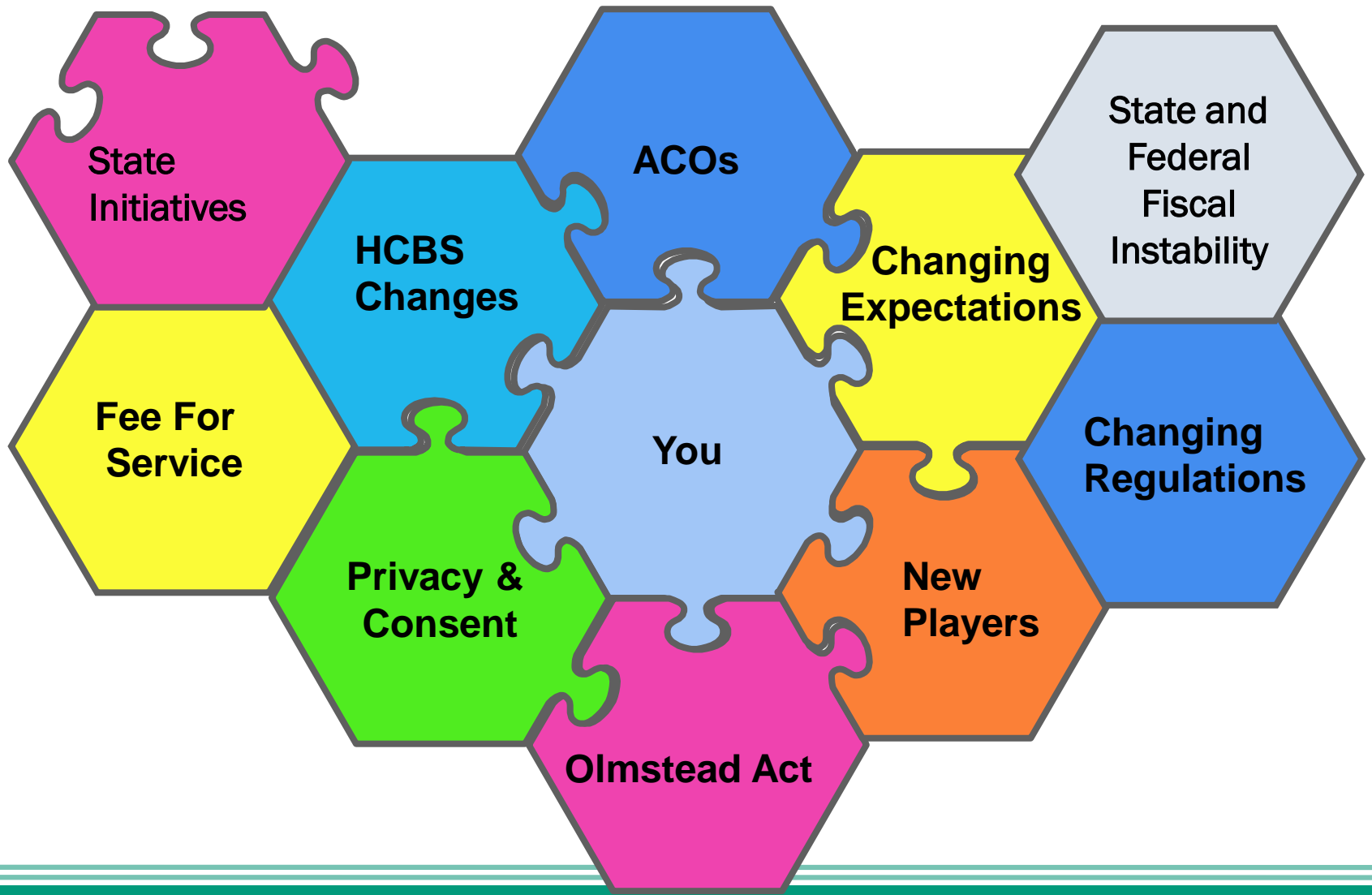
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- Healthy Participants
- Healthy Agency
- Healthy Staff
- Healthy Community



# What Do You Face Today?





# Goals of the Affordable Care Act

- Improve the health of populations
- Lower per capita costs θ Improve the patient care experience
- Reform existing payment models and health care delivery systems, i.e. become an Accountable Care Organization (ACO)
- Share in “savings” that result from improving care quality and reducing cost for eligible Medicare populations



# Primary Characteristics of Managed FFS Environment

- Cost and quality of health care services are managed under a range of payment options (capitation, **fee for service**, etc.)
- There are processes in place to measure and report on performance outcomes
- Authorizations
- Volume is not Value



# Why We Need to Operate Differently

- Diminishing Resources
- Integration of Care
- Ever-changing Regulations
- Increased Oversight Activity
- Shift from Volume to Value
- New Workforce Skills Needed
- From Budget to Business Model
- Performance based Contracting through FFS



# Leadership Strategy

- **Leadership buy-in and culture change management**
  - What does your team know, and who is not “in the know”?
  - How is information managed? What is the tone/ expectation of anticipated changes?
- **Human Resources development for unifying expectations, implementing practice and training**
- **Quality Assurance protocols internal to the agency that complement state outcome goals and offer a strong feedback loop to quality improvement**
- **Mission-driven strategy for how to integrate new services into provision and billing**



How can my Agency ever do this?

**DATA**





# When Using Data In Your Agency:

- Know the Information You Need
- Understand Input and Outputs
- Establish Culture
- Continuously Evolve
- Use to Survive
- Use to Grow



# Thoughts for Consumption

- **Triple Aim: improving outcomes, improving quality, reducing cost**
- **Medicaid/managed care expansion**
- **Focus on better coordinated, accountable, and integrated care**
- **Major emphasis on home and community based services and less reliance on institutional care**
- **Promoting wellness, preventing high cost upstream**
- **Person-centered individualized care**



# How to Create your Healthy Agency

- **Meet your obligations**
  - You're accountable to many people. Exceed those obligations.
- **Use of Informed decision-making by all personnel**
  - Gut decisions won't work.
- **Implementation of a dynamic management system**
  - Continuously improve using your organizational memory.
    - data, information, knowledge, wisdom
- **Collaboration and Interoperability**
  - Standalone agencies will struggle without collaboration.
- **Market yourself**
  - You're a business and need to sell yourself.



# Accessibility To Decision Making Data

- Key staff have access and knowledge of the system
- Regular use of the system
- Tracking outside of the system
- Reports from the system—client demographics/profile, client outcomes, LOS
- Ongoing review of data
- Staff training and re-training, new features



## ➤ **How to use the data to advance your agency**

- Outcome-based information
- Value-based information
- Staff expertise
- Board influences
- Stories with data

**Organizational memory is the accumulated body of data, information, and knowledge created in the course of an individual organization's existence.**

Creating organizational knowledge:

- Data...obtain
- Information...link the data
- Knowledge....organize the information
- Wisdom...apply knowledge to issue



# 8 Ways to Win in a Managed FFS World...

**Incorporate** a culture of accountability, *Everyone's Responsibility*

**Maintain** a person-centered philosophy, *Clinically Right*

**Establish** a concurrent approach, *Many Benefits*

**Avoid** losing your culture, *Consumer Portal*

**Enhance** your agency operations, *Information*

**Ensure** regulatory requirements are met, *Electronically*

**Review** existing capacity against idea, *Continuously*

**Achieve** a value-based mentality, *Foundation*



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