




---

---

---

---

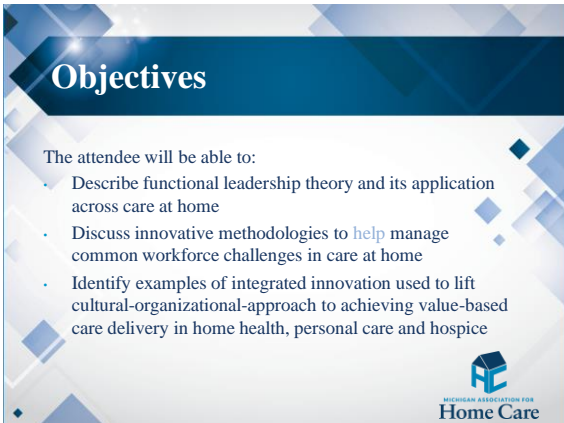
---

---

---

---

1




---

---

---

---

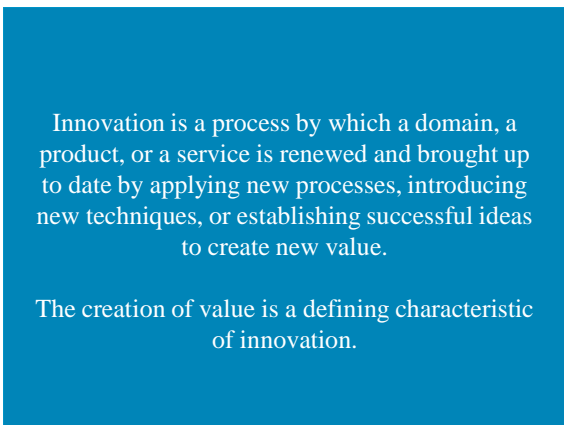
---

---

---

---

2




---

---

---

---

---

---

---

---

3

## Our goal

Leverage innovation and excellence in leadership to help solve today's challenges, while creating future success for care at home

4

---

---

---

---

---

---

---

---

### Healthcare at home is ripe for innovation

*Opportunities abound:*

Personal Care	Hospice	Home Health
Leveraging AI to see into risk of hospitalization Medicare Advantage Growing telecommunications and associated RPM/AI Caregiver insights	Leveraging AI to see into prognostication Optimizing continuum-based protocols VBID IDT insights	Leveraging AI – predict risk of hospice suitability and ACH Rising virtual care reality within value-based constructs CMS initiating data-gathering, g-codes for virtual telecommunications and RPM Clinician insights

Reality can either fuel our efforts OR distract us from leading into our future.

*Strategic planning for healthcare at home must ask and answer the question:  
How does your organization equip leaders with tools for today's work?*

5

---

---

---

---

---

---

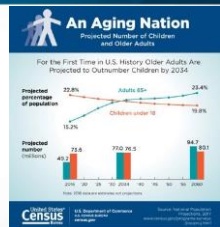
---

---

## Leadership – leaning into innovation

### Context for operating within today's care provision in the home:

- Accelerating demand
- Dwindling supply of caregivers/clinicians, relative to demand
- The answer? **Innovation!**
- Increased pressure to drive high value care, with measurable outcomes that prove it:
  - HHVBP
  - Medicare Advantage Personal Care market penetration
  - Market consolidation, yielding shifts in competitive landscape



6

---

---

---

---

---

---

---

---

# Workforce

Leaders challenged with the pressure and opportunity of growth

7

---

---

---

---

---



---

---

---

## Meet Emma

- The agency:**
  - Freestanding, not for profit VNA, part of a consolidated group of agencies.
  - Home Health census ~600
  - Emma's team serving ~140 patients.
- The person:**
  - RN, frontline, clinical manager HH for a year.
  - Prior to manager role: 1-year HH field RN, promoted due to success in field, great attitude/aptitude
  - Was "new" to home health when she was onboarded to this agency
    - "Wonderful employee; she is accountable, honest, eager to learn, responsible and is well liked within the company."*

8

---

---

---

---

---

---

---

---

### Emma's team facing sicker patients – we need to address this need *differently*

Consider downstream events/costs given overall acuity rise:

- Hypertension up 25% and
- Diabetes with complications up 34%

For patients discharged to home health:

- 21% increase in respiratory failure
- 17% increase in kidney failure
- 4% increase in stroke
- 8% increase in dementia
- 9% increase in hospital ALOS prior to discharge

SNF impact:

- Average age of patients reduced by a full year
- Average age of a home health patient is up almost 2 years – trend supports complex and custodial care of elderly shifting to the home

9

---

---

---

---

---


---

---

---

## Emma's workforce challenges identified

- Emma has approached her boss, the Director, several times over the past 3 months noting her team is difficult and she feels overwhelmed
- Team stresses spilling into inhibited growth/increased turnover
- After the most recent reviews and employee engagement surveys, a plan for a solution is needed



10

---

---

---

---

---


---

---

---

## Breaking down the struggle so many feel

- Emma **struggles** to clearly articulate what makes them difficult and why her benchmarks (*team productivity, satisfaction scores, and hospitalization rates*) are below agency expectations.
- Emma **is stressed** due to constant team member complaints of being understaffed while productivity numbers are falling below expected performance
- Emma **does not know how to help** her team better manage the patient census required of them.
- Emma's **confidence is rocked**. She doubts her ability to continue to do this job and states it is becoming evident that she wasn't ready. Emma needs tools to do her job.
- Emma is **looking for a way to help educate current and new employees and leaders**, and effectively onboard new team members, providing them with tools needed for today's work.
- Emma also is **looking for a way to provide clear concise feedback** on performance, realistically helping her team members improve in documentation and productivity.



11

---

---

---

---

---

---

---

---

## Potential contributors to Emma's workforce challenges

Decreased ability for leaders to quantify performance/ Sub-optimal performance improvement strategies	Sub-optimal onboarding practices causing low levels of confidence and competence with staff	Limited career advancement-upskilling opportunities or ongoing training adding to staff dissatisfaction	Actual shortage of healthcare workers amplified by inefficient workflows and misplaced responsibilities
--	---	---	---

**WE ALL NEED TOOLS**

12

---

---

---

---

---

---

---

---

# Innovation – changing tools we use

13

---

---

---

---

---


---

---

---

## The leader's challenge & opportunity

- Leverage foundational leadership theory:
  - Clear expectations of performance
  - Provide tools to meet the expectation
  - Have methodology to review adherence to desired process/behaviors
  - Hold folks accountable
- Now embrace the reality of change when evaluating and implementing the tools you need, and now have available, to get the job done
- Work to integrate innovative, data-fueled insight and supports into daily actions



14

---

---

---

---

---



---

---

---

## Remember change theory...

- ◆ Anticipate initial bit of excitement
- ◆ Then hold on and lead through the normal push back, loss and resistance to change
- ◆ Celebrate cultural/process/outcome gains as the desired impact of the change occurs
- ◆ Active, data-infused feedback loops, help move a culture/organization through change

15

---

---

---

---

---

---

---

---

## Focus: Innovative Leadership

Leading to excellence is not achieved by chance

- ◆ Innovating within a clear method and discipline for leadership teams will help your organization navigate today's workforce challenges, using today's solutions.
  1. Leaders need effective tools to support onboarding of new staff and lifting training of existing teams
  2. Start by mastering a simple leadership cascade - identify the relationship between data and behavior:
    - By department, identify the top measures of success/Key Performance Indicators (KPIs)
    - Within department, identify which behaviors/actions (e.g. adherence to process) are needed to be performed with competence to achieve the measures of success = Key Performance Behaviors (KPBs)
  3. Key Performance Behaviors – get ahead of the process of building, measuring and sustaining competence. This will directly impact the Key Performance Indicators (the KPI, KPB relationship)

A lot of organizational 'waste' and reactivity happens with absent data-rich feedback, healthy communication cascades




---

---

---

---

---

---

---

---

---

---

16

## Back to Emma...

### And the need to embrace innovation

---

---

---

---

---

---

---


---

---


---

17

## Emma's boss's concern



- ◆ Emma's work as a leader is starting to worry her Director, for multiple reasons:
  - ◆ Not meeting financial and operational performance benchmarks
  - ◆ Struggling to clearly pinpoint why her team is failing
  - ◆ Doesn't appear to use data-aligned thinking when communicating with her team or her boss
  - ◆ On initial reaction, the Director of the agency felt concerned that Emma may not be the leader they had hoped she would be
  - ◆ The Director also recognizes this frustration, as she has seen it before
  - ◆ Strategy sessions with leadership team reinforced the need for different tools to help solve for today's unique challenges
  - ◆ Strategy also reinforced the use of tools within solid situational leadership methodology




---

---

---

---

---

---

---

---

---


---

18

## Emma's leadership journey

**Look at the flip side and consider the pressure on today's young leaders**

- Emma is Stressed! **Clinical team complains** of being understaffed, yet productivity numbers are low. Emma **doesn't know how** to bridge that gap
- Emma's **confidence is rocked**.
  - She **doubts her ability** to continue to do this job and states it is becoming evident that she wasn't ready.
  - (Note to self: Emma needs tools to do her job, and guidance. She has solid instincts)
- Emma is **looking for a way to help onboard and educate** current and new employees and leaders, providing them with tools needed for today's work.
- Emma also is **looking for a way to provide clear concise feedback** on performance, realistically helping her team members improve in documentation and productivity
- Emma sometimes **feels it is assumed** she knows what she should do, and is afraid to speak up to say she needs help



19

---

---

---

---

---

---

---

---


---

---

## Collaborative solutions

**Leaders like Emma and her boss need to dig into the source of the problems – break it down and find solutions**

- An employee or department level of functioning is determined by how well they are functioning on the job (*key performance behaviors*)
- The same can be said for how an agency level of functioning is being achieved!
- There are **two key factors to measure**:
  1. **Ability**: Does the employee/department/leaders have the skills, *tools* and knowledge to consistently do the job in a timely and quality manner? Have we dared to innovate?
  2. **Motivation**: Does the employee/department/leader(s) have the confidence and willingness to consistently do the job in a quality and timely manner?



20

---

---

---

---

---

---

---

---

---

---

## When data flags concerns, ask yourself:

Ability	Motivation
<ul style="list-style-type: none"> <li>◆ Does the employee/department have the skills, tools and knowledge to consistently do the job in a timely and quality manner?</li> <li>➢ <b>Yes?</b> Then this isn't the issue <i>*note – this should be measured, not assumed</i></li> <li>➢ <b>No?</b> Provide them the tools/ education/process needed and continue to monitor</li> </ul>	<ul style="list-style-type: none"> <li>◆ Does the employee/department have the confidence and willingness to consistently do the job in a quality and timely manner?</li> <li>We can build confidence through innovate tool use and a consistent, iterative approach to meeting learning need.</li> <li>Remember – willingness is a choice</li> <li>Identify which is 'driving' the situation</li> </ul>

21

---

---

---

---

---

---

---


---

---

---

## Area of focus in solving workforce challenges

1. Empowered Leadership - Staying up to date with evolving technology and best practices
2. Methodology and discipline – Retain and engage clinicians during onboarding and beyond:
  - ◆ Get ahead of team-member performance preparation while addressing challenges before they get out of control
  - ◆ Gain better understanding cause and effect
  - ◆ Provide different tools to get the job done



22

---

---

---

---

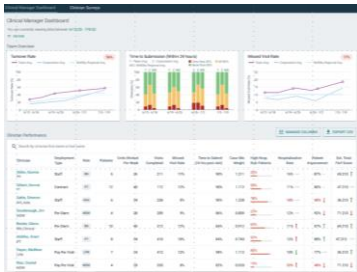
---

---

---

---

### Innovative analytics: Help Emma see into cause and effect



1. Save time
2. Focused leadership response where needed
3. Identify patterns – where do we need to line up thinking and action:
  - Organization wide
  - Payer specific
  - Referral source specific
  - Specific teams
  - Leadership
  - Individual employees

23

---

---

---

---

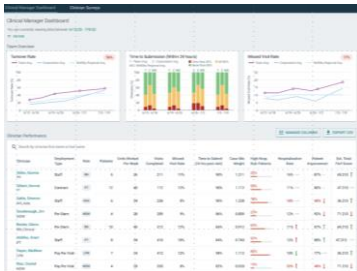
---

---

---

---

### Innovative analytics: Help Emma see into cause and effect



1. Save time
2. Focused leadership response where needed
3. Identify patterns – where do we need to line up thinking and action:
  - Organization wide
  - Payer specific
  - Referral source specific
  - Specific teams
  - Leadership
  - Individual employees

24

---

---

---

---

---

---


---

---



## Emma's clinical quality challenges

1. Emma does not have a great way to monitor performance on an on-going basis with a view received quarterly at an agency level. She only knows she is told to improve her team's scores.
2. The clinicians are already frustrated with workload and patient acuity level, so discussions of insufficient quality measures create even more pressure.
3. Her team of clinicians vary in skills, experience and outcomes, how does she develop her team meeting each clinician's individualized needs for growth and improvement?



25

---

---

---

---

---

---

---

---

### How can we apply innovative approach to leadership as means to address these challenges?

Potential contributors to the challenge
Decreased foundational knowledge of assessment dataset
Sub-optimal assessment and documentation efficiency, accuracy, and completeness
Missed understanding of impact of clinician assessment technique and POC capture/data accuracy, and downstream impact to risk prediction.
<i>Old school-inadequate education foundation/training inconsistency added to inconsistent coding/review process absent aligned, focused training feedback</i>
Workload and case acuity, <i>absent tools</i> for risk-informed clinical decision support
Patient/family engagement not optimized

26

---

---

---

---

---


---

---

---

## Innovation: learning how we learn

- ◆ Understand the Forgetting Curve and Learning Theory
- ◆ Micro-trainings; repetition of actions; association and consistency in feedback yield a higher level of competence, confidence and engagement
- ◆ Front-end preparation must be SOLID, in order to build confidence
- ◆ Competence is deepened through repeated reinforcement of applied learning
- ◆ Ongoing use of integrated performance data on iterative basis helps achieve best practice, risk-management



27

---

---

---

---

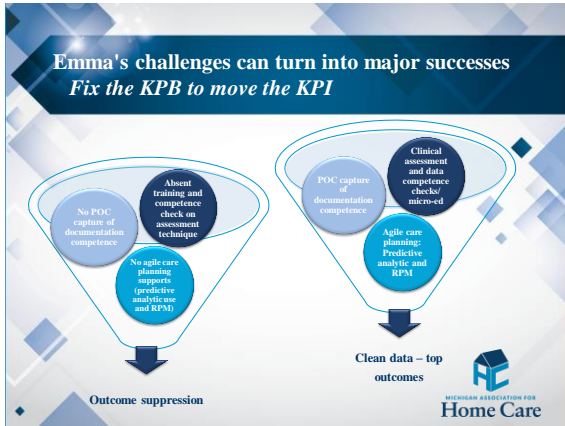
---

---

---

---





31

---

---

---

---

---

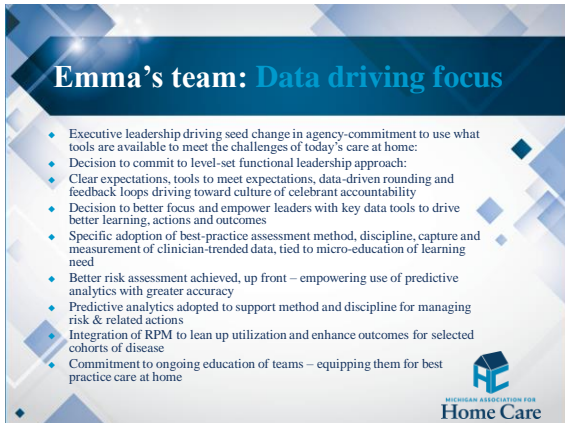
---

---

---

---

---



32

---

---

---

---

---

---

---

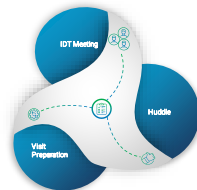
---

---

---

### Emma's team: Embracing data differently

- IDT Meeting**
  - Data-informed IDT case presentation/team learning
  - PIP aligned education: risk and goal informed best practice
  - Reinforce discipline-specific value of IDT collaboration
  - Actively involve team in collective QAPI and PIPs – *bringing them to life in the care of patients they know*
- Daily Huddle**
  - Identify patients with high and/or rising risk, service need
  - Prioritize scheduling of aligned resource
  - Realign discipline need to best coordinate care
  - Review new admits from day before, reinforce risk-aligned initial care plan
  - Confirm discharges/recertifications
- Every Visit Preparation**
  - Hospice suitability - HH
  - ACH risk – HH
  - Likelihood of death within 7 days – Hospice
  - Live DC risk - Hospice
  - Current orders
  - Last visit team notes
  - Patient/Family goal



33

---

---

---

---

---

---

---

---

---

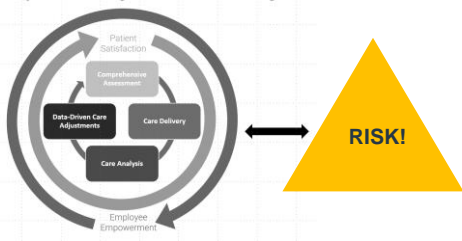
---







Managing risk on multiple levels  
...leveraging the power of innovation




---

---

---

---

---

---

---

---

43

### Innovative leaders adopt 'agile' care delivery

- ◆ Need for the care of a vulnerable person in their home is not **STATIC**
- ◆ Associated **risk changes**
- ◆ **AIML tools today help teams** save time, focus and aligned actions to take.
- ◆ Absent innovative tools to better meet the needs of patients, agencies and their leaders **can lose their competitive edge**





---

---

---

---

---

---

---

---

44

Areas of focus in solving patient care challenges

<p>Example given:</p> <ul style="list-style-type: none"> <li>• Emma helping her team achieve competence in assessment technique and accurate data capture</li> <li>• Emma and her agency adopt predictive analytics and specific method and discipline for their use</li> </ul>	<ul style="list-style-type: none"> <li>• Applying agile principles to care delivery <b>impacts all care settings at home</b></li> <li>• Data and Risk informed clinical decision support, reducing wasted visits, increasing ability to focus on where care is needed most</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger confidence, competence and connection will drive:             <ul style="list-style-type: none"> <li>➢ Higher leadership effectiveness &amp; engagement, with ripple effect</li> <li>➢ Higher patient/family engagement</li> <li>➢ Higher clinician engagement                 <ul style="list-style-type: none"> <li>– lowering turnover</li> </ul> </li> <li>➢ Improved outcome performance</li> <li>➢ Greater market success</li> </ul> </li> </ul>
---	---	--

---

---

---

---

---

---

---

---

45

### Emma's story changes

As does the agency's outcome profile



As innovative leadership method and discipline are adopted...



The agency story changes, as does the care of its patients.



Lean into innovative leadership, for all the right reasons!

46

---

---

---

---

---

---

---

---

### Explore a changing landscape of care at home



47

---

---

---

---

---

---

---

---



48

---

---

---

---

---

---

---

---



