

# The MVI Clinical Leader Program



## Program Description

*In all my years, I have seen few clinical managers receive the training needed to be effective on the BUSINESS side of hospice. This is a lost opportunity as these managers have dramatic power over costs, perhaps more than any other position. In my career, I have referred to the ones that have mastered the business side...these special clinical leaders...as "Golden" as they successfully balance the ideas of profit and purpose. This program will be a "shock" to many participants, but that is exactly what is needed. If our hospices aren't absolutely thriving economically with the current great Medicare reimbursement, something is wrong...and the Clinical Leader plays a HUGE role.*

**Andrew Reed, CPA**

### **Speakers:**

Andrew Reed, CPA, Multi-View Inc., Hendersonville, NC  
Malene Davis, CEO, Capital Hospice, Fairfax, VA  
Dr. Perry Fine



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The MVI Clinical Leadership Program is an intense 3-day training system designed to instill the mindset and technical competencies into motivated individuals that want to be super hospice Clinical Leaders. This program is all about the BUSINESS of hospice. To pass the program, participants are expected to successfully answer 100% of the questions on the exam and demonstrate the attitudes and attributes of great leadership.

The underlying truth with all businesses is that the economic model MUST work. The Hospice Clinical Leader holds the purse strings perhaps more than any other position when you consider that they are in charge of Direct Labor and Patient-Related costs (as much as 60-70%). Therefore, this program will deal with the BUSINESS of being a top hospice clinical manager. Malene Davis and Andrew will conduct the course. Malene was selected as an instructor due to her performance as a Clinical Leader that balances the ideas of profit and purpose. Her hospice has AVERAGED a stunning net operating income over the last 10 years! (Of course, this EXCLUDES any Community Support). Her 10 year averages are Direct Labor-36%, Patient-Related-24%, and Indirect Costs-23%. She has achieved these fantastic financial results while maintaining high productivity and quality. Participants will learn how to create models of care, what reports should be used, how to interpret the situations with predictive insight of the future, formulate strategies, and how to influence others to execute positive action.

Participants will undergo a sequence of testing, evaluation, training, and retesting until the subject matter is mastered. The insight shared in this program was gained from Andrew's work with literally hundreds of hospices and Malene's incredible long-term performance. Absolute FOCUS is given to the subject matter that is critical to being an effective Clinical Leader. A single comprehensive test is given. Once a question of the exam is successfully completed, it is no longer necessary to be retested on the question on days 2 or 3. It is desired that all participants pass.

Participants will learn:

- The Mindset of an Effective Clinical Leader
- The Measures and Metrics of Hospice Operations
- What are Good Numbers
- Scenario Analysis
- Best Practices
- About MVI tools

The difficulty of the program is relative to the talents, preparation, and skills of the individual. Successful participants should feel EMPOWERED and CONFIDENT



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in what they KNOW. This is a difficult program and upon completion, participants should have a great sense of achievement. The cost of the 3-day program is \$2,250 per participant.

Go to [www.multiviewinc.com](http://www.multiviewinc.com) and click on the **Tough Training Programs** link to sign up.

## Program Details

### Scheduled Dates

September 13-15, 2010

The CLP program begins at 8:00 am each day and ends at approximately 5:30 pm for all days, except the last day which ends at 1:30 pm.

### Training Location

Hospice Care Inc.  
5395 E. Cheryl Parkway  
Madison, WI 53711

### Lodging and Transportation

#### Airport:

Dane County Regional Airport

#### Recommended hotels in the area:

Quality Inn and Suites  
2969 Cahill Main  
Madison WI 53711,  
Phone: 608-274-7200

It is about .5 miles from HospiceCare. A shuttle service is available to and from the workshop. The room rate will be \$69.00 per night single or double and includes breakfast. The business suite (with hot tub) is \$79.00 per night.

#### Rental Car:

The hotel will have a shuttle to the airport. You will need to make the reservation directly with the hotel, and let them know when you arriving if you would like to be picked up. Rental cars are available at airport.



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# The MVI Clinical Leader Program

## Program Registration & Cancellation Policy

To register for the program, please go to [www.multiviewinc.com](http://www.multiviewinc.com) and click on the **Tough Training Programs**.

An invoice will be sent to you directly. Please remit payment upon receiving the invoice. This will hold your spot. We will be accommodating in the event of cancellation. Cancellations receive a refund less a \$200 administrative fee.

## Pre-Test

Pre-Tests will be emailed approximately one month prior to the program upon receipt of payment. This exam closely resembles the actual test. This will help you prepare for the program. **IT IS VERY IMPORTANT TO REVIEW THIS DOCUMENT!!!!**

## What to Bring?

Bring a calculator. If you have a laptop computer, you might want to bring it too. As certain tools are discussed, you can access them. Having a laptop is nice, but it is not necessary...but in the modern world why not? Also, bring the management statements you actually use to manage your hospice. You may want to reference them or discuss them. Wear comfortable clothes. We want you to be in a great state of mind and relaxed.

## Worried about Passing?

Everyone will be given the OPPORTUNITY to pass. This course has real expectations and high standards. The difficulty will be relative to the person. If a person fails the first time through the program, the individual will be allowed to participate again at a reduced rate of \$500. The goal is that everyone successfully completes the program.



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## Program Outline

**Note: This program outline is subject to change as new material is added or modified.**

### **Before you attend...**

- You are emailed a Pre-Test – This exam closely resembles the actual test and will help you prepare for the program. Study it.
- Bring current management reports. These may be evaluated and discussed.

## Contact Information

Please contact Patricia Gaudette at [patricia.gaudette@multiviewinc.com](mailto:patricia.gaudette@multiviewinc.com) or call 828-698-5885 for additional information.



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# The MVI Clinical Leader Program

## Day 1

TESTING: A single comprehensive test is given. Once a question is successfully completed, it is no longer necessary to answer the question on days 2 or 3. It is desired that all participants pass all sections and successfully answer every question.

### 1. Testing Period #1

2. Finding Your Voice
3. What are you going to do when you get back to your hospice?
4. The Influence of the Clinical Leader
  - a. Look no farther than the leader...
5. "Hospice-Detox" – Transitioning from a Clinician to a Business Leader
6. Balancing the Ideas of Profit and Purpose
  - a. Getting Clear in Your Own Head
  - b. Working with Your CFO
  - c. Communicating the Balance Message
  - d. How Profitable Should a Hospice Be
7. Understanding the Components of Cost
8. Understanding What You Can Control
9. The Design of the Clinical Model
  - a. Overall Organization
  - b. Team Model
    - i. Discovery of "Optimal" Costs

\*Participants are provided a software model that can be used to compute optimal costs.

### 10. The Clinical Leader's Day

### 11. The Reports You Need

- a. Financial
  - i. Understanding the Contribution Margin Approach
  - ii. Understanding Percentage of Net Patient Revenue
- b. FTE
- c. Productivity
- d. Exception

### 12. Hospice Measurements

- a. Patient-Days
- b. % of Net Patient Revenue
- c. Visits by Discipline
- d. Visit-Hours by Discipline
- e. Days in Accounts Receivables
- f. Facility Mix
- g. Patient Mix
- h. Death Service Ratio
- i. Inquiry/Admission Ratio
- j. Development Return Ratio



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- k. Other Measures
- 13. Hospice Finance – Percentages of Net Patient Revenue
  - a. Hospice Homecare
  - b. Inpatient Units
  - c. Indirect Costs
- 14. Productivity Standards
- 15. Design Your Model Exercise
- 16. Why So Many Hospices Perform Poorly Financially
  - a. Facing Up to the #1 Problem in Hospice
  - b. NFP = “Sloppy”?
  - c. A Culture of Arrogance
- 17. Perspective on Medicare Reimbursement
  - a. The Medicare Threat
- 18. Performance Examples
  - a. Net Operational Income
  - b. Direct Labor
  - c. Patient-Related
    - i. Medications & Therapies
  - d. Indirect Costs
- 19. What it Means To Be A Clinical Leader
  - a. Selling the Mission
  - b. Putting Your Personal Stamp on Staff
  - c. Setting Clear Expectations
- 20. Characteristics of Great Clinical Leaders
  - a. Confidence
  - b. Knowing your Numbers
  - c. The Ability to Fire Sub-Performers
  - d. Immediate Praise & Reprimand
  - e. Setting a Personal Example
- 21. Examples of Bad Clinical Leadership
  - a. Gossip Culture?
  - b. Allowing the Survival of Sub-Performers
  - c. Un-Empowered Staff
  - d. Use of the “Patient Care Shield”
  - e. Shooting the Data
- 22. Terminating Staff
- 23. Staff Retention
  - a. Are You Coddling Staff?
  - b. Make the Vision Attractive
  - c. Always High Standards
- 24. The Model...is the Way
- 25. The High Caseload Myth
- 26. Computing Caseloads – Real versus Reported
- 27. Productivity & Visit Durations
  - a. Visits Per 8-Hour Day



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- b. Visit-Hours
- 28. How to Get Productivity Up to Standard
  - a. ABC
- 29. Design of the Model
  - a. Large Hospice
  - b. Rural Sites
  - c. Nursing Home Team
- 30. Exam Period #2**

## Day 2

- 1. Exam Period #3**
2. Scenario Analysis
  - a. CAP Problem
  - b. Low Census Problem
  - c. High Indirect Cost Problem
  - d. High Direct Labor Problems
  - e. High Patient-Related Problems
  - f. Find the Problems
  - g. Staff Retention Problem
  - h. Growth Problem
  - i. Cash Flow Problem
  - j. Inpatient Unit Problem
  - k. Extra-curricular Program Problem
3. Understanding Costs by Diagnosis, Payer or other Demographic
4. Gaining Perspective of the Business of the Hospice World
5. Becoming World Class
6. Growing the Hospice is Your Job!
  - a. Admissions & Intake
  - b. Open Access
    - i. How to Implement
    - ii. Shortcomings and Tips
  - c. Nursing Home & Assisted Living Teams
  - d. Medical Marketing
  - e. Reaching the Community
7. The Illusion of Profitability
8. On-Call
  - a. Staffing
  - b. Alternative Models
  - c. Addressing Anxiety Issues in the Design of Visits
9. Triage
10. Dealing with High Cost Medications & Therapies
11. Documentation
12. Understanding the COPs
13. Running IDT Meetings & More About Meetings



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14. Documentation Issues
  - a. ADRs, FMRs, and Immediate Payback
  - b. Grim Reaper versus Mary Sunshine
15. Multi-Site Management
16. Beating Completion
17. Continuous Care (Crisis Care)
18. Leadership Lessons
19. Exam Period #4

## Day 3

1. Exam Period #5
2. Understanding the Numbers; Hospice Metrics – Interpretational Skills  
Working Smart - Understanding the Tools
  - a. FMA/FBA
  - b. Budget System
  - c. Census Evaluation Tool
  - d. Inpatient Model
3. Inpatient Unit Leadership
4. Hospice Hell
  - a. Fighting the FI
  - b. CEO Nightmare
  - c. CFO Nightmare
  - d. Board Nightmare
5. What Clinicians Need to Understand about the Hospice Medicare Cost Report
6. Technology and Integrating System
7. What are you going to do when you get back to your hospice?
8. Hospice Hell
  - a. The Insecure Leader
9. Values
  - a. Integrity
  - b. Trust
  - c. Technical Abilities
10. Education and Training Systems
  - a. Working with HR
  - b. Hiring Profiles
  - c. Hire for Leadership
  - d. Initial Training
  - e. Use of Media
  - f. Realignment
  - g. Give People Time to Learn
11. The Power of Relationships
12. Hospice 101
13. Exam Period #6



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