

Steps to Implement the Model

There are several ways to “Do the Model.” They all involve the same steps.

Steps to Implement the Model

- 1) **MVI Financials** Make it EASY for Managers to FOCUS and precisely direct Energy¹ & Resources²
- 2) **Benchmark** To Develop Professional Management Perspective
- 3) **Create Your Model/Standards** Clear, Impressive & Sustainable
- 4) **Focus on Perfect Phones, Perfect Visits & Revolutionary Bereavement**
- 5) **SuperPay!** Align Compensation System (Auto-Accountability) with Model/Standards
- 6) **Evolve a World-Class People Development System**
- 7) **Create a Life-Changing Experience & Volunteer Focus**

Simplicity

The Model simplifies work at all levels as the practices of the 90th percentile tend to de-complicate. Quality is increased by bringing FOCUS to only 3 areas of service:

-  Perfect Phones
-  Perfect Visits
-  Revolutionary Bereavement

Phenomenal economic results come from *increases* in quality and not the opposite.

Perfect = To the Standards of the organization

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Ways to Implement the Model

#1 *Do It Yourself Method with the Assistance of MVI Staff*

This is where an organization takes MVI materials, accesses our website and avails itself to unlimited customer support to create its Model. This is available to every MVI Network organization. This method can take an organization to an incredibly impressive position IF strong Accountability Structures are incorporated. This is the most common way organizations implement or “Do the Model!”

#2 *Proprietary Model Workshop Method*

This is for organizations that want to get the Model going FAST or want to juice up their Model implementation a few notches. It is an additional transformational investment desired by many organizations as the Model is taught to all influencers in the organization simultaneously. The workshop is normally videoed and used for training purposes subsequently. The *Proprietary Model Workshop* is a 2-day event where we lock the doors and no one gets out alive until we have a clear idea of what the Model is all about and after many of the difficult Behavioral and Performance *Standards* have been created. Assignments are given to *individuals* (not committees) with completion dates often being as little as 2 weeks as templates are provided which vastly facilitate the creation of the organization’s proprietary Model.

#3 *Become a Magic! Client*

This is where MVI essentially becomes part of your management team via direct involvement with your People Development area which *IMPACTS* all others from Clinical to Indirect such as Finance, Compliance, HR, Marketing, IT, etc. An organization must commit to implementing a version of *SuperPay!* (the Compensation System) to qualify as a *Magic!* client. MVI shares in the success of the organization on a percentage of Net Patient Revenue (NPR) basis as financial results, often 200% above a typical Hospice or Homecare organization, are achieved though increases in *quality*. This is a lot of fun for everyone as the latest and greatest practices are immediately implemented on an on-going basis!

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Action Steps to Implement the Model

1. **MVI Financials** – Why? Economics are the foundation of strength and capability. If sound economics are not in place, the entire organization *will* collapse like a house of cards at some point. Great financial systems are needed to precisely direct Energy¹ and Resources². These are blunt statements, but they are the truth. Expert financials and costing systems is where MVI starts. *This is normally a quick WIN* as MVI assists your financial team to get the Accounting System aligned with the best known financial and costing practices. Laser-beam FOCUS is created that makes it easy for Managers to direct energy and resources. Only 3 reports are used in most cases. Financial systems are simplified making the job of accounting and reporting radical easier as needless work is eliminated.

Steps:

- 1) Call MVI and speak with any of the MVI team (828-698-5885) to get a review setup. This is done remotely with ease. We will evaluate your Chart of Accounts, Accounting System and Reports. This review is accomplished within an hour or less.
- 2) We work with your Finance team to align your Accounting System with MVI's proprietary Snap-On Financials. These automatically integrate with MVI Benchmarking as well as *System 51*, MVI's Hospice Medicare Cost Report Preparation System. All systems need to work efficiently together to eliminate redundancy and needless work.
- 3) The CFO and key financial staff should access the MVI website and watch the videos regarding financial practices contained in the modules on Knowing the Business and MVI Financials. This includes topics such management with 3 financial reports, using NPR Percentages (Net Patient Revenue), no allocations in the G/L, use of Unit/Memo accounts, elimination of individual team or department reports, no budgets, etc.

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2. **Benchmark** – **why?** Knowing the *norms of quality and cost* is the basis of being a professional in any field of endeavor. How can a Manager have any legitimate claim of being a true professional without such perspective? They can't! Benchmarking is the **ONLY** means to gain this professional perspective. It is one of the primary tools an organization develops true professional Managers. This is foundational management knowledge. All Managers need to be exposed to Benchmarking (non-filtered, measured against ALL other organizations in the data-base) *every month*. *This is normally another very quick WIN* for an organization as the Benchmarking system can be setup in a very short period of time!

Steps:

- 1) Call the MVIB office at 772-569-9811 and work with MVIB staff to get the system installed and accounts mapped.
- 2) Start Benchmarking immediately. Perfection is not needed.
- 3) Access the MVI website and download/print the document Understanding the Nature of Best Practices & Human Behavior.
- 4) Access the MVI website and watch the video Benchmarking: The Only Way to Be a True Professional Manager.
- 5) Share and review this information and your “unfiltered” Benchmarking Reports with your Managers so they can become familiar with the *norms of quality and cost* to help them become *Professional Hospice Managers*. Managers need a national perspective. Print the following reports from the Benchmarking Application (BA) and distribute them to all Managers on a monthly basis:
 - a) Executive Dashboard
 - b) Hospice % Rev (Homecare and IPU if applicable)
 - c) Analysis of Indirect Costs

Note: In the Benchmarking Step, the mechanics which enable a Hospice to know its costs by important Managed Care views is achieved. These views are cost by diagnosis, payor, referral sources, team, clinician, time-slice, age or other demographic. These cost views are used to speak the language of Managed Care and help organizations make deals using precise estimations of cost based on historical activity transposed onto currently attainable operational costs, the most conservative estimation of future costs.

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3. **Create Your Model/Standards** – **why?** *Standards* are the basis of all People Development and Accountability Systems. *Standards* are the only topic an organization teaches! This includes both Behavioral and Performance *Standards*. These *Standards* are promises so they are serious and thus have meaning. All World-Class organizations have high *Standards*. All Standards must be 1) Clear, 2) Impressive and 3) Sustainable. Standards cannot be implemented effectively without Uniform Accountability.

Steps:

- 1) Access the MVI Website and watch (as a group) the Manager Development Module 07 Accountability & Standards.
- 2) Download the Accountability & Standards PDF.
- 3) Get comfortable and learn to teach that *Accountability is “owning” your life and every result in it*. It is Accountability that gives employees Meaning & Purpose in their work, as their work matters. Their work is important work.
- 4) Access the MVI Website and download/print the Model Standards with Uniform Accountability template. This is an excellent example of Standards to emulate.
- 5) Access the MVI website and download/print the Model Teaching Tool. This tool makes it easy to create financial and clinical performance Standards.
- 6) Modify the templates as needed for your Hospice and Homecare operations. If you need help with the financial/performance Standards or the Model Teaching Tool, call the MVI office at 828-698-5885.
- 7) Assign a *single* method of Accountability to each Standard. This is Uniform Accountability. There must be a consequence (pain) when a Standard is not done or Standards are meaningless. Counseling does not count as it is not sufficient. **THIS STEP IS THE DIFFERENCE BETWEEN SUCCESS OR SOMETHING LESS.**
- 8) Create tri-fold cards with your Behavioral and Performance Standards. MVI can refer a vendor to produce these if needed.
- 9) Video the Chief Teaching Officer (CEO), the Manager of People Development and all Managers teaching the Standards including the following: The Training Commitment, Self-Control, What is a Standard?, Why 100%?, the meaning of Day-to-Day Basis, The 3 Qualities of All Standards, The 3 Steps to Implement Standards, Accountability and *System7*. All must teach the Standards **EFFECTIVELY** and with a **COMMAND** of them.
- 10) Teach your staff, starting with your most talented with great attitudes and then work through all team members subsequently.

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4. Focus on Perfect Phones, Perfect Visits & Revolutionary Bereavement

- a. Phone Interaction Design – **Why?** More and more of the care experience is being done now, as well as in the future, via telecommunications. In fact, the 1st phone interaction sets the tone for the entire experience! By becoming “extraordinary” on the phones, an organization EASILY sets itself apart from the Herd. An extraordinary phone experience is one of the most overlooked, high-impact areas an organization can direct FOCUS.

Steps:

- 1) Access the MVI website and watch the 10 Phone Interaction Design video.
 - 2) Access the MVI website and download/print the Phone Interaction Design Template and Phone Interaction Design PDF.
 - 3) Request an MVI Perfect Phone Pad that you can emulate.
 - 4) Find your BEST phone person who also sees the Vision for this initiative.
 - 5) Have this person create the Phone Training Curricula using MVI material as a basis.
 - 6) Have the person teach the Phone Curricula. Start with Reception and Intake. Then work with your top clinicians. After this, work with the rest of your team.
- b. Visit Structure Design – **What?** After filming TOP clinicians and breaking down their visits frame-by-frame, we have a *modifiable* visit structure, without scripts, that enables a 100% *Standard* visit to be done 100% of the time on a day-to-day basis. This also makes a clinician’s life much better as visit work becomes EASIER! Even after 5 exhausting visits, the 6th is perfect (to your Standards)! Nothing is missed, small or large. We have trained thousands of Clinical Managers and clinicians on this topic.

Steps:

- 1) Access the MVI website and watch, Visit Structure Design Parts 1-3.
- 2) Access the MVI website and download/print the Visit Design Template and Visit Structure Design PDF. Use this as the basis to start the creation of your Visit design.
- 3) Access the MVI website and download/print the Creating a Synthetic Training Space document.
- 4) Access the MVI website and watch the Running a Synthetic Clinical Lab and perhaps Running a Synthetic Clinical Lab LIVE videos.

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- 5) Find your clinicians that have a) Great Attitudes, b) Great Productivity and c) Great Documentation. Find out how they are doing their work and the type of people they are. This will add to the buy-in of a Visit Structure.
 - 6) Using the Visit Design Template incorporate the Best Known Practices into Visit Phases with specific steps within each Phase for all clinical disciplines.
 - 7) Download pre-recorded Visit Scenarios from the MVI Website.
 - 8) Setup your Synthetic Training Space. MVI can help a Hospice or Homecare organization set this up on a technical/equipment level as well as instruct how to use it.
 - 9) Do “walk throughs” in the lab to work out the mechanics and any technical issues as well to gain confidence in this method of developing clinicians.
 - 10) Teach ALL Clinical Managers by having them perform visits and then run the lab themselves subsequently.
 - 11) Teach the Visit according to *System7* starting with your top clinicians and then work with the rest of your team. It is critical that *System7* is followed.
- c. Revolutionary Bereavement – **What?** Most Hospices use primary cognitive approaches. Though these traditional approaches are absolutely necessary and are helpful, they are not as effective, especially with deep or complicated grief, as methodologies and technologies such as EMDR, Core-Based EMDR, IADC, Hemi-Sync or SAM (Spatial Angular Modulation). Any licensed SW can be trained in these IF they are open to it. This will challenge most Bereavement counselors paradigms so be prepared for resistance.

Steps:

- 1) Access the MVI website and download the PDF document, Revolutionizing Bereavement.
- 2) Watch the YouTube video with Dr. Allan Botkin. <https://youtu.be/Jnipb9rTnQ>
- 3) Determine your most open-minded and talented licensed SW and send the person to Chicago to work with Dr. Botkin to learn Core-Focused EMDR and IADC. The protocol for Core-Focused EMDR is different than Standard EMDR.

Marketing & the Model: The Model radically changes how and what you market. This is because the organization has fundamentally CHANGED its products and services by bringing an entirely new level of predictability to the experience! Every patient, every time; every person, every time! People Development is marketed as all quality comes from the quality of the People Development System. It is not uncommon for a Hospice or Homecare entity to increase census by 100% in a year after a solid Model implementation. Download the PDF Marketing and Outreach Design for more on this topic.

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5. SuperPay! Align Your Compensation System with Your Standards – **Why?** People behave the way they are paid...and people get paid in many ways ranging from emotional to financial. Therefore, it is best to align with this fact of Nature. The creative use of Compensation Systems involves both financial and emotional aspects. SuperPay! makes Accountability automatic with very little effort and creates a work atmosphere based on individual self-regulation and mutual reliance. It saves energy and makes work and management vastly EASIER! For example, the need for Clinical Managers to 1) monitor productivity, 2) monitor documentation or 3) do annual reviews can be removed from a Manager's job description as the "system" does much of the heavy lifting of Accountability on an individual basis. Compensation is the most effective way of doing this as it is *structural* and is NOT reliant upon the "personal inspection of work" or a Manager's energy level. 100% of the Hospices and Homecare entities in the 90th percentile have different and creative compensation approaches which help attract and retain the Talented while driving the less Talented from the organization. This is exactly what you want your compensation to do! Employees are paid in multiple ways including: (a) Individual Base Pay (Each Pay Period), (b) Standards Pay (Each Pay Period), (c) Individual Extra Pay (Each Pay Period), (d) Team Pay (Monthly) and (e) Organizational Pay (Quarterly). It is a RICH system which allows an organization to be perhaps the BEST paying employer in a market. Management also becomes easier when quality soars as you can go "days" and sometimes "weeks" without a single service failure or complaint when it is combined with People Development. Economics are greatly impacted as well as less Indirect staff are needed when quality increases to these levels.

Steps:

- 1) Access the MVI website and download the PDF Compensation Design.
- 2) Access the MVI website and watch Compensation & the Model. There are 4 parts.
- 3) Attend the *Compensation & the Model* workshop. Though the approach we recommend is quite straightforward, there are details of rollout and technical/configuration of systems that need to be in place.
- 4) Access the MVI website and download/print Model Compensation Structures.

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6. Evolve a World-Class People Development System – why?

The Truth about Quality: *An organization’s quality is no more or less than the quality of its People Development System.* We are human organizations serving humans! So, we better understand the realities of human behavior! Each employee is a multiplier so you don’t have to do the Nurse or Aide visit yourself! MVI studies the teaching practices of the 90th percentile and shares these insights via the Model. If applied, this results in jaw-dropping low turnover and a “condition” where an organization can go “extended periods of time” or “thousands of visits” without a single documentation error, complaint or service failure. This level of quality is difficult to comprehend until you personally witness it. In all of the prior Model Steps, you have already been building the basics of your People Development System. MVI’s People Development System includes 4 processes: a) People Attraction, b) People Selection, c) People Development and d) People Retention. This is the area where the BIGGEST organizational advances are realized. This area is very detailed and deep and thus takes time to assimilate. Via the MVI website, you can gain a great deal of insight into this area. However, it is best understood by attending the 2-day *People Development & the Model* workshop, not only once, but perhaps every year as it becomes richer every time it is held with new insights. In addition, it seems we all need deepening of past learning.

Steps:

1. Have all Managers get passwords and access the MVI website.
2. Access the MVI website and watch People Development & the Model and perhaps listen to the audio on You Can’t be Extraordinary without Extraordinary People Development Systems. Have the Executive Team watch the video as a group. Determine who “buys in” as well as those who will most likely not be a fit in the organization in the future as you become a Teaching Organization, first and foremost. Realize that this is more an evolutionary process than a marathon or sprint. It takes time and is continual.
3. Locate the most impressive and interesting Teacher at your organization. This person needs NO FORMAL BACKGROUND IN TEACHING. We are looking for a person that has “evolved” into an engaging/interesting speaker/Teacher! Put this person in charge of People Development. Have this person as well as the CEO dig into the MVI People Development Modules.
4. The CEO (Chief Teaching Officer) and the BEST Teachers (Interesting with great Energy) attend the *People Development & the Model* workshop.

FOCUS on Developing Your Managers – Why? A Manager is a “Super Multiplier” and he or she replicates what they have become. *Up to 70% of an employee’s development, morale and retention is based on the immediate Manager!* All front-line staff take their Behavioral and Performance cues from this position. Therefore, an organization “Doing the Model” will build

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its strength/quality tactically around creating top-rung Clinical Managers supported by amazing structures that transform the job of management, making it EASY and ATTRACTIVE to be a Manager! This is one of the most astonishing things about the Model! The *1st Duty of a Manager is to teach and coach the people they lead.*

Steps:

1. Access the MVI website and watch Why Were You Selected to Be a Manager? and What is Management? videos.
2. Access the MVI website and download/print Model Workbook #7 – The Extraordinary Clinical Manager. Review it and CUSTOMIZE it to your organization, incorporating your Behavioral and Performance *Standards.*
3. Teach according to *System7* with special emphasis on the use of the Synthetic Labs. Use pre-recorded management scenarios to teach Managers with common dilemmas involving professional judgment.

7. Create a Life-Changing Experience & Volunteer Focus - why?

All people want Meaning & Purpose in their lives... Yet, the surprising fact is that most Hospices do not nurture Meaning & Purpose significantly. This fact is evidenced by average turnover rates in excess of 20%! People do not burnout in Hospice from hard work. They normally leave because they lose their sense of Meaning & Purpose. Hospices operating in the 90th percentile have turnover rates of 10% or less, sometimes less than 5%. They also have Volunteer percentages between 25-50% whereas a typical Hospices has around 7%. These Hospices are conscious of the creation of a work “atmosphere” that nourishes Meaning & Purpose. Exposure to MVI materials will help create this work environment. We are also creating additional materials to reinforce this important but often overlooked topic.

There is a natural logic to this sequence of steps. Each step builds on the prior step. Each organization can create its own proprietary Model using these pragmatic steps. These steps and methods are the structures that allow *any* Hospice to enter the World of the 90th percentile! Choose to BE an Outlier! We are living in the BEST days of Hospice! And the greatest Hospices are YET to be created!