New Jersey Association of Mental Health and Addiction Agencies, Inc.’s Management Training Institute

Management Training Series
We’re not in KANSAS Anymore
Managing in a Fee-For-Service Environment

featuring

Ira Hammer & Mike Swerdlow

Location: NJAMHAA Headquarters
Mercerville, NJ

Registration Brochure
The Spring 2018 Management Training Institute will depart from its previous format and content to address the key issues and challenges in managing under fee-for-service (FFS) reimbursement. The five-session series will cover the primary skills and expertise necessary to navigate and succeed in a complex FFS environment.

SESSION 1
LEADING THE TRANSITION TO A FFS ENVIRONMENT
April 25, 2018

Course Description
Effective leadership is essential for the successful implementation of FFS reimbursement by behavioral health agencies. This workshop will address the critical leadership approaches and techniques needed to achieve and sustain the desired goals of the transition. The topics to be covered will include: how to develop and manage a comprehensive approach to reach a successful transition to FFS; techniques to motivate staff through a difficult and uncertain period; approaches to sustain managers' own resilience; how to recruit and retain valued staff during a period of transition; and techniques to evaluate whether the transition process is meeting its established milestones and timeframes. This workshop will utilize case studies, role play and group projects. Managers who attend this workshop will learn to develop sophisticated strategies necessary to succeed in an increasingly complex and competitive environment, with particular emphasis on the transition to FFS reimbursement.

Learning Objectives
Following this workshop, participants will be able to:
• Develop a comprehensive, structured approach to manage the transition and to meet agency goals.
• Assess their agencies' readiness for change.
• Develop strategies to recognize and address resistance to change.
• Design proactive retention and recruitment strategies.
• Develop an evaluation process to determine whether goals of the change effort are being achieved.

Course Outline
• Introduction (9:30 a.m. - 9:45 a.m.)
• Leading in a Time of Change (9:45 a.m. - 11:25 a.m.)
• Break (11:25 a.m. - 11:35 a.m.)
• Motivating Staff through Continuing Uncertainty (11:35 a.m. -12:05 p.m.)
• Enhancing Managers' Resilience (12:05 p.m. - 12:35 p.m.)
• Working Lunch (12:35 p.m. - 1:10 p.m.)
• Staff Recruitment and Retention (1:10 p.m. - 2:45 p.m.), includes a 10-minute break
• Developing and Overseeing an Evaluation Process (2:45 p.m. - 3:15 p.m.)
• Summary/Feedback (3:15 p.m. - 3:30 p.m.)

Target Audience: Social Workers, Management
Target Levels: Beginner, Intermediate, Advanced
CE Hours: 5 CE, General Social Work
Course Description
In a period of continuing flux in health care and behavioral health, particularly the recent change in behavioral health from grant funding to FFS reimbursement, managers must develop and enhance their skill sets to perform a wide array of tasks and responsibilities. This workshop will cover selected competencies needed by managers to achieve personal and organizational success during this period of transition. The topics to be covered will include: understanding the various approaches to management and determining what style works best for you; techniques to optimize use of time and prioritize responsibilities; delegating tasks while building in accountability and oversight; developing and sustaining effective team functioning; and strategies to plan and manage large projects. This workshop will utilize case studies, role play and group projects. Managers who attend this workshop will develop the basic management skills critical to addressing complex FFS issues.

Learning Objectives
Following this workshop, participants will be able to:
• Design and implement a leadership development plan.
• Develop a system to prioritize multiple demands.
• Create successful work teams to manage large projects.
• Determine which tasks and responsibilities to delegate to which staff.
• Foster an effective team culture, including role clarity and team norms.

Course Outline
• Introduction (9:30 a.m. - 9:45 a.m.)
• Defining your Management Style (9:45 a.m. - 10:25 a.m.)
• Building Effective Teams (10:25 a.m. - 11:05 a.m.)
• Break (11:05 a.m. - 11:15 a.m.)
• Time Management/Effective Prioritization (11:15 a.m. - 12:10 p.m.)
• Working Lunch (12:10 p.m. - 12:45 p.m.)
• Delegating to Optimize Efficiency (12:45 p.m. - 1:25 p.m.)
• Planning and Managing Large Projects (1:25 p.m. - 3:15 p.m.), includes a 10-minute break
• Summary/Feedback (3:15 p.m. - 3:30 p.m.)

Target Audience: Social Workers, Management

Target Levels: Beginner, Intermediate, Advanced

CE Hours: 5 CE, General Social Work
Course Description
The transition from grant funding to FFS reimbursement requires that behavioral health managers expand their knowledge base and comfort level with financial management, and develop and implement strategies in order for their organizations to survive and potentially flourish. This workshop will describe the new reimbursement model, with emphasis on effective approaches to succeed in the new environment. The topics to be covered will include: overview of the difference between grant funding and FFS reimbursement and the opportunities and risks under both payment systems; approaches to developing and monitoring FFS revenue projections; need for cost containment under FFS; importance of performance measurement, especially productivity; techniques to increase staff's billable time in order to maximize revenue; and increased need to examine restructuring options in an FFS environment. This workshop will utilize case studies, role play and group projects. Managers who attend this workshop will learn to develop financial strategies and analyses to assist in transitioning to FFS reimbursement.

Learning Objectives
Following this workshop, participants will be able to:
• Develop a framework to achieve financial viability under FFS reimbursement.
• Calculate and implement staff productivity standards to achieve revenue projections.
• Develop a tracking tool to ensure that revenue targets are met.
• Develop realistic approaches to increase clinicians’ billable time.
• Classify and analyze specific restructuring options appropriate for their organizations.

Course Outline
• Introduction (9:30 a.m. - 9:45 a.m.)
• Grants vs. FFS – Risk vs. Reward (9:45 a.m. - 10:00 a.m.)
• Developing and Monitoring FFS Revenue Projections (10:00 a.m. - 10:50 a.m.)
• Break (10:50 a.m. - 11:00 a.m.)
• Containing/Reducing Costs under FFS (11:00 a.m. - 11:30 a.m.)
• Performance Measurement and Productivity (11:30 a.m. - 12:30 p.m.)
• Working Lunch (12:30 p.m. - 1:05 p.m.)
• Increasing Clinicians’ Billable Time to Maximize Revenue (1:05 p.m. - 1:45 p.m.)
• Examining Restructuring Options under FFS (1:45 p.m. - 2:10 p.m.)
• Break (2:10 p.m. - 2:20 p.m.)
• Analytical Framework for Expansion under FFS (2:20-3:15)
• Summary/Feedback (3:15-3:30)

Target Audience: Social Workers, Management
Target Levels: Beginner, Intermediate
CE Hours: 5 CE, General Social Work
Meet the Presenters

Ira Hammer, MSW, MBA
Consultant/Principal
H & S Consultants
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E-mail: hscon@optonline.net

Ira Hammer is a senior level executive with more than 30 years of progressive management experience in healthcare and behavioral health administration and finance. Mr. Hammer is currently an independent consultant providing strategic planning, project management, business development and revenue enhancement services for healthcare and human service organizations. Previously, Mr. Hammer was Executive Vice President for a multi-hospital system in Hudson County, New Jersey. For the past 10 years, Mr. Hammer has conducted numerous workshops for managers and leaders in the mental health and human service fields. Mr. Hammer has a BBA in Accounting from Baruch College, an MSW from Fordham University Graduate School of Social Service and an MBA from New York University Graduate School of Business Administration.

Michael Swerdlow PhD, FACHE
Director, Integrated Care
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Michael Swerdlow has more than 30 years of experience working and managing a wide range of mental health programs. He has a PhD in Medical Anthropology with specialization in cross-cultural mental health. Dr. Swerdlow has developed programs related to the integration of primary care and mental health. He has also operated a wide variety of mental health services, including inpatient, outpatient, partial hospitalization and emergency screening services. One of Dr. Swerdlow's areas of interest is the transition from direct care staff to management staff. Dr. Swerdlow is a Fellow of the American College of Health Care Executives.

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Your request can be sent to Julie Moy via e-mail at jmoy@njamhaa.org or fax to 609-838-5489.

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