



# The Butterfly Project:

*Guiding us in adapting to changing times.*

Advantage Behavioral Health Systems

May 2014



There were only three suggestions in the electronic suggestion box. Two of them were from Healthcare Staffing employees expressing concerns associated with not being employed by ABHS. The concerns expressed include low morale, a need for benefits, and an overall feeling of separateness. Well, we heard you! While the partnership with HCS met the Agencies overall cost objectives, we agree that the result was low morale and feelings of inequity — even though generally speaking, HCS full-time salaried employees earned more in pay than ABHS employees.

With the current project, it is imperative that we be able to increase productivity and efficiency, while at the same time improve quality and customer service. This requires that all employees be engaged and work as a team to help us achieve our overall agency objectives. Low morale breeds low productivity and has no place in the culture that we are building. We need engaged employees who believe in the mission of the agency and our improvement plan and who understand their role in it.

With this article, I will clarify some aspects of the transition related to pay and benefits.

**Rumor 1. HCS employees will be paid less when they become an ABHS employee.**  
HCS employees who accept our offer will be paid the same as any other employee hired by ABHS. ABHS uses the State of Georgia Pay Plan and increases pay from the minimum of the range related to education and experience. The range for Social Workers and LPNs was reviewed against the rates paid by all CSBs and we found that we needed to adjust the range upward slightly to remain competitive. It was important for us to maintain internal equity for both our current employees and new employees. The bottom line is this. For full-time salaried, revenue based HCS employees, some will make more than they make now and some will make less. All, however, will be eligible for benefits (health, PTO, Holidays, 401k, etc.). Most part-time hourly employees will be unaffected as you were already paid the same as ABHS employees with two exceptions; those employees who make \$8.50 per hour will be eligible for an increase to \$9.00 per hour and all employees will be eligible for Holiday pay.

All employees will be expected to meet productivity and quality standards. Members of the HR department will be meeting with all HCS employees at their site to make offers and to provide more detail about pay and benefits. The effective date of the transition will be July 7, 2014.

**Rumor 2. ABHS is not going to hire all of us (HCS employees). We will have to apply for our jobs.**  
ABHS will offer employment to all HCS employees except those who are on a final warning in the disciplinary process and those who are not achieving the terms of a CAP already in place.

**Rumor 3. PMT D is working on incentives. Will we be eligible for that and will ABHS employees continue to be eligible for the CSR incentive plan?**  
The team is working on a new incentive plan; however, the plan has not yet been developed. When it is developed, it will need to be approved by the Executive Team. It is likely that, should we develop a new incentive plan, the CSR would end and be replaced with the new plan—meaning all eligible employees would be on the same plan. There would not be two separate plans. Remember our goal is to ensure equity among all employees.

Please click on the link to provide suggestions, ask a question about the “readiness” project, or send us a rumor that you would like to put to the “truth test”. **Remember, my primary goal is to improve overall communication.**

*Sherrie Maxwell*  
Chief Operating Officer

PLEASE CONTINUE TO PROVIDE YOUR FEEDBACK. You can do so electronically by clicking on the link below or you may still use the physical suggestion boxes at your location.

**<https://www.surveymonkey.com/s/nomorerumors>**





# Ready or Not, Here We Come !

The Walton Clinic has the honor of being chosen as the Pilot site for the Project. I would like to thank the team in advance for their willingness to allow us to implement the work that has been done by the teams. With Rapid Cycle Change Management, we plan, study, ACT. While we are not done planning, it is time to ACT. RCCM requires that we get to a certain point and “rip the band aide off”. The Pilot will allow us to identify areas of opportunity, gaps in resources, and additional training needs that might be required before we implement agency wide. It definitely will not be perfect, but it will be

very close.

This week we are also providing an update on the work of the Practice Management Team. Below is the project management spreadsheet that is being used to track progress. We still have a lot of work to do, but we are still on schedule. If you have any questions about this update, don’t hesitate to ask a project team member or Tarin Tripp, PMT leader.

## PMTA

<b>Implementation Manager:</b>	<b>Project</b>	Betsy and Diane
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Responsible Person	Task	Decision Status
Betsy, Diane, Dwight, Kerri, Keo. Tarin, Kelli. Laurie	Define KPIs( Productivity, Documentation, Schedule rate, No Show, cancel, Staff Cancel, pending notes, Caseload, Payer mix, Qualitative/Quantitative measures for documentation, IT Down time, addendum completed%, lobby queue, Access to Services)	3/21/14: rough draft of KPIs has been developed and in final stages of review and approval. 4/18/14: In process, 5/16/15: Reviewed KPI documents.
Betsy, Diane, Dwight, Kerri, Keo. Tarin, Kelli. Laurie	Review Non clinical Performance Indicators	3/21/14: rough draft of KPIs has been developed and in final stages of review and approval. 3/28/14: Team has met and has developed a sample KPIs, will reachout to other teams to see if they have any KPIs. 4/18/14: In process 5/16/15: Reviewed KPI documents.
Betsy, Diane, Dwight, Kerri, Keo. Tarin, Kelli. Laurie	Review current systems of data analysis	3/21/14: Completed/ sent to Operations analyst
Betsy, Diane, Dwight, Kerri, Keo. Tarin, Kelli. Laurie	Assessment of Administrative vs. Clinical Tasks to increase operational efficiency	5/16/14: In process, reviewing a few remaining documents and processes for second signature.
Betsy, Diane, Dwight, Kerri, Keo. Tarin, Kelli. Laurie	Assess current Expectations and review current level of compliance	5/16/14 Completed. Benchmarks established. Many staff fall into the C category.
Betsy, Diane, Dwight, Kerri, Keo. Tarin, Kelli. Laurie	Develop New expectations for clinical and non-clinical staff	4/18/14 In process
Betsy, Diane, Dwight, Kerri, Keo. Tarin, Kelli. Laurie	Acquire Feedback from HR and All Supervisors on KPIs identifying Barriers and Solutions	4/18/14 In process

**PMT C Develop Performance standards and system of accountability (job descriptions/evaluations)**

<b>Implementation Project Manager:</b>	Dwight
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Responsible Person	Task	Decision Status
Kerri, Dwight, Andrew, Theresa, Donna	Create Job Description and incorporate performance expectations into Job Descriptions	3/21/14: In process. 3/28/14 reviewing and formatting all JDs and adding basic core requirements. 4/18/14 Reviewing and in development for alignment with KPIs 75% of JDs are completed. 5/16/14: reviewed sample JD.
Kerri, Dwight, Andrew, Theresa, Donna	Create Performance Evaluations incorporating performance standards and system of accountability	3/21/14: In process. 3/28/14 moved PMF to five tiers with competency dictionaries. 4/18/14: In process 5/16/14: In process
Kerri, Dwight, Andrew, Theresa, Donna	Count the number of different Job Descriptions in the agency	3/21/14: In process. 3/28/14: Under review. 4/18/14 In process 5/16/14: In process
Kerri, Dwight, Andrew, Theresa, Donna	Create Draft Job Description template	3/21/14: In process. 3/28/14: Under review. 4/18/14 In process 5/16/14: In process
Kerri, Dwight, Andrew, Theresa, Donna	Create Draft Performance Evaluation	3/21/14: In process. 3/28/14: Under review. 4/18/14 In process 5/16/14: In process
Kerri, Dwight, Andrew, Theresa, Donna	Determine Resource to Convert Documents	3/21/14: In process. 3/28/14: Under review. 4/18/14 In process 5/16/14: In process

**PMT D Review and revise as needed the Organizational structure to support efficiency and effective management**

<b>Implementation Project Manager:</b>	Nan
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Responsible Person	Task	Decision Status
Nan, Sheri , Dwight, Kristine, Tarin, Andrew, Laurie	Review T.O. and update to assist with operational needs and resource deployment	3/21/14: In process. Reviewed process for operational staff. Reviewed work flow for efficiencies . 3/28/14: met on 3/27/14. 4/18/14: Updated Org Chart.
Nan, Sheri , Dwight, Kristine, Tarin, Andrew, Laurie	Review with EST the needed staffing capacity for clinical and non clinical operations	3/21/14: In process. Identified where credentialed staff and created org chart. 4/18/14: In process. 5/16/14 In process defined competencies needed

**PMT D continued**

Nan, Sheri , Dwight, Kristine, Tarin, Andrew, Laurie	Develop Evaluation of current needs vs. Skill sets of current employees.	3/21/14: In process. 3/28/14: Reviewing competencies. Identifying core attitude, aptitude and behaviors. 4/18/14: developing competency dictionaries. Reviewed Competencies and will anchor in Supervision Log. 5/16/14: In process
Nan, Sheri , Dwight, Kristine, Tarin, Andrew, Laurie	Develop and present data to inform QMC regarding compensation, incentives, credentials needed	3/21/14: In process. 3/28/14: In process. 4/18/14: reviewed new compensation starting plan and incentives. 5/16/14: In process
Nan, Sheri , Dwight, Kristine, Tarin, Andrew, Laurie	Develop staff recruitment plan for credentialed providers to meet payer requirements and expectations	3/21/14: In process. 3/28/14: In process. 4/18/14: In process 5/16/14: Framework and structure is completed.

**PMT E Enhance Supervision/Coaching capacity to support change management within the center and Develop Supervisor and Manager Competencies to support the new performance culture**

<b>Implementation Project Manager:</b>	<b>Pro-</b>	Theresa
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Responsible Person	Task	Decision Status
Sherie, Kelli, Andrew, Dwight, Tarin	Identify Leadership/Management challenges to support change management needs	3/21/14: Met to review deliverables. News letter sent to staff. 3/28/14: Met to review deliverables. In process. 4/18/14: Developing role plays for barriers to effective management. 5/16/14: Completed
Sherie, Kelli, Andrew, Dwight, Tarin	Revise supervision/coaching logs to reflect KPIs/performance expectations	3/21/14: In process. 3/28/14: In process. 4/18/14: Logs are in revision and in process. 5/16/14: Logs have been revised.
Sherie, Kelli, Andrew, Dwight, Tarin	Identify current practices	3/21/14: In process. 3/28/14: In process. 4/18/14: In process. 5/16/14: Completed
Sherie, Kelli, Andrew, Dwight, Tarin	Establish Leadership Essential training dates	3/21/14: April 11 and April 28 Completed

**PMT F Develop Revenue Cycle management and back office protocols.**

<b>Implementation Project Manager:</b>	<b>Pro-</b>	Tarin
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Responsible Person	Task	Decision Status
Tarin, Kristine, Nan, Andrew, Kerri, Janet, Barbara, Steve, Laurie	Develop pre-Service audit, Point of Service audit and Post service audit protocols	3/21/14: Reviewed current practices. In process. Need to address post service audit. 3.28.14: Reviewing EMR processes. Has developed a great deal work arounds. Not fully implemented. 4/18/14: Combining with PMT H. Approval to restructure billing dept. identified 7 of the 8 FTEs that will be going to the dept. 5/16/14: developed work flow to assist with document and review status
Tarin, Kristine, Nan, Andrew, Kerri, Janet, Barbara, Steve	Review Charge Capture and Billing procedures	3/21/14: Reviewed internal policies. Reviewed policy alignment and reviewed inefficient processes. 3/28/14: In the course of review finding additional concerns and need for improvement. 4/18/14: Reviewing Care-Logic operations. 5/16/14: In process
Tarin, Kristine, Nan, Andrew, Kerri, Janet, Barbara, Steve	Complete analysis on allocation vs. service encounters for all services	3/21/14: In process./ 3/28/14: Under review. 4/18/14: In process. 5/16/14: In process
Tarin, Kristine, Nan, Andrew, Kerri, Janet, Barbara, Steve	Review current management tools to assist in work flow management	3/21/14: not capturing and allocating posting of payments. Revised protocol and piloting at Elbert Co site. 4/18/14 In process 5/16/14: In process

**•PMT G Develop Evaluation Plan to ensure CQI process is used after implementation of solutions**

<b>Implementation Project Manager:</b>	<b>Pro-</b>	Betsy
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Responsible Person	Task	Decision Status
Betsy, Debbie, Kelli, Nan, Sherie	Review current QA /CQI Plan	3/21/14: Reviewed current CQI plans. 3/28/14 In process. 4/18/14 In process. 5/16/14: using the KPI tool as a CQI plan for monitoring and measurement. Developing targeted survey and schedule.
Betsy, Debbie, Kelli, Nan, Sherie	Incorporate deliverables into new revised plan	3/21/14: In process. 3/28/14: In process. 4/18/14: In process. 5/16/14: In process

# JUMBLE

Unscramble the jumbled word, one letter to each square, to form a word relating to our MTM Project. **Each newsletter a new word will be given to unscramble.** At the end, unscramble all of the circled letters from the unscrambled words to form the answer for the cartoon below. Submit your final solution to Theresa Davis in Human Resources to have your name entered into a drawing for a \$25 Walmart Card.

GEANHC

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PMT H Develop and review UR protocols to support ACA and revised KPIs.

<b>Implementation Project Manager:</b>	Kristina
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Responsible Person	Task	Decision Status
Kristina, Shannon, Andrew, Betsy, Joclyn, Tarin, Diane	Review current UR protocols and criteria.	3/21/14: In process. 3/28/18: In process. 4/18/14: Developing internal audit process and tools. Policy written reviewing audit tool. 50% below 85%; 45% between 85-95% 5/16/14: reviewed audit policy and "Peer Review" will change Peer review to case staffing and incorporate an actual Peer review to the policy. Add open and closed charts to audit procedure. Audit before ABHS closes each chart. as well as departing clinicians.
Kristina, Shannon, Andrew, Betsy, Joclyn, Tarin, Diane	Develop Dashboards to assist with staff compliance.	3/21/14: Need to establish interim Dashboards and reports. 3/28/14 In process. 4/18/14: In process. 5/16/14: In process
Kristina, Shannon, Andrew, Betsy, Joclyn, Tarin, Diane	Review UR plan to mitigate service audit findings and recoupment	3/21/14: In process. 3/28/18: In process. 4/18/14: Developing internal audit process and tools. Policy written reviewing audit tool. 5/16/14: Reviewed audit tool and will pilot in Barrow.

PMT I Develop Training Plan to support all change initiatives

<b>Implementation Project Manager:</b>	Dwight
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Responsible Person	Task	Decision Status
Dwight, Sherie, Theresa, Diane, Joclyn, Donna, Kelli	Pull training events from each deliverable and develop a training plan	2/11/13: In process. 3/21/14: Scanning RCCP for training. 3/28/14: In process. 4/18/14: Front staff pilot training pilot. Need competencies in each of these areas implement in onboarding. Relias based training. 5/16/14: Reviewed draft training plan. Will be a combined communications and training committee today.
Dwight, Sherie, Theresa, Diane, Joclyn, Donna, Kelli	Develop Onboarding and standard interview questions.	5/16/14: In process with training plan



# WORD SEARCH

Locate the words in the puzzle below, submit to Theresa Davis in Human Resources for a chance out of 3 to win a \$5 Gift Card to Subway. **All entries due 10 days after the Newsletter is published.**

C J E E V I T A I T I N I L D  
X O B G Y A R Z R Q G Y E Y E  
U B Y Y A E L O T F U A U N G  
H D T R W T P U W M D N T C A  
I E N A N P N M E E Y G M S G  
B S X T U Q L A R R E K G F N  
Y C H S D X V S V W C F S D E  
R R T P C J H H L D M L I S X  
W I K U X I J M X R A C P D R  
D P O W P R O J E C T R R L F  
E T Y P X R X Q L Q V A H I F  
K I N I D A T V P E Z L G G C  
G O H U M D V A S D C H Q K L  
C N V A B F D L E B J W S G O  
C U S E O V P S M Q V P N V P

ADVANTAGE

JOB DESCRIPTION

SUPPORT

ENGAGED

LEADERSHIP

VALUE

INITIATIVE

PROJECT