CAN WE TALK?
FACING PRODUCTIVITY CHALLENGES IN A PATIENT-CENTERED WORLD

Presented by:
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Discussion Assumptions:

- Patient care provided is appropriate & determined by the clinician
- Clinicians desire to be primarily in direct patient care
- The cost of delivering the care does not exceed the revenue generated through delivering the care
- Patient care provided is appropriately documented & billed
Why does the discussion matter?

- Patient access to quality care
- Customer satisfaction & loyalty
- Financial stability of therapy provider
- Distraction and disruption when quality and efficiency cannot or do not co-exist

Why does the discussion matter? (continued)

- We will be part of the solution or part of the problem achieving the triple aim of healthcare

- Success is moving from volume to value

  VOLUME TO VALUE → Better Outcomes

  Established goals achieved
  Timely achievement, patient experience
  Lower cost to achieve top of license approach to care

  Triple Aim
  Improved Health
  Lower Costs
  Better Care
Two sides of coin

SUCCESS:
Identify, build & replicate best practices.
LEADERSHIP MATTERS.

Engage
Enable
Energize
Employees

What’s different on Monday?
What do you think of when you hear the word productivity?

Survey Monkey Results: 72.5% Negative Comments of the respondents

72.5%
Examples of Negative Comments:

- “unrealistic expectation”
- “like a 4-letter word”
- “it’s all about the money”
- “I get anxious, very anxious”
- “stress”
- “frustration”
- “cringe”
- “the big evil”
- “the company wants more profit”
- “I hate dealing with it. Therapists respond often – “What is more important to you, my productivity or the quality of my documentation?”
- “management is trying to control my patient care and tell me how to treat and bill”
- “How many patients can be crammed into my schedule so the company can just make more money?”
- “A measure the money-grubbing suits harp on so they can make more money.”
- “denial, boring, constant reminder, poorly trained but highly discussed”
- “A message that is quite often poorly delivered. There’s nothing wrong with addressing it, but therapists and managers shouldn’t be harangued about it.”

Examples of Positive Comments:

- “critical”
- “company viability”
- “profitability”
- “a focus on balance between patient care and financial”
- “For outpatient rehab it comes down to two variables, average daily charge and visits per therapist per day….all other variables lead into these major ones. Productivity is a result of all things leading into it.”
- “As a manager I think of it as a metric we measure to see how successful we are as a business.”
• Day 2 Tape: Caitlin, PT             04:57-05:05
• Day 1 Tape: Lindsey, PT           13:41-13:46
• Day 2 Tape: Sherrill, PT           24:03-24:11
• Day 1 Tape: Kate, PT/DOR          1:19:53-1:20:21
• Day 1 Tape: Jessica, OTR          37:16-37:44
• Day 1 Tape: Lacey, SLP             17:37-18:08
• Day 2 Tape: Nikki, PT              39:20-40:04
• Day 1 Tape: Taryn, OTR            29:34-29:56
• Day 1 tape: Tammi, SLP/DOR          54:16-54:35
• Day 1 tape: Lisa, PTA / DOR      43:00-43:27 and 43:38-44:04
• DOR Panel 2.3                             38:38-41:41
• Day 2 Tape: Nikki, PT                 45:40 -46:32

COMMON CHALLENGES
The volume we manage has increased.

Survey Monkey Results:
What are the top things that impact productivity negatively?

- Scheduling issues: 37.5%
- EMR's / Documentation: 25%
- Lack of buy-in to productivity by therapists: 12.5%
- Customer Service: 10%
- Meetings: 7.5%
- Poor time management: 5%
- Poor clinical skills: 2.5%
Internal vs. External Influencers:

STRATEGIES FOR IMPROVED PRODUCTIVITY
Survey Monkey Results: What are the top things that impact productivity positively?

- 25% Scheduling
- 17.5% Technology, enough devices
- 17.5% DOR leadership
- 10% POS documentation
- 10% Staffing / Staff experience
- 5% Concurrent and group treatment
- 5% Clinical autonomy / development
- 5% Therapist motivation
- 2.5% Understanding billable guidelines
- 2.5% Patient acuity

Planning Your Day:

- Day 1 Tape: Lisa PTA/DOR 44:15-45:04
- Day 1 Tape: Tammi, SLP/DOR 54:46-55:30
- Day 1 Tape: Lacey, SLP 30:04-30:34
- Day 1 Tape: Lisa, PTA/DOR 47:07-48:02
What to do when patients aren’t up and ready.

Handling Patient Refusals
Handling Unexpected Treatment Interruptions

- Day 1 Tape: Lacey, SLP 21:17-22:20
- Day 2 Tape: Caitlin, PT 07:11 – 07:35
- Use the tape of Kelly Cooney talking about when families stop you…. (sent separately)

The Benefits of Scheduling

- Day 1 Tape: Jignasha, PT 4:31-5:20 and 5:26-6:26
- Day 1 Tape: Kate, PT/DOR 1:19:01 – 1:19:30
Efficient Evaluation Processes

Supervisory Meetings
Care Plan Meetings

Ideas for Outpatient Cancellations
Program Development that helps Patient Care Time

MANAGING PRODUCTIVITY
Why does a therapist struggle with Productivity?  
(excluding external factors)

What do you look for in new hires?
How do you “fast start” a new hire?

Audience Poll:

What do you think are the top 3-5 things a Director of Rehab focuses in on?
DOR Focus: The top 3-5 things they focus on

Survey Monkey Results: The #1 Thing Directors of Rehab Focus On:

- 60% Labor management / Scheduling
- 12.5% Patient care
- 10% Productivity
- 5% Customer service
- 5% Clinical development / Caseload development
- 2.5% Leading the team
- 2.5% Safety
- 2.5% Profit margin
The #2 Thing Directors of Rehab Focus On:

- 25% - Labor Management / Scheduling
- 17.5% - Patient Care
- 15% - Productivity
- 10% - Administrative tasks & meetings
- 7.5% - Customer service
- 7.5% - Clinical development / Caseload development
- 7.5% - Documentation completion
- 2.5% - Leading the team
- 2.5% - Profit margin
- 2.5% - Expense management
- 2.5% - Growth / Sales

The #3 Thing Directors of Rehab Focus On:

- 15% - Productivity
The Top 3-5 Things

How often do you talk to your therapists about Productivity?
Survey Monkey Results: How often do you talk to your therapists about Productivity?

- Weekly: 41%
- Monthly: 20.5%
- Daily: 15.4%
- Quarterly: 12.8%
- Every other week: 5.1%
- Twice a week: 2.6%
- Annually: 2.6%

Lesson Learned
The Importance of Communication and Support

Healthcare Challenges Us as Leaders
Are we “balancing” the message we send?

The Value-Based Purchasing Impact: How aware are our teams?
Value-Based Reimbursement: Educating our therapists about the nature of the decision-making affecting our world.

CALL TO ACTION
How do we Change the Perception about Productivity in Long-Term Care?

Changing the Culture: How do we turn it around?
What’s different on Monday?

Closing Credits

• The views expressed by these clinicians do not represent the views of any one organization.

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THANK YOU