

# FLASHPAGE

A Monthly Consolidation of the  
Practices of the 90th Percentile!

JULY 2021

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## Turnover? Can't Find Talented Clinicians? Nursing Shortage? **Part 2**

*Perhaps it's Time to Pull Out the Mirror...*

**Retention** – Comes from the CEO...with 70% translated through your Managers. If you have high turnover, you have to look at yourself and the work environment you provide, including financial compensation. These are all things you can impact directly. Ultimately, it is about how you make employees FEEL. Normally, people will not quit jobs that make them FEEL good.

*Virtually all of our problems, issues and challenges come from our People Systems... They are quality issues... Quality coming from the quality of our people...*

**THE EXTRAORDINARY CLINICAL LEADER PROGRAM**

**THE MVI EXECUTIVE CONFERENCE CENTER**  
Flat Rock, North Carolina  
September 21-22, 2021

**CLICK HERE**



# Where Do Problems Come From?

Most of the issues in running a Hospice, or really any organization, stem from people issues. I have found that most people want to do a good job. However, they are FAILED by the processes and structures they are given by the organization.

This is why service failures are common in most organizations. In fact, they happen sometimes DAILY if you can get your head around that! People don't even blink when a complaint or service failure is reported. It is often viewed as "just part of the job" or even "normal!" This is mind-blowing! The processes and structures of an organization are the means by which predictability and quality are achieved. Therefore...if we want to solve the problems of the organization, we have to address the processes and structures that support our people.

This brings us to the Model...which, if you really break it down, is 100% about processes and structure - ranging from the financial processes and structures, to the words, phrases, smells, look, inflections, specific actions, sequence and FEELINGS that are created with every Visit, Phone Interaction and physical product touched. All can be simplified and de-complicated to create FOCUS on Quality...the basis by which we compete in Hospice...

What are the issues created by not taking care of our people?

- Turnover of Talent – The #1 Destroyer of Value
- Inability to Attract the most Talented people in a service area into the organization
- Continual Waste -- New people are constantly having to be trained... Training is expensive in financial terms as well as in loss of reputation when mistakes and errors occur.
- Loss of Reputation for Quality
- Inability to Grow - not much value to sell...
- Weakling, Non-Talented, Weenie, Mediocre people remain...

There are probably many more, but this short list is sufficient to get the point. We must FOCUS on our people! Especially our Managers and front-line clinicians!

# Why do people come to work at a Hospice?

What are the words that they use to describe their "attraction" to this type of work? They use the words "Called" or "Led" or some other Spiritually-oriented language to describe divine guidance to the organization. What are they seeking? What do they want?

The short answer is that they want more than a job... **they want "meaning and purpose."** They want to do work that matters. This is why they enter the World of Hospice. They even are willing to take a "pay cut" in order to do this type of work. For some people, this may even make it more "spiritual" as they believe that they are sacrificing for the cause. Hospice people want to FEEL special...chosen... part of a "revolution" or "movement" in healthcare... Think about it... Hospice is supposed to be a Volunteer-Driven, Spiritual, Holistic form of Managed Care with the patient and caregiver in the control seat... That was the idea... However, the typical Hospice, the 50th percentile, is a long-way from this ideal...a long way... Now we are primarily a clinical model, with low volunteerism (most struggle even with the measly 5%) and things like Spirituality and Bereavement are being marginalized and cut back... We want more physicians in the mix because of this "clinical model" morph...

So, most of us probably agree that Hospice people seek "meaning and purpose" right? And that clinicians even seem to be willing to take a "pay cut" to work in Hospice for the sake of the mission. So what are we doing as CEOs to nurture this?

If we are doing a good job at "nurturing meaning and purpose," then why is clinician turnover a major problem in Hospices? Why are turnover rates so high? The turnover of RNs is approximately 27% annually nationally -- 26% for SWs -- 23% for Aides. A Hospice can have almost ZERO claim to true quality with anything even close to these percentages as turnover of Talent is the **#1 Destroyer of Value** in ANY company! If your organization is constantly having to train "replacements" you are losing valuable experience and are wasting a lot of money in the process... This brings us to "taking care of your people..."



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# How Do We “Take Care” of Our People?

By providing them what you are able...as that is all you can give! And what you can provide? You can provide the “conditions for success” or a “life-style” that is highly supportive of your staffs goals and desires. What might this entail? Providing...

- An Electric, Motivating, Life-Changing, Transformative Work Environment! **Recognize the Immediate Manager is the #1 Factor in the Retention of Talent! This is cultural.**
- An Atmosphere where they FEEL they are growing and progressing as a person and as a professional!
- Great Pay! Pay that they can control!
- Elimination of 8-5 work hours!
- Simplification of the EMR! Too many organizations have over-complicated these via customization! Make documentation EASY through better written narratives!
- Enough “time” to rest, relax, release and reflect on their life...
- Make Phone and Visit work EASY by using IRMs strategically placed in the patient/employee work environment.
- Where they “believe” that they are working for a World-Class, Outlier organization that is so well managed with “unheard of” quality and economic performance...where everyone is extraordinarily well-trained and really work together as a true interdisciplinary team where 100% of its people can be relied upon to do their jobs to 100% of the Standards on a day-to-day basis.
- By providing people Standards, processes and structures that make work EASY!
- Remove from Clinical Managers the need to 1) Monitor Documentation, 2) Monitor Productivity and 3) Do Annual Reviews.
- Have “few” meetings throughout the organization. IDTs are to be highly focused, enjoyable and renewing!

The point is, the CEO of a Hospice can create ALL of this for your people! Every one of these points is being done NOW by top CEOs in our Movement! How Hospices are operated can be done SO differently! We fortunately have a reimbursement system that allows

for great flexibility and creativity! The few “constraints” that we have provide the fuel to unleash our problem/ challenge solving skills! But this has to come from the Chief Teaching Officer...the Transformational Leader from whom everyone is taking his or her behavioral and performance cues... The CEO has to “see it” before it can ever be built. This is part of the reason you are MVI Networking clients as it is our job in this relationship to make you aware of the “Best Known Practices” within our Movement.

## Most Managers Do Not Grasp Their Part in Taking Care of Their People

I have found that most Managers have traditional views and blame turnover and the loss of talented employees on the employment environment, clinician shortages, poor morale, pay, benefits, work-hours, culture, HR, the CEO, etc. Anything external BESIDES themselves. One would think that it is obvious that a Manager would want the people they lead to be happy and satisfied in their work...and to be fair, they probably do...but they don’t know how or are unwilling or incapable.

You will find “patterns” of retention. Normally, a Manager that understands how to take care of their people will have little turnover. A prickly Manager will lose people. A World-Class organization cannot afford to lose talented people! And taking care of your people does not mean not being productive and not fulfilling the requirements of the organization. To the contraire! It means fulfilling the purpose at an extraordinarily high level while keeping talented employees!

***People would rather work at a crappy job for a super Manager rather than at a great job for a crappy Manager.***

This is why highly, highly paid people quit great jobs... They don’t want to work with their boss. Their boss makes life miserable and the money isn’t worth it. Let me share this: There was a Clinical Manager that set nearly all of the MVI Benchmarks for 10 years until he retired. Pay was not great at the organization. He had ultra-ultra high Standards that he held his people Accountable to. Yet, there were hardly any voluntary separations! That’s right! It was RARE for anyone to quit! Why?

Alan took care of his people! Alan had genuine concern for the welfare of his staff. And they FELT it! When he was interacting with his team before they set out for their visits, Alan was there with them, making sure they were in a great mood and that they had everything they needed! This all sounds so common sense, doesn't it? Yet, most Managers lose far too many talented people because their staff do not FEEL they care for them personally. By the way, Alan was a Hospice Chaplain with no clinical background leading a clinical team...

## The Immediate Manager is the #1 Factor in the Retention of Talent!

This is all part of your People Development System really... Understanding what people desire (both explicitly expressed or not) and fulfilling the desires with the tools and methods that are “known...” They have to be “known” – we must be aware of them... otherwise they can't be employed... In addition to being “known” – they must be operationalized. This takes courage, which comes from the domain of Integrity combined with the domains of Intelligence and Energy... However, Integrity is really where most CEOs miss it. They get a “Best Known Practice” intellectually. They have the Energy to do it as well... But they “just can't bring themselves to pull the trigger and do it.” It takes guts to do what the minority do or deviate from the “Herd!” It is much easier to go along with the “huddled masses.” But the truth is that your people WANT you to do this!

They want to FEEL they work for an elite organization. They want to work with a WINNER!

I hope this helps!

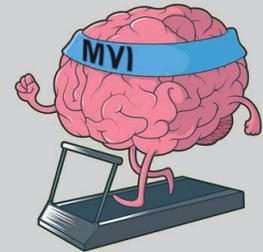
Serving from a place of  
*Love for All Expressions of Life,*  
~Andrew



# I DIDN'T KNOW MVI DID THAT!

**YOU HAVE A LOT OF SERVICES THAT ARE INCLUDED BEING AN MVI CLIENT! WE'LL SHOW YOU VALUE YOU MIGHT NOT HAVE KNOWN!**

**FREE** ZOOM CALL AND Q & A WITH MVI TEACHER & CPA MICHELLE ELLSWORTH



**AUGUST 11TH  
1:30 - 3:30 EST  
[CLICK HERE](#)**

## NEW LIVE Tough Trainings at the MVI Conference Center!



With the pandemic waning, we are doing the remaining MVI Tough Trainings on the mountaintop! In our humble opinion, there is NO SUBSTITUTE for in-person exchange of vibration! Depending on your theory of learning, either 1) Newtonian – billiard-board/cause and effect OR 2) Osmosis – absorbing the Energy of the Teacher or 3) BOTH (which I am a BOTH man!), we are encouraging the “Investment in Talent” – the “Replicators and Doers” in a personal experience, which we will continue to do as “outrageously” as possible! With this said, we are also going to “attempt” to broadcast these as well! Even though, the internet bandwidth in the wilderness of the mountaintop is as low as can be...being a true wilderness... However, we are “purchasing” bandwidth...and we will see how well the “gods of telecommunication” can accommodate!

For dates and times, please see the Tough Training Section of this Flashpage!



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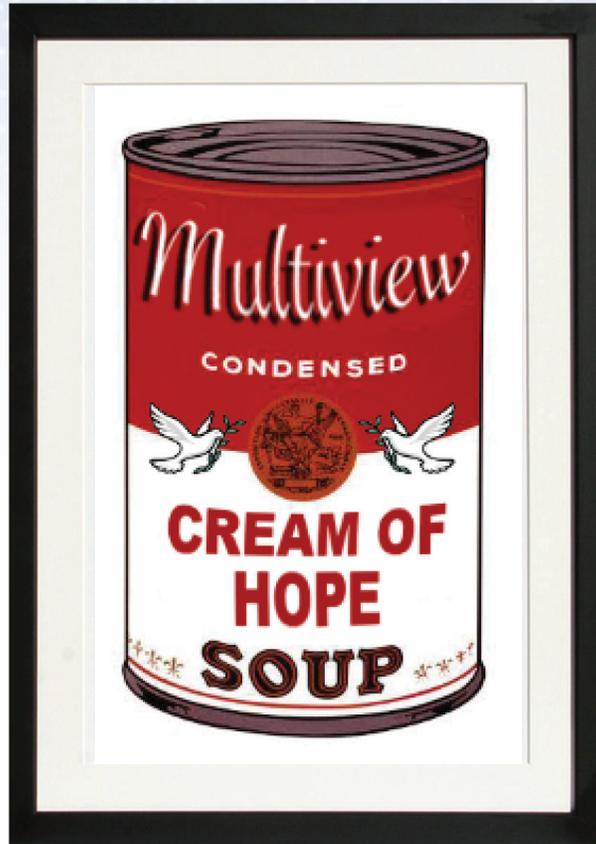
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# From the Ancient MVI Scrolls...

(in our desperate attempt to increase readership! Hah!)



*Found in excavation of cave #14. It appears MVI was a little ahead of Warhol!!!*

## MVI Facts!

- 25 years in business!
- Has served over 1,300 Hospices and Homecare Organizations (primarily in the United States)
- Has never increased rates on any Network or Benchmarking client for core services  
(keeps cost LOW for clients as costs are spread through sheer client volume)
- Service! Has gone as long as 4 ½ years without a single phone call not being answered within 3-rings  
(2 years in the average between Non-Standard)
- Only 1 meeting a week at **Eight38** on Thursdays
- Actually uses the same Best Known Practices it discovers and recommends to clients  
(Insight gained from monthly benchmarking 819+ Hospices extracting 898 data-points with 922 cross-calculations)
- Typical client is retained, pretty much indefinitely... decades...
- Turnover of Staff, less than 5% (it takes approximately 2 years for a new hire to learn what we need them to master)
- Uses **SuperPay** to find highly confident, accountable, talented and action-oriented employees that need very little supervision (Low Base/High-Unlimited Productivity Incentive)
- Maintains Operating Margins 400% greater than typical companies
- An "enlightened culture" for spiritually-oriented people that want "conditions for success" for personal and professional growth and ultimately, Personal-Realization



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# FLASHPAGE Reference

Here is a list of past Flashpages by topic over the past 2 years for reference, plus a few of particular significance. Normally, Flashpages cover material on a high level, so it is *highly* recommended that more comprehensive Best Known Practice information (manuals, PDFs, financial tools, templates, videos and audio messages) be obtained by accessing the MVI Website and/or by contacting the MVI offices for unlimited support. All calls are answered within 3 rings.

- 📌 [June 2021 - Creating the Inspiring-Electric- Life-Changing” Work Atmosphere- Culture with Meaning & Purpose - Turnover Nursing Shortage - tough trainings at MVI conference center](#)
- 📌 [May 2021 – The Model and Home Health – Extracurricular Programs – NEW LIVE Tough Trainings at the MVI Conference Center! – Andrew and Label Signed with Universal Music Group!](#)
- 📌 [April 2021 – Reduce Turnover to 5% and attract TOP Talent! – Download and Use – The MVI Clinical Manager Scenarios in Front of your Team to “Model” the “Mature Employee” – The Extraordinary Clinical Manager Tough Training – May 4th – Download and Use – The Modular Visit-Step Approach to Creating Your Perfect Visit Videos](#)
- 📌 [March 2021 – No Budgets and Unit Accounts – The Extraordinary Clinical Leader Program](#)  
In this issue: [No Budgets and Unit Accounts. The Extraordinary Clinical Leader Program – May 4th](#)
- 📌 [February 2021 – Productivity and Efficiency are Overrated! – Hospice A Spiritual Business](#)  
[January 2021 – 3 Evidences of Best Known Practices – Develop Perhaps the Most Essential Skills in Your Clinical Leaders](#)
- 📌 [December 2020 – DOWNLOAD Perfect Visit Step Modules & Videos for Your Relias or other LMS – Life-Changing PDFs on the MVI Website – NEW 2021 Tough Training Dates](#)
- 📌 [November 2020 - Medicare Advantage Power Point: The Emphasis on Quality - Becoming a Teaching Organization is a Strategic Decision - Can We Sell the Idea that People Development is Important? - Registration is open for the Designing an Extraordinary People Development System Virtual Event on December 7th! | Hospice & Homecare Consulting | Hospice & Medicare Cost Report | Multi-View Inc](#)
- 📌 [October 2020 - Understanding the Nature of Best Known Practices and Human Behavior – Intelligence can be Defined as Pattern Recognition – The Outlier – Benchmarking – Managing Well – Sign-up for The CFO Program Virtual Event now!](#)
- 📌 [September 2020 - “We Don’t Have Enough Time to Implement Best Known Practices. We have so many things we’re trying to do now...” – Sign-up for The The Extraordinary Clinical Manager Virtual Tough Training now!](#)
- 📌 [August 2020 - Hospice Groups for Medicare Advantage and Other Purposes – Client Testimonial from Northern Illinois Hospice – Sign-up for The CEO Virtual Retreat now! A massive value at only \\$500!!!](#)
- 📌 [July 2020 - Hospice Turnover: “Your work is far too important for poor performance” – Hospice of the North Coast and COVID-19 & MVI – Compensation is Part of the People Attraction and People Retention Processes – It’s 2020! Don’t do a Traditional Budget!](#)
- 📌 [June 2020 - Hospice Operational Comparisons by ADC – Cedar Valley Hospice Wins National Gallup Exceptional Workplace Award – MVI Webinar: The Simple Way to Manage a Hospice on a Month to Month Basis for TOP Results! – June 23 @ 1pm – Register Now](#)



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- ❖ [May 2020 - Hindsight is 20/20 – Benchmarking System Vendor Updates – MVI Webinar: How Hospices have Decreased Turnover to 5% and Attract Top Talent! With Covid-19 showing us a Few Things – May 12 @ 1pm – Register Now – Dramatically Raise your ROI](#)
- ❖ [April 2020 - What is the Best Hospice Operational Strategy during Covid-19? – Telehealth – Now and in the Future... – Regional Differences of the Impact of Covid-19 – MVI Webinar: The Best Hospice Strategy...NOW! Tues-day April 28 at 1:00 pm EST – Register Now](#)
- ❖ [March 2020 - Regional Differences of the Impact of Covid-19](#)
- ❖ [February 2020 - 2 Helpful Ideas for CEOs: Directional Correctness and Pattern Recognition - Operational Info on Palliative Care Financial Success! Plus Home Health! - Register Now for Our Upcoming Inpatient Unit Tough Training on April 6-7](#)
- ❖ [January 2020 - What has changed in the New MVI Model? - Benchmarking - The Value of Benchmarking - Technical Aspects of the MVI Benchmarking System](#)
- ❖ [December 2019 - Breakthroughs in the Compensation System Implementations - MVI Tough Training Schedule - New Model NPR%s in January 2020, Especially for Hospice IPU's!!! - Modular Visit Steps](#)
- ❖ [November 2019 - Cross-Training Indirects - Data-Grids: ADC and Pharmacy - MagicViews! The Clinical Dashboard for ANY EMR! - MVI Tough Training Schedule](#)
- ❖ [October 2019 - Benchmarking Data-Grids: Comparison by ADC & Pharmacy Vendor Comparison - MVI Tough Training Schedule](#)
- ❖ [September 2019 - Teaching the Spirituality Of Accountability - MVI Tough Training Schedule](#)
- ❖ [August 2019 - The CEO Retreat - People Development & the Model Workshop - MVI Tough Training Schedule](#)
- ❖ [July 2019 - Results of the Compensation System! - Compensation & the Model Workshop - The Steps in Sequence of Hospices that Go Days & sometimes Weeks without Documentation Errors or Complaints - Why MVI Matters Now!](#)
- ❖ [June 2019 - What are the Most Practical Things a CEO Can Do to Make Significant Operational Improvements? - Compensation & the Model - MVI Tough Training Schedule](#)
- ❖ [May 2019 - Why the Compensation System? Because the Hard Truth is that Most Clinical Managers will Not Hold their People Accountable... - Why are we FOCUSING on the Clinical Manager? - MVI Tough Training Schedule](#)
- ❖ [April 2019 - Video Interview with Edo Banach from the NHPCO - Hospices have 2 Years to Prep for the Medicare Advantage Carve-In - 3 Areas of Focus for the Medicare Advantage Carve-In - There is Still Time to Register for the Extraordinary Clinical Manager Program on May 6-7 – The CFO and CEO Programs Have Been Updated Specifically for the Medicare Advantage Carve-In!](#)
- ❖ [March 2019 - The Hospice Medicare Advantage Survival Guide 19.3! - Where to start? The Hospice Medicare Advantage Carve-In! - Why Would a Medicare Advantage Provider Want to Contract with You? - The CFO and CEO Programs - Updated Specifically for the Medicare Advantage Carve-In!](#)
- ❖ [February 2019 - New! Resources for Key Frustrations Document available now on our website - Fix Your IPU! Registration is open now for our IPU workshop in March! - 2019 Dates for all MVI Tough Training Workshops](#)



# MVI Tough Training Schedule

## The Proprietary Model Workshop

### **SCHEDULED BY INDIVIDUAL HOSPICES**

The Proprietary Model Workshop is a 2-day transformational program where Andrew guides an individual Hospice or Healthcare system through the design of its proprietary Model. The Model is an approach to operating a Hospice as an integrated, coherent and coordinated “system of care” that creates a high-quality, predictable experience that is financially balanced. Andrew’s role in this unique program is to keep a Hospice’s team FOCUSED, clock management and to introduce insights gained from experience with hundreds of Hospices. Andrew will press to make sure the team walks out with the key Model parameters and Accountability established. This program is a cost-effective way to unify your team and establish long-term organizational structures that have helped Hospices set the benchmarks in quality as well as economic performance. NASBA approved: 16 CPE hours. [More Info>>](#)

## The Extraordinary Clinical Leader Program

### **September 21 - 22, 2021 • 10:01am - 6:01pm EST | FLAT ROCK, NC - THE MVI EXECUTIVE CONFERENCE CENTER**

The Model Manager Program is a REVOLUTIONARY and rigorous 2 - day program with laser-beam FOCUS on the Management skill-set needed to be a *TRUE Professional Hospice Manager*. There has NEVER been anything like this training in Hospice! The program will show how to make work as well as the job of being a Clinical Manager much EASIER based on what the 90th percentile Managers do! Up to 70% of an employee’s development/morale/retention is based on the immediate supervisor as all front-line staff take their behavioral/performance cues from this position! Therefore, a Hospice “doing the Model” will recognize this fact and build its strength/quality around creating top-rung Clinical Managers supported by amazing structures that transform the job of management! [More Info>>](#)

## The CEO Retreat

### **October 12 - 13, 2021 - 10:01am - 6:01pm EST | FLAT ROCK, NC - THE MVI EXECUTIVE CONFERENCE CENTER**

**Updated specifically for the Medicare Advantage Carve-In.** This is truly an executive retreat that helps CEOs become “aware” of what the Outliers are doing...because you have to see it in order to build it! This is a pragmatic program which would benefit any Executive Level person. It is a humble and open program where, as a group, we can delve into the biggest frustrations and challenges we face as Hospice CEOs leading an organization. There is a deliberate concentration on the practices of the 90th percentile as they tend to make all work and management easier...which is of great relief for all in the organization! Perhaps you have found yourself on this “unexpected journey” of Hospice like myself...a movement where there is so much “meaning and purpose” that needs to be tapped into with intention...for ourselves first, and then spilling over onto those we have the privilege to work with. [More Info >>](#)



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# MVI Tough Training Schedule

## Designing an Extraordinary People Development System

NOV 2 - 3, 2021 • 10:01am - 6:01pm EST | FLAT ROCK, NC - THE MVI EXECUTIVE CONFERENCE CENTER

This entire workshop will focus on creating a world-class training system for your organization where the paradigm of the Hospice changes to that of a "teaching organization": first and foremost. In this fascinating program, we will explore the teaching practices of master-class teachers in-depth and how these practices translate to a Hospice organization. How to Teach Visit Structures and Phone Interactions will receive extreme emphasis. The workshop is directed toward anyone that either instructs or coordinates training at a Hospice program. People Development IS the center of your Hospice universe as the mission is only accomplished through people. [More Info>>](#)

TAKING **LOVE OF HOSPICE**  
TO THE NEXT LEVEL



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