

# MAKE 2022 YOUR BEST OPERATIONAL YEAR EVER!

**REBEL**  
HOSPICE

MVI



A **THRILLING** Publication



# FLASHPAGE

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

DEC 2021

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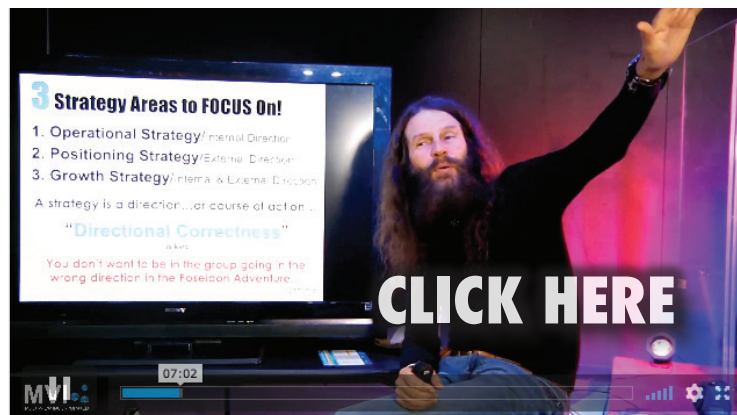
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HAPPY HOLIDAYS FROM MVI!

## Make 2022 the BEST Operational Year Ever!

2022 can be the BEST year your Hospice or Homecare organization has ever had...no question! No problemo! But it takes going in a pragmatic, reality-grounded direction!

Below is a link to the 1-Hour December 7th Webinar which succinctly goes over some recommendations that will help Executive Leaders get a transformative and pragmatic operational plan together! And it will work! How do we know? Because *quantification* informs us of the fact! The numbers are guides! And month by month, things get better! And the more effectively the "patterns" that have proven to be effective are employed, the more rapid and dramatic the results!



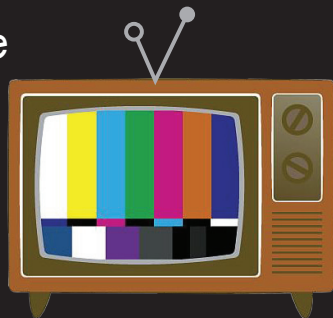
**“We Don’t have Enough Time...”**  
**to implement Best Known Practices... We have**  
**so many things we’re trying to do now...”**

This is the most common “type” of comment organizations use to explain why they can’t get great operational practices into place. But this type of thinking or comment, unbeknownst to them usually, is a flat-out giveaway, in flashing neon lights, that they are not efficient and are wasting time and resources. Best Known Practices ARE your competitive advantage. Understand...I am not trying to be critical or humble anyone or organization here. I don’t want anyone to feel bad as we all have been there if we have been leading an organization for some time. But it is a good thing to be candid. I’d like to be smooth, ivy-league and velvet eloquent, but I don’t know that language... I’m middle-class Iowa, and we just call the sky blue if it is blue and know to step out of the rain...usually...

*continued on next page*

## INPATIENT UNITS & THE MODEL

Tune  
In!



Andy at 10 - Gomer at 6  
Fonzie at 7 - Perry Mason at 8

Hospice Inpatient Unit financial losses are epidemic...and it is getting worse. This program will convey the best known practices to-date regarding the management of hospice IPU's so that they can be financially viable.

January 18, 2022 10:01 am -  
4:31 pm Virtual Webinar

**CLICK HERE**



**An organization that is efficient and is using Best Known Practices has TIME...** Organizations that don't, don't have time... It is really that simple. TIME is one of the things that is REDEEMED when organizations work smart and have the common sense. Core operations must be efficient...and efficiencies come from "how you actually do your work." Yes, OPERATIONS. With such efficiencies, there is time to think...to contemplate, to take surer steps... In addition, initiatives get done, often rapidly...whereas the sloppily run organization is SLOW, and changes are implemented at the speed of molasses at subzero temperatures running uphill... And the management "buzz" word/practice or program-of-the-month is started with great fanfare...only to fade quickly if a molehill is encountered or something else that is new and shiny comes along...

# Time is redeemed when organizations work smart...

Here is the point: FOCUS on operations, increase quality, and it will GIVE you TIME. You will never go wrong doing this. This is the prerequisite for Growth<sup>1</sup> and Positioning<sup>2</sup> strategies. Both of these are dependent upon the *quality* of the organization. High-quality, in this case, being defined perhaps as –

- 🔲 Going days and weeks without complaints/ service failures
- 🔲 Virtually all documentation to standard and defensible to Medicare
- 🔲 The need for few meetings (Many Hospices are in "Meeting Hell" as they are so frequent)
- 🔲 100% higher than median operational surpluses/profits
- 🔲 Less than 10% turnover
- 🔲 High CAHPS scores.

Yes, the *quantified facts* of your business, the numbers, tell the truth about your operations. You don't want to be delusional about the reality of your quality. Quality is what is needed in the Medicare Advantage world as bonuses are based on quality. Your numbers are your truth. It takes honesty and guts to look at them sometimes... It takes intelligence, guts and energy to seek out better practices than you currently have in place AND to follow-through and actually IMPLEMENT them. (*Growth, Positioning and Operational Strategy* are covered in the CEO Retreat as well as in the webinar, **The BEST Hospice Strategy NOW!** - which is on the MVI Website for easy access!)

## What Practices Andrew?

Let's look at a "few" just to get our minds in gear! As a CEO, I would expect each Department/Area to be actively seeking efficiencies/competitive advantage on a routine basis. This distributes the work and keeps everyone sharp!

### Clinical Operations

- 🔲 All Clinicians trained via *System7* in:
  - Perfect Visits with Perfect Documentation
  - Perfect TeleHospice/Phone Interactions
- 🔲 Accountability tied directly to Compensation every pay cycle
- 🔲 Accountability taught/modeled by Clinical Leaders to heighten "meaning & purpose" of Hospice work
- 🔲 Time Freed Up for Clinical Managers to Teach & Coach and mainly do Ride-Alongs
  - Remove Need to Monitor Documentation
  - Remove Need to Monitor Productivity
  - Remove Need for normal Annual Evaluations
  - Remove Need to Fire People

*These are done by "systems" and Indirect/Support Staff*

*continued on next page*

## Call Center/Triage

- ❏ Perfect Phone Interactions are designed to “Delight the Customer”
  - o Staff trained on all common scenarios
- ❏ Use of an Internal System for 100% follow-through/follow-ups and to avoid asking silly/repetitious questions we should already know
- ❏ Accountability tied directly to Compensation every pay cycle (this is done for all areas)

## Admissions

- ❏ Leader fits the Hiring Profile
- ❏ Have specialized Admissions teams
- ❏ Separate Admissions from regular Clinical Operations physically
- ❏ Do quick, non-comprehensive Admission visits and get the remaining assessment information later through normal clinical staff

## On-Call

- ❏ Through increased quality, 50-70% of normal On-Call activity disappears
- ❏ On-Call is expertly trained in Admissions
- ❏ On-Call becomes the “eyes & ears” of Compliance and is not attached to Clinical Teams
- ❏ On-Call helps with Documentation Review

## HR

- ❏ Website does most of the screening of candidates through 3 separate stages
- ❏ Hires according to a Hiring Profile based on the characteristics of top performers in each position of the org chart
- ❏ Self-Confidence is determined through the Compensation System
- ❏ HR does dismissals for Clinical Leaders (Non-Voluntary Separations) with ease because of the systematic documentation of non-standard performance

## Finance

- ❏ No Budgets for On-Going Operations/Uses Percentages of Net Patient Revenue (NPR%s)
- ❏ Use only 3 standard reports to manage operations
- ❏ Use Unit/Memo Accounts to fuse operational statistics to financials automatically and drastically reduce manual data entry
- ❏ Benchmarks on a national basis – Both Monthly and YTD – to help grow Professional Clinical Leaders especially
- ❏ Administration of the Compensation System
- ❏ Financials (out by the 3rd week) Accurate, timely and delivered, to “Delight the Customer”
- ❏ Managed Care Costing by diagnosis, referral sources, physician and team

## Compliance

- ❏ Audits Charts, using a statically sample by employee, and provides objective and *immediate feedback* to clinicians and Managers
- ❏ Perfect Sample Charts for the most anxiety-ridden diagnosis groups are created for teaching documentation Standards Education/People Development
- ❏ Teaches Standards using *System7* so that knowledge deficits are impossible
- ❏ Teach using Master Teaching practices

*continued on next page*

## Marketing/Sales

- Relationship marketing augmented with quality data resulting from Extraordinary People Development methods – Referral Sources are made aware of such methods
- Economic Impact Data obtained using MVI costing for facility/practice/health system negotiations/impressions such as diagnosis costs/savings

## IT

- Creates “exception reports” to do the identification of non-standard performance for Clinical Leaders to Monitor productivity for clinical operations
- Assists HR to develop Clinician Screening Modules

## Volunteer

- Volunteer Leadership is elevated to Executive Management
- Model Percentages of NPR are increased by 100% from 50th percentile
- Volunteer Coordinators are hired according to a specific skillset
- Compensation is primarily based on the number of Volunteer-Hours - and is unlimited

## Spiritual Care

- Augments and expands capacity through the teaching of spiritual care to volunteer groups and to help advocates get comfortable “reaching across the pew”

## Bereavement

- Uses EMDR, IADC, Hemi-Sync, SAM and other advanced methods and technologies to augment traditional cognitive counseling

These are just a “few” – but please don’t get overwhelmed! Most practices follow similar logic such as the use of compensation to do the bulk of Accountability and the use of **System7** to make sure everyone is trained well and knowledge deficits are eliminated! EACH practice will FREE UP TIME (and money of course) and GIVE you competitive advantage. Some practices will save departments MONTHS of time (i.e. No Budgets) and some will free up EONS of time and frustration for the entire organization (i.e. – Perfect Visits with Perfect Documentation). And the world doesn’t have to be changed overnight! One sustainable step at a time! (Ha! for each department!) And in a shorter than expected period of time, you will be FAR beyond where you are now! Knowing that with QUALITY, you will always win...and build great karma to boot!

*Serving from a place of Love for ALL Expressions of Life...*  
~ Andrew





# From the Ancient MVI Scrolls...

from cave #43, scroll 12

## Ancient Saying from the Prairie...

*(passed down over the generations around the sacred fire... However, at MVI we updated it so it would rhyme better!)*

Whoever you are...

Whatever you do...

Always paddle your own ~~canoe~~...

**BOAT**



# 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.

- 📖 [November 2021 - Managing on a Month to Month Basis - The Magic Formula is the FOCUS of these 2 areas - Where are a Homecare and Hospice Biggest Economic Opportunities - Universal Music Release - Tough Training Schedule 2022- Final](#)
- 📖 [October 2021 - New Benchmarking Version21 - Why Benchmark](#)
- 📖 [September 2021 Pre-save-Twisted-World-Universal-Music-Selling-Your-Culture-How-to-be-successful-in-this-world](#)
- 📖 [August 2021 – CEO2CEO – Retention of clinicians issues – Virtual Extraordinary Clinical Leader Program](#)
- 📖 [July 2021 - Part 2 Turnover - Why do people come to work at a hospice - how do we take care of people - How do we take care of our people](#)
- 📖 [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 Clini-](#)
- 📖 [December 2020 – DOWNLOAD Perfect Visit Step Modules & Videos for Your Relias or other LMS – Life-Chang- ing PDFs on the MVI Website – NEW 2021 Tough Training Dates](#)
- 📖 [November 2020 - Medicare Advantage Power Point: The Emphasis on Quality - Becoming a Teaching Organiza- tion 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!](#)



Balancing Purpose and Profit...

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[\*\*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 Re-sults! – June 23 @ 1pm – Register Now\*\*](#)
- 
[\*\*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!\*\*](#)



# 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>>](#)

## Inpatient Units & The Model

### **Jan 18th • 10:01am - 6:01pm EST | VIRTUAL**

Hospice Inpatient Unit financial losses are epidemic...and it is getting worse. This program will convey the best known practices to-date regarding the management of Hospice IPU's so that they can be financially viable based on our work with 140+ IPU's. This program also has direct application to Continuous Care programs. Bring a laptop with Microsoft Excel, the reports you currently use to manage your IPU, Medicare rates (GIP, Routine, CC), average hourly rate by discipline and cost information regarding your Hospice's current IPU operations. This is a 1 day program. [More Info>>](#)

## Compensation & The Model

### **Feb 8th • 10:01am - 6:01pm EST | VIRTUAL**

Compensation is the most POWERFUL STRUCTURAL tool a Manager has to create a happy and productive work atmosphere with ultra-strong Accountability. This workshop is for the most forward-thinking Hospices. 100% of Hospices that operate in the 90th percentile have great compensation systems. Yes, 100%! A Hospice's most dramatic advances in quality and profits will come from movements of Talent and the compensation of that Talent. A great compensation system makes management VASTLY easier. Compensation systems also directly impact an organization's People Attraction and Retention system. Talent must be retained over the long-term as the turnover of Talent is the biggest destroyer of quality. A great compensation system is a key! Get rid of the "poverty mindset" regarding how you reward staff! Why not pay better than the hospital or other healthcare entities? In Hospice, compensation is your LARGEST cost, so why not adapt your compensation system creatively to get the performance and behaviors you need? Compensation is the fastest way out of financial troubles, as well as one of the most effective structural means to create a healthy Hospice culture. In this program, participants will learn to use compensation as a tool to foster the behaviors and results desired at a Hospice. Bring a laptop with Microsoft Excel, a clinical team's compensation information as well as compensation information for an Indirect area. This information will not be shared with the group but will be used by the participant to work out a system that can be emulated and utilized upon return to his or her respective organization. Compensation was the beginning of MVI. It is where we started as a company. MVI only holds the Compensation & the Model Workshop annually. This is a 1 day program. NASBA Approved:

[More Info>>](#)



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# MVI Tough Training Schedule

## The Extraordinary Clinical Leader

**March 29 & 30 • 8:31am - 5:01pm 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 be-havioral/performance cues from this position! Therefore, a Hospice "doing the Model" will recognize this fact and build its strength/qual-ity around creating top-rung Clinical Managers supported by amazing structures that transform the job of management! [More Info>>](#)

## The CFO Program

**June 1 & 2 • 8:31am - 5:01pm EST | THE MVI EXECUTIVE CONFERENCE CENTER**

**Updated specifically for the Medicare Advantage Carve-In.** The CFO Training Program has proven to be an EFFECTIVE advancement system for CFOs. The CFO is armed with some of the most persuasive information in the organization, the quantified facts of the business...data! The underlying reality is that the economic model MUST work. To be effective, the CFO must accurately quantify the current state of the organization, interpret the situation with predictive insight, formulate strategies, and influence others to execute positive action. The EVIDENCE of an effective CFO is in the numbers! An effective CFO can help a Hospice be radically successful. A poor CFO can help a Hospice out of business. Participants undergo a sequence of testing, training, and retesting until the subject matter is mastered. Participants will have 6 opportunities to score 100% in order to pass the 300 question exam which includes Hospice scenarios, best practices, and measurements over the 2½ days. [More Info>>](#)

## Designing an Extraordinary People Development System

**August 16-17 • 8:31am - 5:01pm EST | 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>>](#)

## The CEO Retreat

**Oct 18-19 • 8:31am - 5:01pm 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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