

# FLASHPAGE

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

OCTOBER 2020

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## Understanding the Nature of Best Known Practices & Human Behavior

To truly derive the benefit from being exposed to Best Known Practices, it is important to become aware of typical human behavior when innovations are presented, especially from external/non-resident sources.

Virtually all Best Known Practices pass through 3 stages:

1. **Ridicule** - The idea is mocked and discounted or not taken seriously.
2. **Contempt** – The idea is openly attacked as long-held beliefs are challenged.
3. **Acceptance** – The idea is accepted as routine and “the norm” as its value is “self-evident.”

If one reviews the discovery of penicillin, the benefits of hand washing or the idea that the world is not flat, you would find that they all passed through these stages. Rather than dismissing new ideas, perhaps a more considered opinion could be achieved from a state of Humility and a spirit of openness... as the new idea may hold the potential to enhance your respective organization enormously.

MVI does not like the phrase “Best Practice” as it is somewhat arrogant. We favor “Best Known Practice” with no assumption that it is the “ultimate” or “final” discovery of an improvement in an organizational context.

Most Best Known Practices are not common or are widely adopted. Otherwise they would not be called “best” as this is a comparative determination. These ways of operating tend to be “Outlier” practices that differ with the majority. Therefore, by definition, “Best Known Practices” will tend to pass through these stages despite our best efforts in nearly all settings. Perhaps we can mediate these phases via self-awareness.

## Designing an Extraordinary People Development System Dec 7<sup>th</sup>

10:01am-6:01pm (Eastern)

**ALL Quality comes from the Quality of your People!**

*This is perhaps the most  
**TRANSFORMATIONAL**  
of all MVI programs!*

# Why do people often have a hard time implementing Model Practices?

These are not uncommon to virtually all Best Known Practices from use of penicillin to the idea that the earth is not flat or that washing hands decreases infections... All revolutionary ideas...

- 1. Unfamiliarity** – Humans gravitate to the familiar and comfortable. We are habit-creatures...and new habits or thinking takes effort, and often courage.
- 2. Lack of Confidence/Belief in the Practices** – Implementers lack the experience of seeing the practice work and the results. MVI is not theory-based or academic...but pragmatic – “what has worked”... We have direct or observed experience which gives us incredible confidence in the practices espoused. Adopters often must trust until they gain the first-hand experience and see the results in CAHPS scores, in turnover %, and the financials.
- 3. For CEOs, Fear of Public Humiliation** – This is one of the greatest fears of humans. Being an Outlier takes guts... People are not usually treated well when they deviate from the Herd...even if they do well!

**The Nature of Best Known Practices is a topic CEOs should know well as the CEO is the driver of change... It is both an Emotional as well as an Intellectual understanding.**



Balancing Purpose and Profit...

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# Intelligence can be Defined as Pattern Recognition

Intelligence can be defined as “Pattern Recognition.” Observance of Nature indicates that Life on this planet is patterns. Spring follows Winter and Fall follows Summer. It rains, then it stops raining. The Sun rises in the East and sets in the West. Protoplasm and chlorophyll live, grow and die. Pattern Recognition has survival and profit value, therefore it is practical. These patterns occur at different rates of speed. Slow or ultra-fast patterns are difficult to recognize. Therefore, what appears to be random is most likely a slow moving pattern. i.e. – an enormous meteor striking the planet. The ability to predict the future allows for planning and preparation. Pattern Recognition can be applied to an individual or organization or group. Intelligence would perhaps be inclined to recognize that it takes less energy to “flow with” the patterns of life rather than “resist” them.

## Best Known Practice can be Defined as Patterns

Best Known Practices can be defined as patterns. They are ways or methods of operating a human organization based on the recognized patterns of human behavior. Best Known indicates that the “best” way or method is not known as it appears that all topics are infinite and are evolving... It seems that newer order patterns are always replacing older order patterns...and that the newer order patterns are often upon us before we have the consciousness to recognize them.

**A practice pattern is something that can normally be mimicked or imitated to create or produce a similar result.**

To advance our respective organizations, it is largely a question of replacing current patterns of operations with superior patterns. These patterns start mentally or in the realm of consciousness and then translate or manifest in the external material environment. Much of MVI’s work is in the identification<sup>1</sup> and systemization<sup>2</sup> of these practices for our clients. And then we bring awareness of the patterns.

The 3 Stages of Best Known Practices will normally occur as we seem to naturally resist the unknown and unfamiliar due to fear of pain or discomfort on a personal level. The idea of public humiliation, if things go badly, is one of the most powerful obstacles to the adoption of Best Known patterns. Therefore, Courage is needed after the Intelligence of recognition of a superior pattern takes place. The adoption of Best Known Practices, which are by definition only utilized by a minority of a peer group, only come from new patterns of thinking. Human behavior is, to a large extent, dictated by thoughts, ideas and beliefs. The upgrading of an organization will come from the upgrading of the thinking of the people within the organization.

Even though a Best Known Practice or upgraded thought pattern can start with and come from any person in an organization, the pattern is most effectively implemented by the CEO.

*Serving from a place of Love for All Expressions of Life,  
~ Andrew, CEO & Chief Teaching Officer*



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# The Outlier

By being highly profitable and going “extended periods of time” or “thousands of visits” between a single service failure or complaint will, by definition, put you in the minority and make you an Outlier. It is emotional. It will cause you to FEEL some degree of isolation. Traveling with the minority is a fairly lonely road. However, it is an exciting one as well!

I had to come to grips long ago with the reality that most of the practices that MVI identifies and provides will be ignored and will only be implemented by a few organizations. Some MVI practices are almost universal at this point in time such as Pass-Throughs, the methods of treating Pass-Throughs, Crisis Care, the use of NPR, the fundamental presentation of Hospice financial statements, etc. However, the vast majority of our recommended practices are “interesting reading” and are only seriously considered when crisis looms.

## The 90<sup>th</sup> Percentile

We are **NOT** very interested in what the majority (the huddled masses) are doing. You can call up the hospice next door and find this type of practice information. To become highly profitable, you will have to become an “outlier” and do things that typical hospices are ignorant of or are afraid of doing. It is a lonely but highly satisfying road.

**Don't focus on the mediocre majority.**



# Benchmarking

There are three primary purposes of benchmarking.

- Management – The Precise Direction of Energy<sup>1</sup> and Resources<sup>2</sup>
- Identification of Best Practice/Innovation
- Accountability – The Creation of a Meaningful and Powerful Culture

**Management** – It is impossible for any Manager to have any legitimate claim of being a professional in any given field without knowledge of the *norms of quality and cost*. All Managers are hired to manage resources and direct them to the purposes of the organization. Knowledge of the *norms of quality and cost* (as well as the extremities) comes from a national perspective of the industry at large. This Association seeks integrative management, where community/national resources are not wasted due to ineffective operations. It is known that the best managed organizations, including Hospices, are fervent adherers to benchmarking, as the absence of external references often leads to

complacent and, sometimes, delusional management.

*So what if you are hitting your own marks in a vacuum! ~ Jack Welsh*

**Identification of Best Known Practice/Innovation** – Benchmarking provides “indications of Best Practice” or innovation. Without such, the determination to examine a practice is quite subjective.

**Accountability** – Benchmarking provides an enormous degree of Accountability, as the external reference provides a basis of comparison, which can alert an organization or group of problems or non-Standard performance. This Accountability supports organizational and group integrity. It also helps to cull the worst-managed organizations from of the group, as they are often the most resistant to benchmarking, due to a deluge of human factors such as embarrassment, pride and other ego-related positions.



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# Managing Well

*Elevating Public Trust via Integrous Management of Community/National Resources*

The image of many Hospice organizations is that of kind and caring people who are less concerned about management and holding people accountable. *It would be helpful to change this perception.* Public trust in Hospice has diminished over the years and Hospice has had its share of high-profile stories in the media which have added to this perception. We want to demonstrate true stewardship of community/national resources, and not have members ask the community, unnecessarily, to bail out poor or even average managed Hospices. We do not want our members to justify poor management under the guise of “compassion” and “high quality.” We want to manage-well out of respect for our communities, as well as to simply pay talented staff well. This leads us to the impetus to improve our management practices. We believe if we are to “lead the field,” we must promote Integrous management and the highest ideals of the Hospice mission. Hospice is “Managed Care with a Soul” – and the persuasive evidence will always come from benchmarking of the *norms of quality and cost*, as all human history tends to follow an economic path.

*Serving from a place of Love for All Expressions of Life,  
~ Andrew, CEO & Chief Teaching Officer*

## Virtual Tough Training: The CFO Program

**November 16th 2020 10:01 to 6:00 EST**

MVI has re-worked *The CFO Program* to be a single-day event, covering the most important and transformational practices a CFO can employ. Many of these practices are life-changing as a CFO learns how to redeem MASSIVE amounts of time. In addition, the CFO learns how to elegantly serve Clinical Leaders to help them be successful.

The **CFO 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. We have reduced the cost of this program to \$1,750 like other MVI Tough Virtual Training events. There is an Early Bird discount option of \$250 for folks registering 2-weeks before the event (differing from the normal 30-day. Of course, we always try to be accommodating and never want finances to prevent participation...as the utilization of Best Known Practices will cure financial difficulties. So call if you want to participate but have issues. Group or multiple-person discounts are available as well.

**NASBA approved: 8 CPE hours.**

**Please register on the MVI website, email or call us!**



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# Virtual Tough Training: Designing an *Extraordinary* People Development System

**December 7, 2020 – 10:01 to 6:00 EST**

*What is the best way of developing your people?*

ALL QUALITY COMES FROM THE QUALITY OF YOUR PEOPLE SYSTEMS...

Therefore, why wouldn't an organization avail itself to the best known ways of doing it in Hospice?

MVI only holds *People Development & the Model* once a year. This program is high, high value as it puts laser-beam focus on **Quality**, as all quality comes from the quality of an organization's People Systems. Quality is essential in the new reality of the Medicare Advantage Carve-In. So why not find out what some of the best Hospices in our Movement are doing and imitate! There have been MASSIVE improvements in this area over the last few years, which is really exciting!

We will be covering the 4 main processes that merit intense FOCUS:

- Talent Attraction Processes
- Talent Selection Processes
- Talent Development Processes
- Talent Retention Processes

*Master Class Teaching Techniques* will be shared as a World-Class Hospice is a teaching organization, first and foremost. These methods are not only used by your designated formal Teachers, but are also used by front-line clinicians to empower families and caregivers to provide care in our absence.

*What is the payoff?*

- Perfect Visits with Perfect Documentation
  - Surge CAHPS Scores
  - Bullet-Proof Documentation
  - Less Indirect Staff Needed has QUALITY INCREASES
  - Fantastic Financials (12-22% and higher!)
- Increasing Volunteer Percentages (20-40%)
- Attraction of Top Talent
- Retention of Top Talent (Turnover 5-10%)

## WHO WOULD BENEFIT?

Executive Management, HR, Education/Training personnel, Clinical Leaders, and of course, the CEO (the Chief Teaching Officer) if possible!

**Please register on the MVI website, email or call us!  
This will be REVOLUTIONARY!**



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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.

-  [September 2020](#) - We Don't Have Enough Time to implement Best Known Practices - We have so many things we're trying to do now'.
-  [August 2020](#) - Hospice Groups for Medicare Advantage and Other Purposes – Client Testimonial from Northern Illinois Hospice
-  [July 2020](#) - **Hospice Turnover**-Your work is far too important for poor performance - Compensation is Part of the People Attraction and Retention Process - 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
-  [May 2020](#) - Hindsight is 20-20 - Benchmarking System Vendor Updates - Dramatically Raise your ROI with MagicLight! - MVI Webinar How Hospices have Decreased Turnover.
-  [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! Tuesday 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% 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



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**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
  
- 
**January 2019** - One Hospice Finds the Key to Teaching the Feeling - MVI Tough Training Schedule - Download the 3 Latest MP3's
  
- 
**December 2018** - 2019! Our Great Opportunity! - 2019 Dates for all MVI Tough Training Workshops - If you are looking to supercharge your organization's growth & maximize potential, give us a call to discuss our Magic! service line
  
- 
**November 2018** - A New MVI Box for clients containing some truly transformational materials - 2019 Dates added for all MVI Tough Training Workshops - If you are looking to supercharge your organization's growth & maximize potential, give us a call to discuss our Magic! service line
  
- 
**September 2018** - Revolutionizing Bereavement: Why not use the latest technologies and methods? - 3 Core MVI Audio Messages for your organization's People Development - Andrew's single Cure My Mind is charting & he will be opening for Sarah McLachlan!
  
- 
**August 2018** - System7: A deeper dive into the MVI teaching method - New dates have been added for MVI's 2019 Tough Training programs
  
- 
**July 2018** - The Cure For Nearly All Quality & Financial Woes - MVI Boxes! We Learned a Few Things!
  
- 
**June 2018** - New MVI Binders & Cool Products are on their way to Network Clients - Andrew's "If All The World Were Right" is still #1 On The Us Indie Radio Chart and #32 in the Billboard Mainstream Top 40!



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# 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 CFO Virtual Program

### **November 16-17 | FLAT ROCK, NC - VIRTUAL WEB CONFERENCE**

**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>>](#)

## People Development & The Model Virtual Workshop

### **December 7, 2020 • 10:01am - 6:01pm EST | VIRTUAL WEB CONFERENCE**

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>>](#)

## Inpatient Units & The Model Training

### **2021 DATES TBA | FLAT ROCK, NC - THE MVI EXECUTIVE CONFERENCE CENTER**

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>>](#)



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# MVI Tough Training Schedule

## The Extraordinary Clinical Manager Virtual Tough Training

### 2021 DATES TBA | VIRTUAL WEB CONFERENCE

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>>](#)

## Compensation & The Model Training

### 2021 DATES TBA | FLAT ROCK, NC - THE MVI EXECUTIVE CONFERENCE CENTER

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>>](#)

## The CEO Retreat

### 2021 DATES TBA | 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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