

MMMM, SUPER HOSPICE YOU WILL HAVE

- Nancy "Yoda" Mueller



Feb.
2022
15¢



A **THRILLING** Publication

FLASHPAGE

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

FEB 2022

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NEW VIRTUAL TRAINING OPTION for Individual Hospices!!!

Upon request, Andrew will conduct Virtual trainings for INDIVIDUAL Hospices! During these times, we must be flexible and provide OPTIONS and give our BESTEST through EMPOWERED Clinicians!!!

We will cover ALL topics of interest by the Hospice with fluid and open exchange between your team and Andrew.

Contact MVI if this is your cup of tea!



[CLICK HERE](#)

The Clinical Manager's Toolbox!!!

1-Hour Video That Will Really Help!

I hope everyone is SUPER FANTASTICO and realizes that the BEST days of Hospice & Homecare are NOW! And NOT in the Good ol' Days! And that it is a choice! The point is, that practices and ways of doing things evolve...and if we are growing people, we are naturally evolving too! Or should be! Ha!

If you having been working with MVI for a while (and we realize that we have a good number of new clients), you know that **70%** of the **morale**¹, **retention**² and **development**³ of front-line clinicians comes DIRECTLY from the relationship with the Clinical Leader. Therefore, extreme FOCUS must be on this KEY position...making sure they have "Conditions for Success."

The ONLY KNOWN PATH to the highest levels of quality, and the naturally resulting impressive economics, will come from creating and retaining ROCK STAR Clinical Leaders.

THE CLINICAL MANAGER'S TOOLBOX WEBINAR



Below is a link to the 1-hour webinar presented by Super Talent, Nancy Mueller, where she covers 3 key areas that should be in a TOP Clinical Leader's Toolbox! It is GREAT presentation! And she makes it easy to see WHY a smart cookie would use these practices!

CLICK HERE!

<https://www.multiviewinc.com/video/the-clinical-managers-toolbox-webinar/>

Kent Brooks Receives New York Hospice Award!



MVI Magic Implementer Extraordinaire, Kent Brooks, has done some MAGIC in his Hospice career! Turning around multiple Hospices, as much as 35% changes! -26% losses to double digit profitability – all through increasing QUALITY by implementing Best Known Practices! In recognition of these extraordinary achievements, Kent recently received the **Carol Selinski Award**. This is an award presented to one person annually who the *Hospice & Palliative Care Association of New York State (HPCANYS)* feels has made a significant contribution to Hospice and Palliative Care in the state of New York. *“To say the least, I feel humbled and really not worthy compared to other recipients from the past,”* Kent softly spoke in his easy-going and genuine demeanor.

We are PROUD of you Kent!!!



Kent Brooks pictured addressing the audience at the Annual Meeting of HPCANYS Hospice & Palliative Care Association of New York State



How Much is Enough?

How much money is enough? I think that this is a very good question. For many people, there is never enough. This perhaps comes from fears and the need for control. For many, happiness is wrapped around the idea of money. At some point, it would be good to reconcile money and its place in our lives.

Many of our opinions about money have to do with our experience with money. Part of our money story, of course, is genetic – again linked to the natural survival instinct, but a large part has to do with our experience with money thus far in our lives.

Money has gone beyond its literal function as a way of providing our essential needs to becoming a need in itself. Money in a professional sense, marks our place in the world. Why does this matter? It seems that people work harder and are earning more than ever. Yet, many people are not very happy and continue to be driven, restless and unsatisfied. In our “culture of success,” money is the marker of who we are and where we stand in it. Money has powerful symbolic meaning. The fact is that nearly all of us are deeply impacted by social and cultural trends. It is easy to live comparative and derivative lives without realizing it.

When people work a great deal, FEELINGS of success and happiness are heavily dependent upon what happens in the workplace. Have you ever questioned why you may work 40, 50 or 80+ hours a week? Are we seeking happiness? We become what we do, in a very real sense. What a person spends their time “doing” is what they are in a certain sense. It is a very deep thing, given that we all, in a modern society, have a choice of what we do with our time. The difference between “doing” and “being” becomes very blurred. If you think about it, our lives radiate from us and don't just happen to us. I think it's hard sometimes to get our heads around this idea given that we think that it is the “doing” that makes things happen. But the “doing” wouldn't happen without us “being” first.

There are a lot of people that don't do much else but work. Work is their life. For all the buzz about “work/life balance,” there isn't much. People who work most of their waking hours, with extra time built into the day for exercise, eating, and travel (to and from) aren't doing much else. Most carefully calculate time for work, immediate family, exercise, keeping up with social technologies and perhaps monitoring the investment portfolio, while visiting extended family, being an active neighbor, volunteering time, and religious/spiritual activities recede in importance. Time and energy are your scarcest resources. Work is often the central organizing factor in our lives, which all things revolve around. Success can be a trap, and the bigger the success, the bigger the trap. The opportunity to earn big money often comes with severe life-choice limitations.

Serving from a place of Love for ALL Expressions of Life...

~ Andrew



MVI FastFacts!

- 25 years in business! And has never increased rates on any Network or Benchmarking client for core services
(We keep costs LOW by spreading our costs through sheer client volume - just like managed-care would do.)
- Has served over 1,300 Hospices and Homecare Organizations *(primarily in the United States)*
- Customer Service! Has gone as long as 4 ½ years without a single phone call not being answered within 3-rings
(2 years is 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)
- Has no dedicated Indirect or corporate positions like CEO, CFO, HR, IT, etc.
(all administrative functions are distributed/integrated with Front-Line work)
- Staff create their own position titles to help each shape their self-perception
- There are no job descriptions as they are not needed
- People promote themselves and set their own pay...without limits regarding the amount
- “Simple and Elegant” operational processes and standards are used
- All “leaders” are working leaders... “Leading from the Front” serving clients, Modeling the behavior/performance we need as “you get the behavior and performance you model and reward”
- 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
- Cultivates an “enlightened culture” for spiritually-oriented people that want “conditions for success” for personal and professional growth and ultimately, Self-Realization!

From the Ancient MVI Scrolls...

from cave #24, scroll 17

(We recently unearthed this ancient advertisement, on faded parchment...)

AT ACME HEALTHCARE CONSULTING
WE **LOVE** PYRAMID SCHEMES!

(especially when we're on the top!)



- IT WAS GOOD ENOUGH
FOR THE EGYPTIANS!

Embarrassing
Mustard Stain

MEMBERS ONLY JACKET
...a clear give-away of elitism!

MVI Agent with
"Pyramid Blaster"
pat. pending



DON'T WAIT THOUSANDS OF YEARS
CONTACT US NOW!
ACME HEALTHCARE CONSULTANTS

PHILOSOPHICAL NOTE:

At MVI, we don't really believe in competition, but we do believe in good clean fun!

HOSPICE & HOME HEALTH OPERATIONS CERTIFICATION

THE WORKSHOP

Home health and hospice industry experts lead our two-and-a-half-day workshops. We developed a practical framework to support your agencies' mission and purpose.

Our hands-on, skill-based certification workshops will focus on building the skills and knowledge you need for operational excellence and patient-centered care.

Workshop topics include:

Fiscal management

Running an efficient agency is hard. Every decision has an impact on other parts of your business. Whether its staffing ratios, referral management, payor mix, supply management or one of the many other budgetary factors, our workshop will focus on connecting these financial pieces so you can run a balanced agency.

Employee engagement & turnover reduction

Appropriate staffing is an essential part of running a successful agency. Turnover is not only expensive but a detriment to your agency's culture and the continuity of patient care. Employee engagement starts in the recruiting stage and never ends. This workshop covers how to set up your employment processes to support and retain your most valuable asset, your employees!

Leadership skills development

Great leaders set an agency up for operational excellence, satisfied patients, and engaged employees. This workshop will hone the skills required to engage employees and create a culture that attracts quality candidates. We cover principles of leadership, how to create a synergistic team environment, effective communication, meeting management, and many other critical leadership skills.

Agency growth, marketing, & business development strategies

From developing strategic partnerships to leveraging healthcare innovation models, we review several tactics and strategies to help you uncover hidden opportunities in your market.

Compliance & quality improvement

Compliance and quality improvement are essential aspects of running a successful agency. The workshop will increase your knowledge on compliance topics and help you develop and maintain a stand-out quality improvement program.

CERTIFICATION BENEFITS

- Improve operational efficiency
- Enhance clinical excellence
- Establish credibility with referral sources
- Advance professional development
- Increase employee retention
- Earn valuable credentials

CREDENTIALS

- CHPO (Certified Hospice Professional Operator)
- CHHO (Certified Home Health Professional Operator)



TRAINING LOCATION

San Diego, CA

Hospice: Feb 15-17, 2022

Home Health: March 29-31, 2022



Arlington/DC Metro

Hospice: May 10-12, 2022

Home Health: June 21-23, 2022



619-800-7255



CFE.CHAPINC.ORG



CFE@CHAPINC.ORG

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EXTRAORDINARY CLINICAL LEADER PROGRAM



MVI
MULTI-VIEW INCORPORATED
Serving Homecare & Hospice

The **Clinical Leader** is a **REPLICATOR!**

70%

of your Hospice or Homecare organization's
success lies in **THIS** key position!



Andrew Reed,
CPA/System Analyst

MVI CONFERENCE CENTER
Hendersonville, NC

April 26 & 27, 2022



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THE NOT-SO-BIG-HOSPICE SURVIVAL GUIDE

How to Thrive in a World of Giants

WHEN

East Coast: May 17-18 at the MVI Conference Center
West Coast: Sept. 13-14 (San Diego, CA)

Learn

- How to Raise CAHPS
- How to create long-term sustainability (profitability)
- How to Grow, Grow, Grow!



FACULTY
Nancy Mueller
and Bill Taylor CPA



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.

- 📖 [January 2022 - Hospices Grow Census w/Covid - Why Not Pay People Well?-CHAP Operations Certifications](#)
- 📖 [December 2021 - Make 2022 the Best Operational Year Ever - We Don't Have Enough Time - What Practices Andrew](#)
- 📖 [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](#)
- 📖 [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-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!](#)

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[**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 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**](#)

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>>](#)

NEW! Virtual Training Program OPTION for Individual Hospices!

Scheduled by Individual Hospices or Hospice Groups

Choose YOUR TOPICS! Upon request, Andrew will conduct Virtual trainings for individual or specific Hospice groups! During these times, we must be flexible and provide OPTIONS to EMPOWER Hospice Leaders and Clinicians with Best Known Practices (Patterns)! We will cover ALL topics of interest by the Hospice or group with fluid and open exchange between your team and Andrew. [More Info>>](#)

Compensation & The Model

Feb 22nd • 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>>](#)



Balancing Purpose and Profit...

Multi-View Incorporated P.O. Box 2327 Hendersonville, NC 28793

P: 828.698.5885 ■ Fax: 828.698.5884 ■ Email: mvi@multiviewinc.com

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www.multiviewinc.com

MVI Tough Training Schedule

The Extraordinary Clinical Leader

April 26 & 27 • 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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