Best Practices for Growth Webinar #5: Planning for Growth

PACE2.0

July 12, 2022
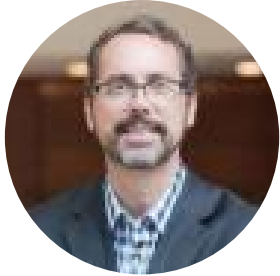
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Welcome!

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Welcome!

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Raise hands and chat function

To raise your hand

- In the desktop application click on the "Participant" tab and then click on "Raise hand"
- in the Mobile application click on the "More" tab and then click on "Raise hand"

To use the chat function

- In the desktop application click on the "Chat" tab and type your message in the bottom right corner and press send; make sure you are sending to everyone
- In the mobile application, tap the screen to bring up the controls bar, tap on "Participants" at the bottom of the list, click on "Chat," type your message, and press send

Participants
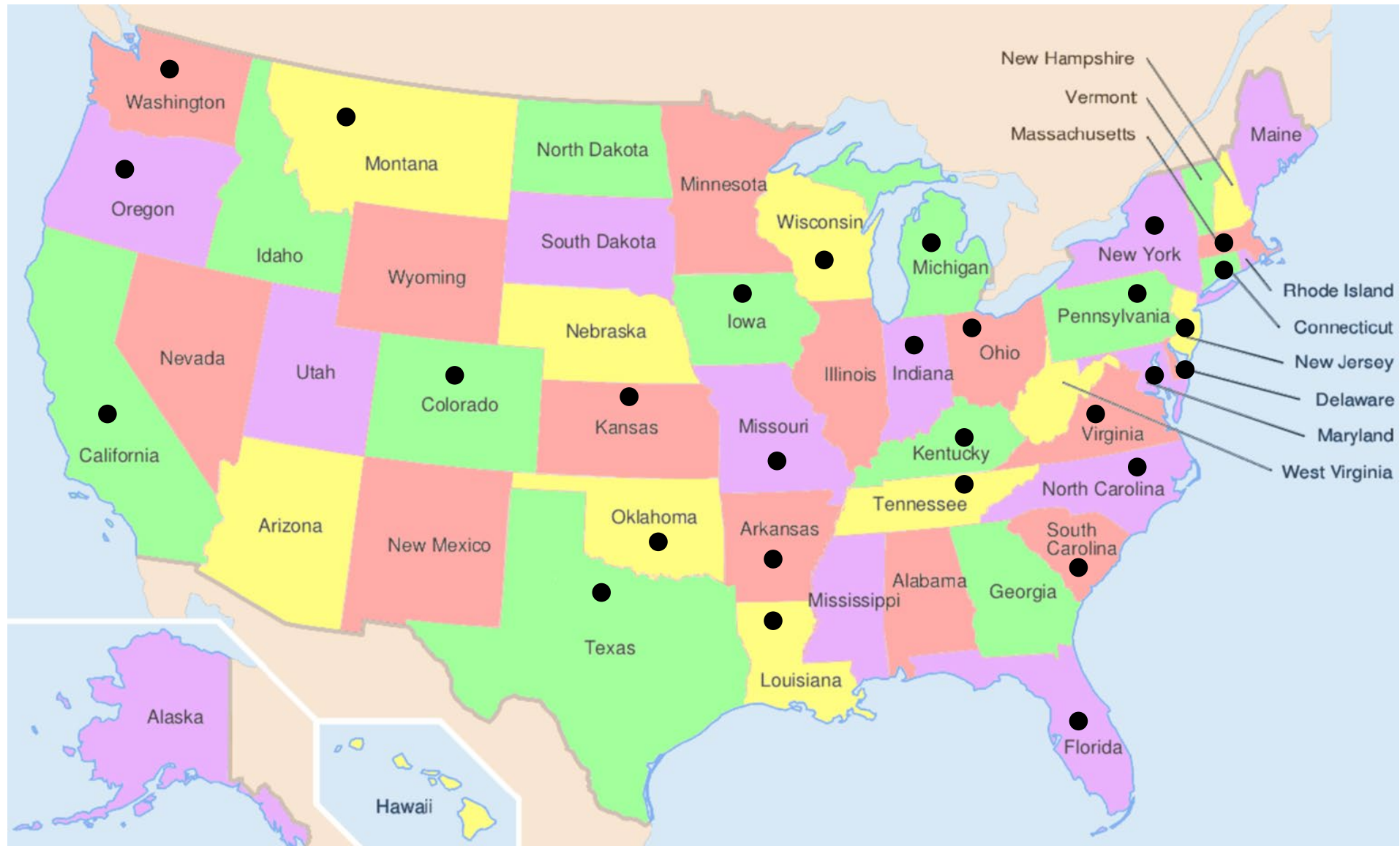
Agenda

- Welcome (5)
- Why Plan (5)
- Case Study: PACE Southeast Michigan (35)
- Capacity Factors (10)
- Breakout Rooms (15)
- Discussion (10)

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Learning objectives

- Understand the impact capacity has on growth

- Identify requirements in planning for growth

- Develop your growth planning next steps

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Why Plan?

Quality

Lead Time

Engage Others

Access

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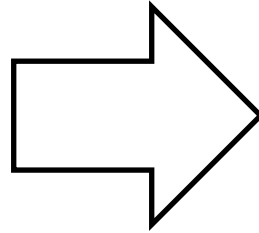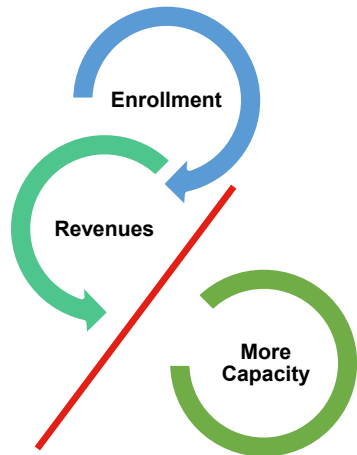
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PACE Growth Mindset

If they come, we'll Build it!

Incremental Growth

If we Build it, they'll come

Exponential Growth

Enrollment

Referrals

Disenrollments
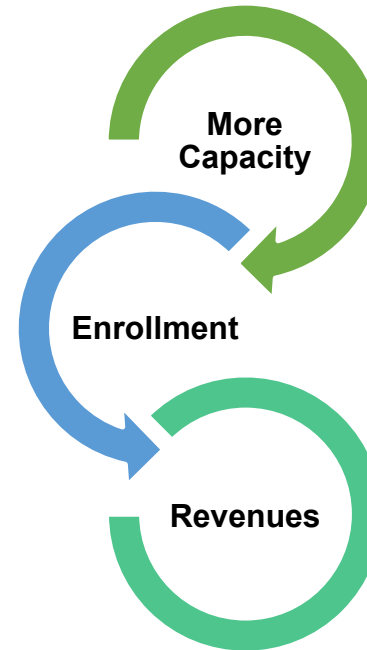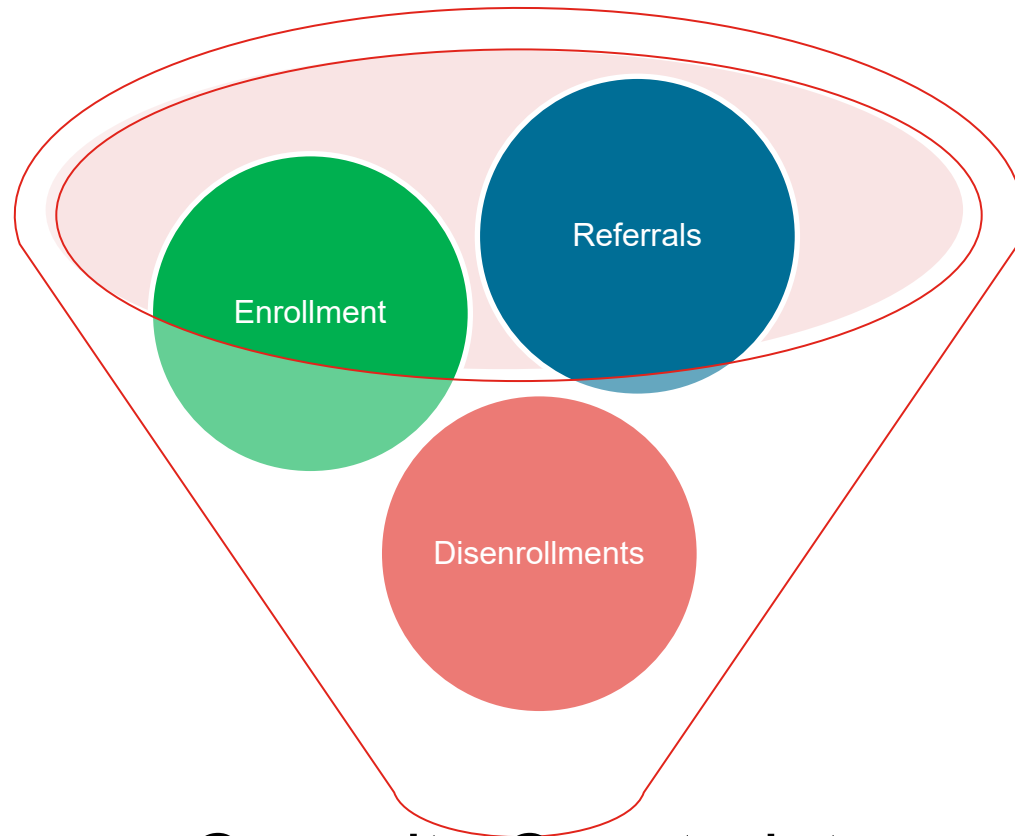
Capacity Constraint

Growth

Case Study PACE Southeast Michigan

Mary Naber - CEO
PACE Southeast Michigan

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Background –

- Center for Senior Independence (CSI) established in 1994 by Henry Ford Health System (HFHS) (CMS pilot)
- 2012 – CSI established as 501C3 Joint Venture with Presbyterian Villages of Michigan & HFHS.
- October 1, 2014 – Board directive: Grow the company.

Assess the organization

- SWOT – (establish financial soundness)
- Feasibility Study
- Create a growth plan
- Obtain Board Approval

PACE Southeast Michigan Growth Plans

Long Term Plan (2016)

Feasibility Study for Region

Determine # of centers & locations

Establish space, caps & time lines

Share plans with key stakeholders - State, Board, Leaders, Teams

Locate building
Center Design
Lease/Buy
Project Mgt.
CMS/State application processes

Inspire – Mission, Vision, Values

Prepare the Culture for Change

Ready the Leaders

Ready the Teams

Focus on the Culture
Mission
Vision   Values
Leadership

Brand Awareness
Advocacy – State & CMS
Enrollment Philosophy
Set the Aim

Establish Goals/Measures of Success
Balanced Scorecard

Staffing/Talent
Clinical/Operations
Systems/Technology/Processes
Training
Regulations/Audit

Going forward

- ➢ 10 Centers by 2025.
- ➢ Serve over 3200 at full capacity.
- ➢ Continually improve systems, processes to meet growth demands
- ➢ Staffing shortages.
- ➢ Explore IE-SNP for Medicare only.

Capacity Factors

- Staff

- Space

- Systems e.g.
    - Electronic Medical Records
    - Transportation Scheduling

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Poll

Which area of capacity building is currently your organization's greatest challenge?

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Making a Plan

- Assessing Capacity
  - Efficiency
  - Sufficiency

- Forecasting growth

- Estimating lead times
  - Hiring
  - Building and gaining approval for space
  - Developing, installing and training for new systems

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Poll

On average how long does it take to fill positions (home care, social work, marketing, transportation)?

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Build or Buy

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Examples of PACE Planning Ideas

- Reduce paper files to increase efficiency

- Review policies and procedures to reflect growth in census – are they sustainable and efficient?

- Identify needed positions and hire ahead of time; share plan at all-staff, department and individual meetings

Let's Chat!

To use the chat feature, click on the "Chat" tab and type your message in the bottom right corner and press send; make sure you are sending to everyone.

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Breakout Session Topics

- What growth strategies has your PACE organization already tried?

- What growth strategies are you planning to try?

Please designate one person from your breakout group to report back to the main group.

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Discussion