MCTAC/CTAC Business Best Practices and Management Webinar Series
FAQ Resource

Key Operational Functions/ Executive Leadership Webinar

Question	Presenter Answer
I am looking for suggestions / support to focus on an updated business plan and workflow in a rapidly changing and growing organization?	**Response:** There are many formats and templates for a Business Plan and most can be found on-line. Some are short and some are long. A decision is based on your needs and the target audience. Regardless of format, key elements are: the Executive Summary, the Needs Assessment, the Funding and Marketing Plan, and the budget. The Plan should also reflect the agency Mission, Vision, and Culture.
I am opening a community space and am in the process of creating a non-profit organization that will be responsible for putting in all of the programming. What would you say is most important to put in place for non-profits that are just starting out?	**Response:** Establish your Mission, Vision, and Culture. Identify your leadership team and set up lines of communication between members. Establish routines – supervision, oversight, reporting expectations, etc. Determine the data you will need to move the organization forward and identify how that data will be collected.
How does quality care match with good business leadership?	**Response**: These really go hand in hand. Among the responsibilities of leadership is to establish routines for operating and providing resources that support that operation. For quality care, routines should include training around documentation requirements, training in best practice models, development of policies and procedures, and establishing oversight protocols to monitor quality care.
How do you balance serving clients and managing staff as a manager in a nonprofit organization?	**Response**: In truth, this shouldn't have to be a balancing act. When providing good care, hopefully your staff feels good about what they are accomplishing. Issues often arise around

	operational demands on staff. This includes productivity standards and documentation requirements. That's where the push-back may be experienced. Transparency and communication are usually the best approach. If people understand why they are being asked to do something and that it ultimately is in the best interest of serving their client, it often leads to greater cooperation.
Hi, wanted to know of any feedback you may have regarding workflows and high turnarounds?	**Response**: I think this question is addressing staff retention and case load demands. The work is demanding both because of the nature of the work we do and because of all the documentation and related requirements. Sometimes it's worthwhile to include staff in helping to identify problems that are causing them stress and asking them to help develop solutions that addresses these stressors within the parameters of keeping the agency fiscally whole while maintaining quality care. Also being clear and transparent about why certain requirements exist, if important. For instance, productivity standards are not pulled from the air. Explain how they derived. Documentation requirements are often a result of standards of care established by the licensing or granting entity. For the most part, these standards tie back to good quality care and/or meet billing documentation requirements.
How do you get feedback without it turning into a grievance session?	**Response**: It's good to hear concerns. Setting parameters and ground rules for discussion are important. Asking people to voice their concern, but also be prepared with a reasonable and feasible solution, is often a good approach. Of course, there may be some concerns that require leadership to look further and ultimately to make changes or manage difficult personnel issues.

IT / Data Webinar

Question	Presenter Answer
Will OASAS providers have access to Psyckes?	**Response**: The following types of New York State organizations are eligible for access to the PSYCKES-Medicaid application: ● Providers with one or more OMH licensed programs or programs with OMH oversight ● Providers with one or more OASAS licensed programs ● DOH Health Home Programs and DOH Care Management Programs ● Federally Qualified Health Centers ● Medicaid Managed Care Organizations ● OMH Local Government Units
Hello, what are the requirements for accessing PSYCKES? I work as a care manager dealing with Medicaid patients.	**Response:**Office of Mental Health (OMH) grants PSYCKES access at the organizational level, and then access for individual users is managed internally by the organization. Once an organization has PSYCKES access, its leadership designates one or more staff as "Security Manager(s)." A Security Manager uses the OMH Security Management System to grant PSYCKES access to staff.
For the key performance indicators -how long do you wait to change something that is not working in the program?	**Response**: ● In order to make a decision about when you need to change process related to not meeting a KPI benchmark you need to have the following in place:

	○ Timely and accurate monthly data monitoring displayed in a fashion that allows you to understand the data trend
	
	Once you have that in place I ask the following questions:
	● Did we fully train staff prior to implementing the change and do we know the process changes have been universally adopted. If the answer is no then you are not yet able to evaluate the effectiveness of you process change
	● If the answer is yes there are a few additional questions:
	    ○ What is the trend? if it is trending down for two consecutive months you need to investigate. If the trend line is flat you may need to wait for a few more months to see in which direction your trend line is moving. If the trend line is positive, congratulations you are making progress!
	    ○ Even with downward trends, might you be looking at seasonal variations or seeing down turns because months have fewer program days? If the answer is yet you may just need to wait a bit.

Can you repeat the excel tools you use again?	**Response:** PowerPivot and GetInTransform
You mentioned having trained staff, where do we start to get staff trained-	**Response:** As it relates to training on Excel analytic tools there are several free and/or paid self-paced training modules that are available. Training should start with the basics; tables and pivot tables and then proceed on to Get and Transform and Power Pivot. The final step in the training would be learning at least the fundamentals of Data Analysis Expressions (DAX) that would

	allow you to create measures. A good start would be the tutorials on the Microsoft Support website.

Finance / Billing Webinar:

Question	Presenter Answer
Good Afternoon. I am trying to put together a simple cash calendar that gives us a very brief visual on the revenue sources and the turn around time for payment. Is there a tool or template that we can use as a guide in creating this?-	**Response:** Your General Ledger software should provide a cash flow report that will illustrate your funders and cash receipts. Depending on the software you are using, you can also download transactions into an excel spreadsheet and build a historic cash flow analysis that could also be the support for your cash flow projections.
Our agency is just starting is there any outside resources that could come in and help us? **-**	**Response:** There are many qualified consultants and consulting firms that can help, including the presenters for this series. You might also find expertise on your Board or reach out to colleagues from other agencies. Trade organizations and Coalitions can also be very helpful.
Is outsourcing for accounting services recommended for an agency w certain amounts of staff members. Do you recommend outsourcing for small businesses with less than 5 or 10 workers?	**Response**: This is really dependent on your budget and internal resources. There are pros and cons to both, but ultimately the best situation is to manage business operations internally. However, the size of the organization and the budget might prevent that. There are many good vendors who can offer part or all of what you need. If outsourcing, establish your criteria – what do you need done? What are your expectations? Etc. Make sure you have someone within your agency who knows what's going on in case you have to end your agreement with the vendor.

Quality / Documentation / Compliance Webinar

Question	Presenter Answer
Who should be assigned to conduct internal audit of the program finances to ensure regulatory compliance? How often should they be completed?	**Response:** The first rule of financial regulatory compliance is a well crafted fiscal policy and procedure manual that clearly delineate roles and responsibilities that are fashioned to ensure that there are solid internal controls in place. A good internal control structure, followed 100% of the time will ensure regulatory compliance and mitigate financial risk. It is important that the performance evaluations process for financial staff specifically evaluates staff's compliance with the financial policy and procedure. This is a critical checkpoint and should be performed at least annually. Independent auditors also have an important role to play in assuring that financial regulations are being followed and that organizational assets are being protected. Auditors are selected by the board and report directly to them adding a layer of protection for the organization and they must adhere to rigid standards that guide their work and opinions. Good internal controls, comprehensive employee evaluations and annual independent audits in most cases should be sufficient to mitigate risk related to financial operations.
What is the panelists view of compliance reviewing notes from DSP's? Is that overstepping the audit team role if the focus is to ensure it is complete and ties appropriately to goals?	**Response:** ● There can be three types of audits that can be related to DSP notes: ● Billing - do the notes meeting standards necessary for billi and does the detail in the note match the information on the bill that will be submitted

	- Clinical - are the goals appropriate, do the interventions match goals, are the notes well written and conform to agency standards, do the notes reflect progress - Utilization - Do the notes in total reflect the level of care that is appropriate for the individual served. How and by whom all these different functions are provided is an agency decision that should be clearly stated and understood. If there is a component that is missing determining who should take on this additional responsibility might require a restructuring of roles.
Does the compliance committee have to meet every other month or every quarter?	**Response**: The compliance committee should be a committee of the board and I believe quarterly meetings would be sufficient but monthly or bi-monthly would be considered best practice. Make sure meetings are meaningful and documented. Your documentation should demonstrate that the board and the organization take this role seriously.
Is the Exit Interview required or is that best practice?	**Response**: Exit interviews would be considered best practice.
Can you include a link to the 3 sites listed on the final page?	**Response**: Answered during webinar but response wasn't captured. *Note: I check the powerpoint and I do not see references to any sites.* I cannot answer this question
As far as cookie cutter documentation, what if a clinician is putting the same verbiage for Interventions Used of psychotherapy for each client?	**Response**: This would definitely be considered a red flag that would require supervisory intervention. Training staff to tailor their interventions based upon the needs of the client and then properly document the interventions in most cases is a training issue.
What if your organization does not have a compliance officer? Who takes over compliance obligations?	**Response**: To meet the requirements of having a functioning compliance program an individual in the organization needs to

	have primary oversight responsibility for the components that make up the program. The two key aspects of this position is that the Compliance Officer reports directly to the board and gives regular reports to the CEO. You may want to consider finding someone in your organization that can take on this role and act independently and name them the Compliance Officer.